

Challenging The Spirit

PROGRESS REPORT ON PERFORMANCE INDICATORS FOR 2003-2004

Overview

- *Challenging the Spirit*, the Western Kentucky University strategic plan, was originally adopted in 1998. The plan sets forth the vision, mission, purpose, core values, and strategic goals of the institution.
- *Challenging the Spirit* is implemented through the five strategic goals:
 - Goal 1** Increase student learning
 - Goal 2** Develop the student population
 - Goal 3** Assure high quality faculty and staff
 - Goal 4** Enhance responsiveness to constituents
 - Goal 5** Improve institutional effectiveness
- At the institutional level, progress toward each Goal is measured by a set of performance indicators and is evaluated and reported each year. This is the sixth annual assessment of Western Kentucky University's progress toward goals set forth in the *Challenging the Spirit* strategic plan.
- Performance indicators are updated on a three-year cycle. The current list of 78 performance indicators was developed in 2001 as part of this regular cycle, and the indicators are to be achieved by 2006. Some performance indicators reflect ongoing efforts and therefore are targeted for annual achievement. This report documents the University's progress on its current 78 performance indicators for the fiscal year 2003-2004.
- Progress toward each performance indicator is evaluated on the following scale: **NONE, LITTLE, SOME, SUBSTANTIAL, EXCEPTIONAL, ACHIEVED**. The following summary of the levels of progress for the 78 current performance indicators during 2003-2004 reflects significant accomplishments and advances in most areas:

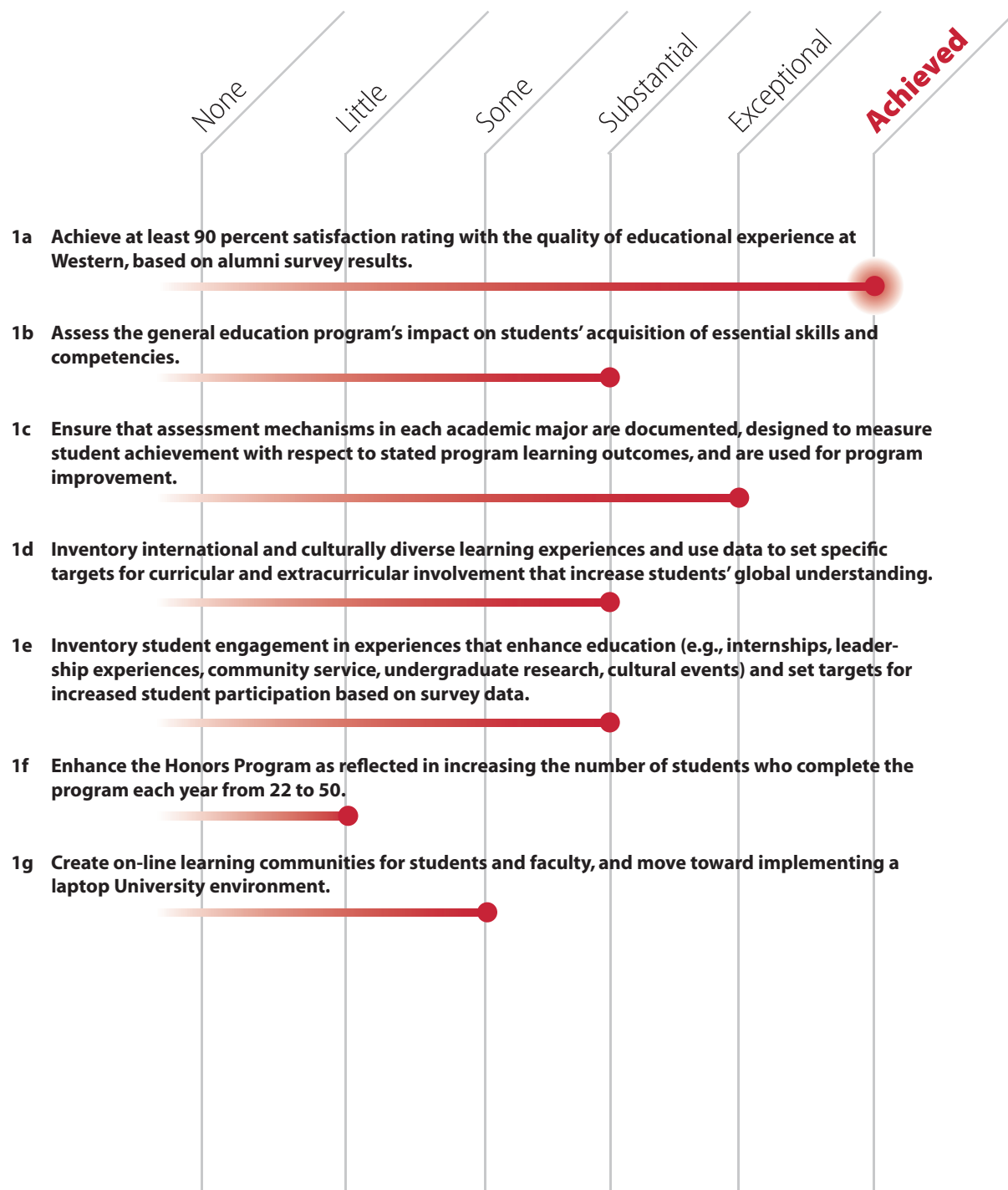
Achieved:	34
Exceptional Progress:	13
Substantial Progress:	19
Some Progress:	7
Little Progress:	2
No Progress:	2
Not Reported	1

Details on the progress toward individual performance indicators appear in the following pages. Please note that various rates of progress for performance indicators are to be expected in a comprehensive plan of a multifaceted institution whose progress is significantly affected by state funding and other external factors.

- Highlights in this year's report include progress made in inventorying and enhancing student engagement experiences (Goal 1), completing quality of life improvements to residence halls and food services (Goal 2), identifying recurring Academic Quality resources to increase the number of full time faculty, fund classroom and laboratory renovation, increase faculty development resources, purchase teaching and research equipment, provide additional graduate assistantships, and support a host of additional initiatives (Goal 3), launching the Division of Extended Learning and Outreach (Goal 4), and adding to our already substantial external financial resources dedicated to supporting the University mission and goals (Goal 5).
- A list of previously achieved and now retired performance indicators from the original 1998-2003 *Challenging the Spirit* appears on page 24.

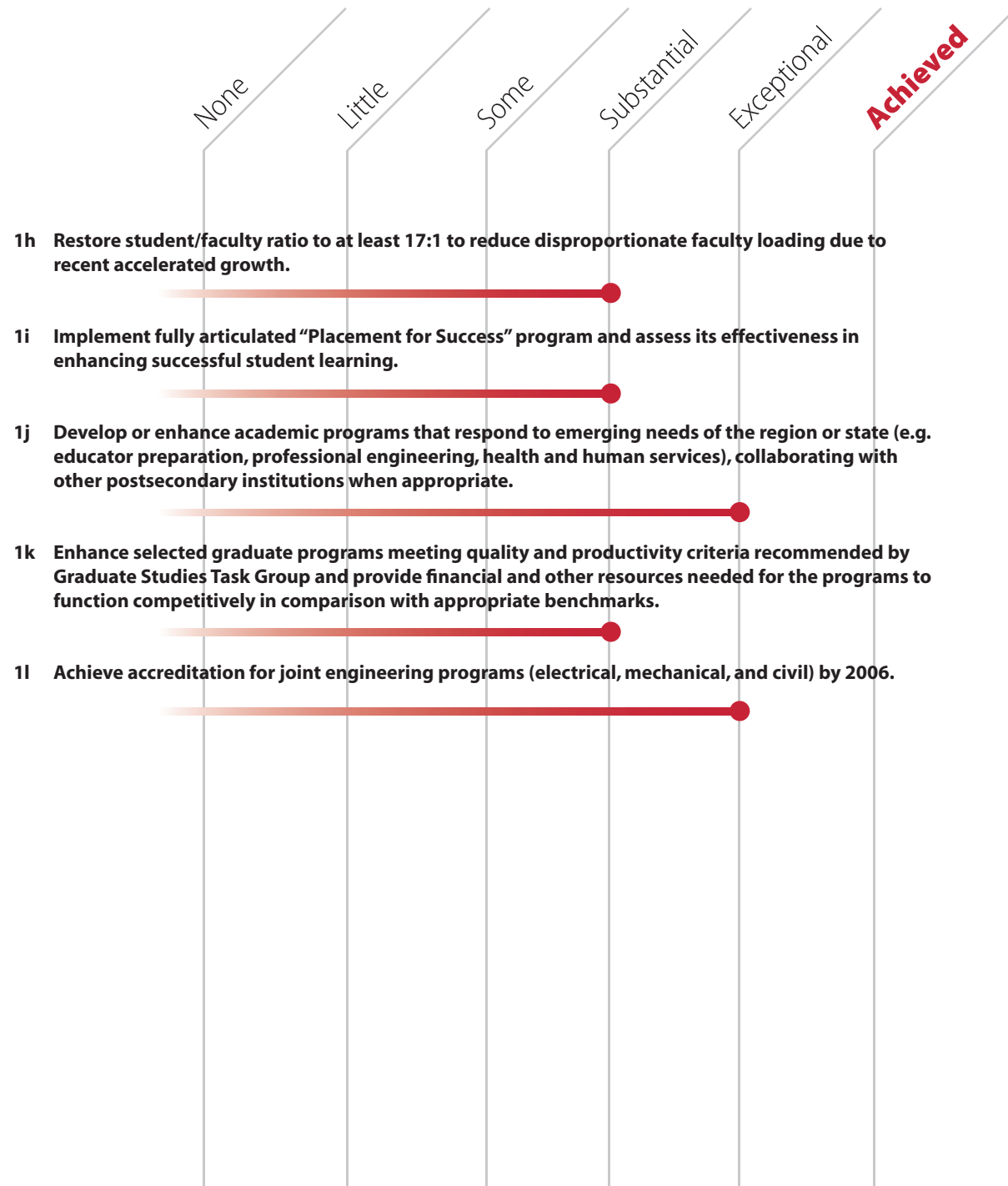
Strategic Goal 1: Increase Student Learning

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

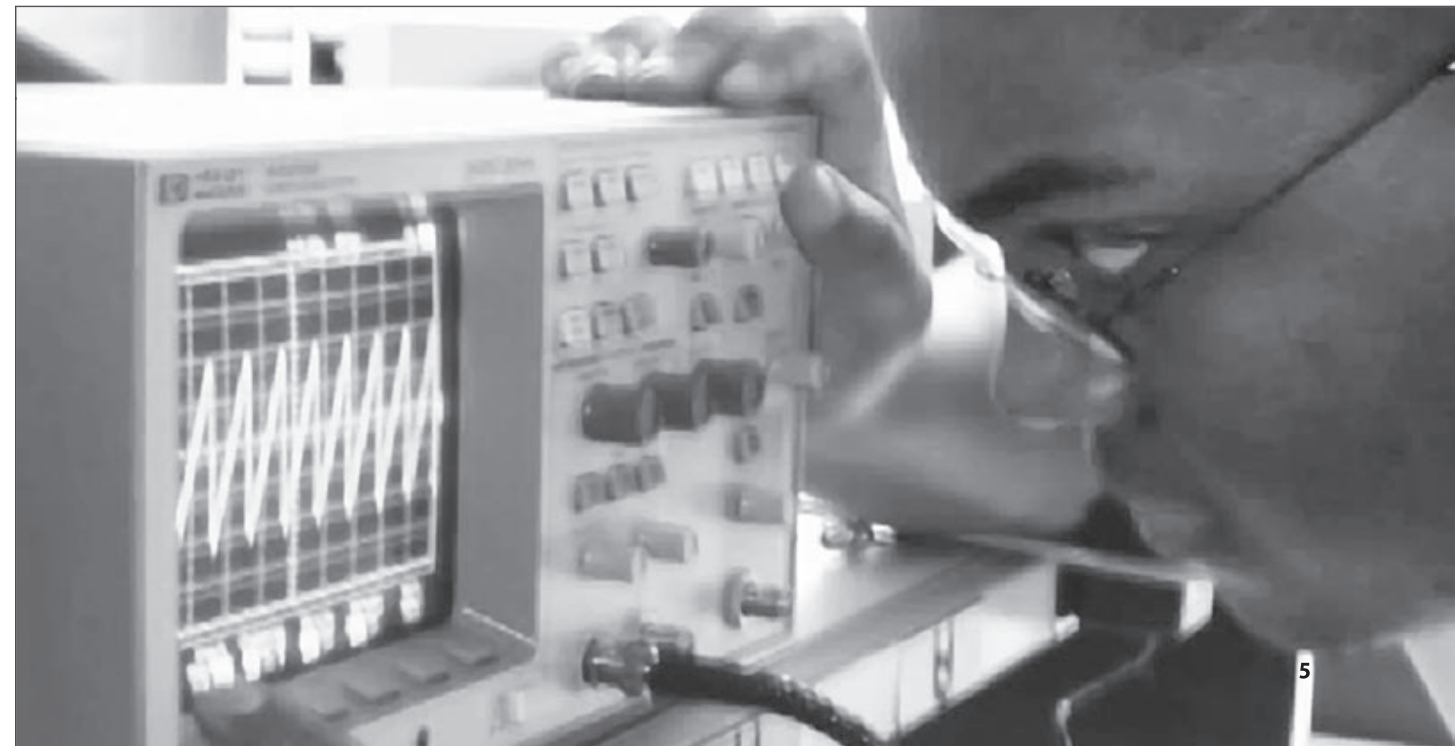


- 1a ACHIEVED:** WKU continues to receive high marks from both undergraduate and graduate alumni. On the 2003 Graduate Alumni Survey, 98.5 percent of alumni indicated that they were satisfied or very satisfied with the overall quality of their education at Western. Likewise, on the 2004 Baccalaureate Alumni Survey, 98.6 percent of alumni expressed similar satisfaction. (Graduate and undergraduate alumni are surveyed in alternate years.)
- 1b SUBSTANTIAL PROGRESS:** The first two-year cycle of General Education assessment will be completed in Spring 2005. For this cycle, students are being assessed with regard to the following General Education Goals: critical thinking and public speaking (Department of Communication), ability to construct effective arguments and use appropriate sources (Department of English), ability to use fundamental mathematical reasoning principles, appropriate methods to solve practical problems and interpret data in tables and graphs (Department of Mathematics), and in the areas of semantic and lexical competence, functional language skills in everyday contexts, and familiarity with the cultures and peoples of the language studied (Department of Modern Languages). The next two-year cycle will focus on assessing the students' historical perspective and understanding of connections between past and present and their understanding of the scientific method and knowledge of natural science and its relevance in our lives. To aid in planning for future assessment, all departments with General Education courses will be asked to specify how course goals contribute to the fulfillment of the relevant General Education goals and how assessment might effectively occur in the context of the course.
- 1c EXCEPTIONAL PROGRESS:** An assessment process detailing student learning outcomes, means of assessment, and criteria for success has been implemented for each academic program. Participation in this system, including a report on how assessment results were used to drive improvement in academic programs, exceeded 95 percent in 2003-04.
- 1d SUBSTANTIAL PROGRESS:** International and culturally diverse learning experiences in the forms of student study abroad opportunities, opportunities for faculty to teach abroad, and foreign student exchanges have all been inventoried. Targets have been set for a three percent increase in the following areas: participation of students in study abroad experiences, participation of faculty in study abroad experiences, and the number of foreign students studying and interacting with domestic students on campus. These targets were met in two of the three areas in 2003-04, with students taking part in study abroad experiences increasing from 188 to 260 (a 38 percent increase) and faculty involved in teaching abroad increasing from 15 to 17 (a 13 percent increase). Foreign student enrollment increased from 490 to 501 (a 2 percent increase), missing the target by only four students.
- 1e SUBSTANTIAL PROGRESS:** An annual WKU Student Engagement Survey (WKUSES) for juniors and seniors has been implemented as a local engagement experiences inventory tool. Additionally, WKU is registered to participate in the National Survey of Student Engagement in 2005 and 2006. Building upon previous campus-wide audits of civic engagement, two campus colloquia on student civic engagement have been conducted. An all-day retreat and planning meeting for the American Democracy Project was held in January 2004. WKU hosted a statewide meeting on student civic engagement and established an internet listserv to share information on student civic engagement activities. Faculty and staff teams have attended several national meetings on student civic engagement to assist in determination of the direction of future initiatives. "Engaging Students for Success in a Global Society" has been selected as the theme for the WKU Quality Enhancement Plan and as such will be the focus of curricular and co-curricular activity for the coming five to seven years.
- 1f LITTLE PROGRESS:** The Honors Program at WKU is currently undergoing significant restructuring including the allocation of significant recurring resources.
- 1g SOME PROGRESS:** On-line Learning Communities are tied into the portal implementation (Performance Indicator 5e). A laptop University is predicated on creating a wireless environment for laptops and PDAs. Funding to create this environment was approved to begin in Spring 2005.

Strategic Goal 1:
Increase Student Learning

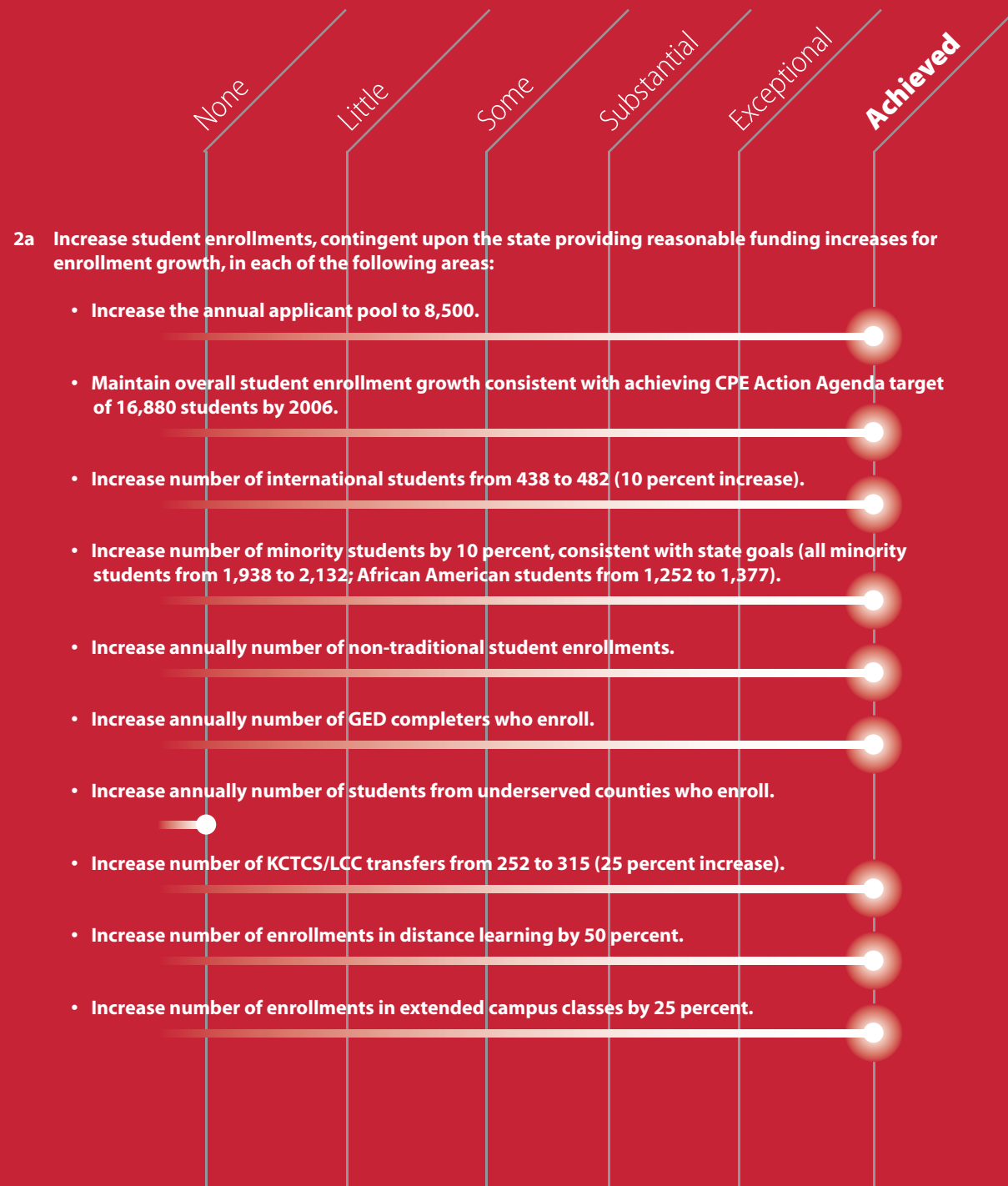


- 1h SUBSTANTIAL PROGRESS:** The addition of 34 new full time faculty positions, funded from tuition revenues designated for academic quality, has helped to drop the ratio from 19:1 in Fall 2003 to 18:1 in Fall 2004. Funding for an additional 25 positions has been identified for 2005. A demographic shift as retired faculty are replaced with younger faculty has also allowed many departments to shift salary dollars to create additional positions.
- 1i SUBSTANTIAL PROGRESS:** The "Placement for Success" program (which uses ACT scores to assign at-risk students to appropriate levels and sections of writing, math, and reading) has been implemented and is fully functional. One method by which the effectiveness of this program is currently assessed is by comparing the "pass rate" (defined as a grade of C or better) of students who have taken a remedial course in one of these three areas with those who have not in the first college course in that area beyond the remedial level.
- 1j EXCEPTIONAL PROGRESS:** In addition to the numerous examples of responsive academic programs in educator preparation and health and human services described in previous reports, WKU has collaborated with the University of Kentucky to offer joint baccalaureate programs in civil engineering and mechanical engineering and with the University of Louisville to offer a joint baccalaureate program in electrical engineering. These programs were developed to fulfill a regional need for engineers in accordance with the state Council on Postsecondary Education's (CPE) Statewide Engineering Strategy. Each of these engineering programs has graduated its first class and each has applied for accreditation by ABET, Inc. (see Performance Indicator 1l).
- 1k SUBSTANTIAL PROGRESS:** Reduction in the rate of tuition increase for non-resident US students and international students has resulted in increased enrollments of non-resident graduate students. Academic Quality Enhancement funds continue to be committed to increasing graduate assistantship stipends as recommended by the Graduate Studies Task Group.
- 1l EXCEPTIONAL PROGRESS:** ABET, Inc. accreditation for the joint engineering programs is progressing on schedule. Self-studies were written and submitted in July 2004 and site visits were completed on November 7 – 9, 2004. Final announcement of the accreditation action will be made in August 2005.



Strategic Goal 2: Develop the Student Population

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



2a ACHIEVED: The applicant pool for fall 2004 was 11,036 (9,247 undergraduates and 1,789 graduates), a drop of 2 percent since fall 2003 but up 4 percent since fall 2002.

ACHIEVED: Fall 2004 enrollment was 18,513 (up 1 percent since fall 2003 and up 12 percent since fall 2001).

ACHIEVED: Fall 2004 international student enrollment is 606 (up 21 percent since fall 2003 and up 38 percent since fall 2001).

ACHIEVED: In fall 2004, all minority student enrollment was 2,468 (up 8 percent since fall 2003 and up 27 percent since fall 2001). African American student enrollment was 1,479 (up 8 percent since fall 2003 and up 18 percent since fall 2001).

ACHIEVED: Fall 2004 enrollment of non-traditional students was 3,193 (up 0.3 percent from fall 2003 and up 6 percent since fall 2001).

ACHIEVED: The number of GED completers rose from 56 to 81 from fall 2003 to fall 2004. This represents a 45 percent increase over this one-year period and a 16 percent increase from the fall 2001 enrollment of 70.

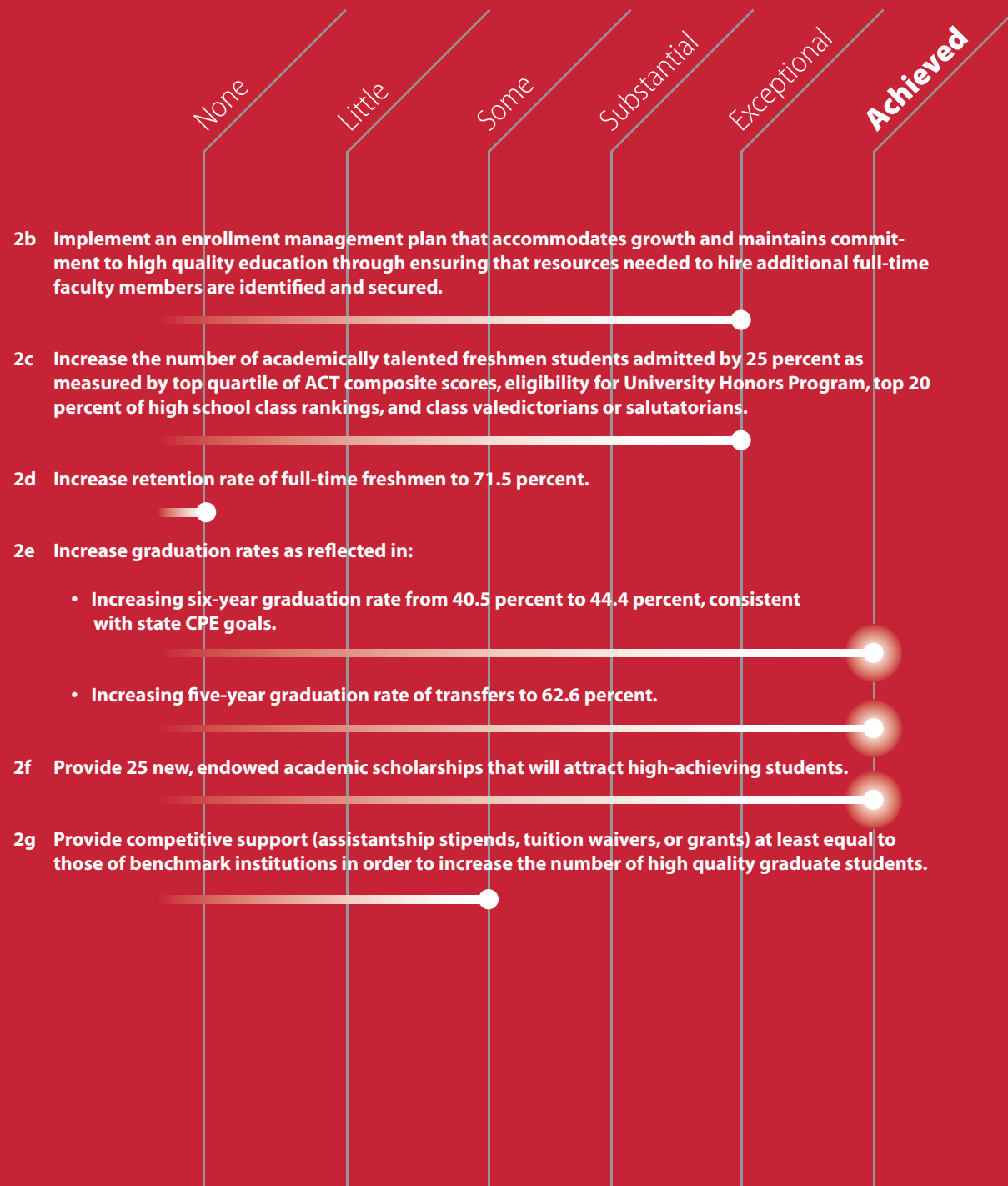
NO PROGRESS: The list of underserved counties as provided by the Kentucky Council on Postsecondary Education has changed since 2003. Based upon calculations with the new list, enrollment from these counties fell to 1,616 in 2004 (down 5 percent since fall 2003 but up 2 percent since fall 2001).

ACHIEVED: Fall 2004 enrollment of KCTCS transfers was 322 (up 1 percent since fall 2003 and up 27 percent since fall 2001).

ACHIEVED: Enrollments in distance learning for fall 2004 were 3,347 (up 37.5 percent since fall 2003 and up 199 percent since fall 2001).

ACHIEVED: Fall 2004 extended campus enrollments were 7,258, an increase of 26 percent since 2001.

Strategic Goal 2: Develop the Student Population



2b EXCEPTIONAL PROGRESS: In order to ensure sufficient resources to maintain a high quality of education, the University's enrollment management plan set a target to enroll approximately the same number of first-time, full-time freshmen (FTFTF) in fall 2004 as in the previous year. The goal was achieved with only 20 fewer students than last year. This represents exceptional progress considering the fact that the University enrolled many fewer FTFTF from Tennessee because of the Tennessee lottery scholarship. Academic Quality (Phase I and II) funds will support the addition of 55 new full-time faculty positions to assure that the WKU commitment to high quality education is maintained.

2c EXCEPTIONAL PROGRESS: An increase of at least 25 percent in all but one category: Top quartile ACT composite students – 215 (up 38 percent over baseline year); Honors eligible – 404 (up 42 percent over baseline year); top 20 percent of high school class rankings – 791 (up 12 percent over baseline year); class valedictorians or salutatorians – 130 (up 29 percent over baseline year).

2d NO PROGRESS: Fall 2004 data indicate that retention rate of full-time freshmen dropped to 67.78 percent. This is likely due to the drop in returning Tennessee students due to the newly implemented Tennessee Lottery Scholarship.

2e ACHIEVED: The fall 2004 six-year graduation rate was 44.4 percent as targeted by the CPE goal.

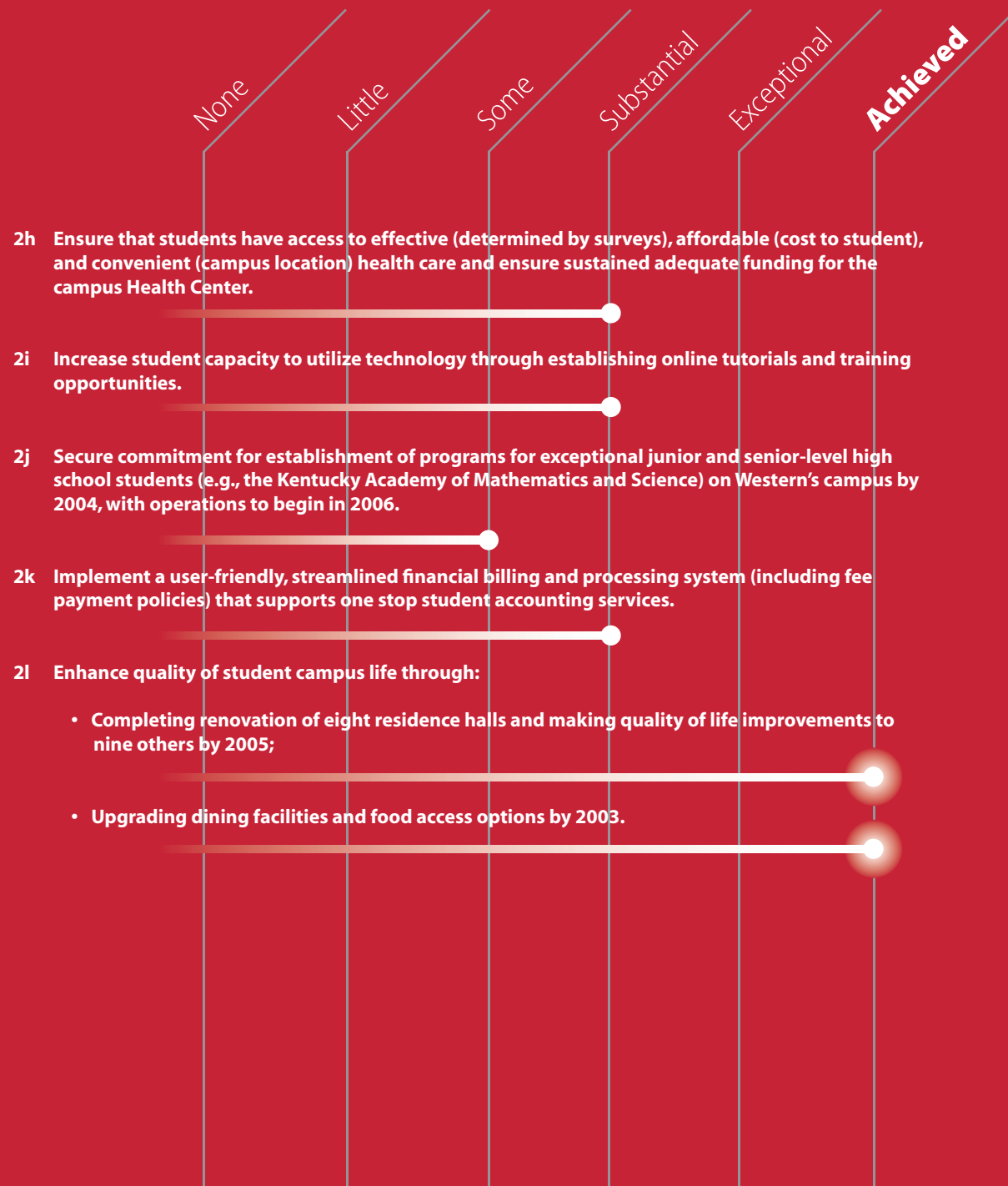
ACHIEVED: The fall 2004 transfer graduation rate is 78.6 percent.

2f ACHIEVED: Since the beginning of the "Investing in the Spirit" Campaign, 85 new endowed scholarships have been created through private donations. This is broken down by fiscal year as follows: 1998 (6), 1999 (20), 2000 (19), 2001 (23), 2002 (10), 2003 (3), 2004 (4).

2g SOME PROGRESS: Assistantship stipends have been increased both within specific programs and across all programs. Through Programs of Distinction funding, grant project funding, and Academic Quality Enhancement funding, stipends have increased to an average of about \$8,000. Meanwhile, stipends at our benchmark institutions have increased proportionally and more institutions are covering all tuition and providing health insurance for graduate assistants.



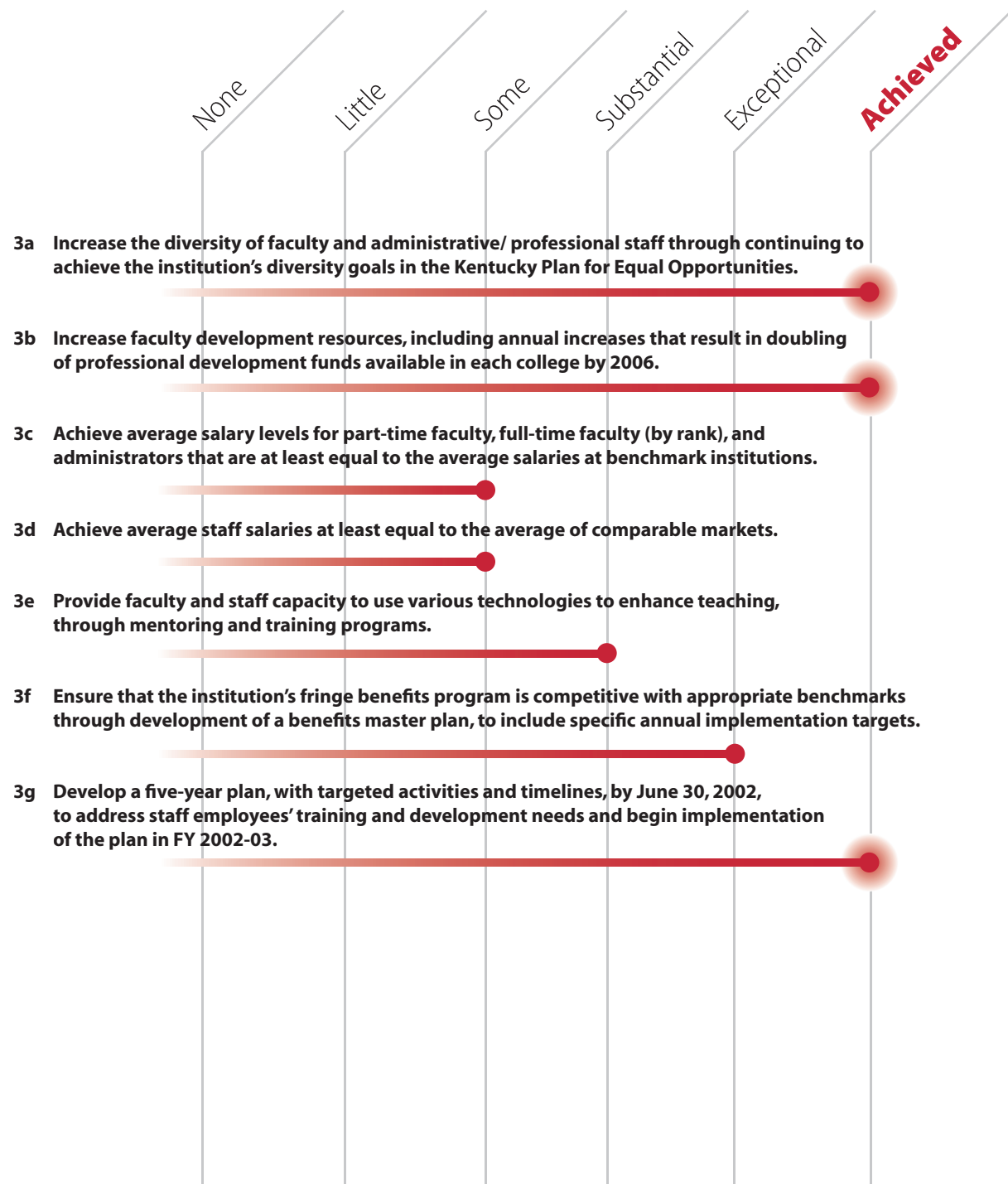
Strategic Goal 2: Develop the Student Population



- 2h SUBSTANTIAL PROGRESS:** Campus Health Services continues to provide effective services as rated by satisfaction surveys. The affordability of these services is dependent upon the presence of health insurance, rendering those students without health insurance vulnerable to the high cost of health care. Location is convenient, but facilities are not large enough.
- 2i SUBSTANTIAL PROGRESS:** As of June 30, 2004, the Technology Resource Center (TRC) was partially equipped and able to provide limited services in the areas of multimedia teaching and learning for students and faculty. The TRC's full services include digital video equipment for loan, video editing workstations, audio equipment for sound recording, specialized graphics workstations, and laptops and projectors available for loan. Additionally, the Blackboard Learning Management System's BBHelp capability went online in November 2003. BBHelp is a series of online self-help modules built around an interactive process to direct users to the most helpful possible solutions to specific problems.
- 2j SOME PROGRESS:** The Kentucky Academy of Mathematics and Science receives \$500,000 annually for planning. Further funding for retrofitting Florence Schneider Hall as the home of the Kentucky Academy is awaiting a state budget for 2004-2005. Funding for the Kentucky Academy of Mathematics and Science is in Governor Fletcher's budget and is acknowledged as a high priority by other state educational and political leaders.
- 2k SUBSTANTIAL PROGRESS:** Effective with the fall 2004 semester, student textbook and course materials were consolidated into the student's central billing system.
- 2l ACHIEVED:** Total renovations have been completed on McLean, Northeast, Southwest, and Bates-Runner Halls. Major renovations were completed on Barnes Campbell, Bemis Lawrence, Minton, and Hugh Poland Halls. Life safety systems and common area renovations have been completed in McCormack, Gilbert, Rodes Harlin, and Douglas Keen Halls. A central chill water plant has been built to provide air conditioning to nine residence halls and three academic buildings. Pearce-Ford Tower's life safety equipment has been upgraded. All residence halls have fire suppression systems installed. Over \$50 million has been spent to update the residence halls since May 2000. This completes Phase I of the residence hall project. Phase II is in the planning stage with an estimated cost of over \$15 million.
- ACHIEVED:** The Downing University Center expansion and renovation project, Phase I, the Fresh Food Company, was completed and opened for student use in August 2003, and the RedZone restaurant opened in August 2004. Major improvements have also been completed in the dining facilities in the Garrett Conference Center. Student response to these improvements has been very positive.

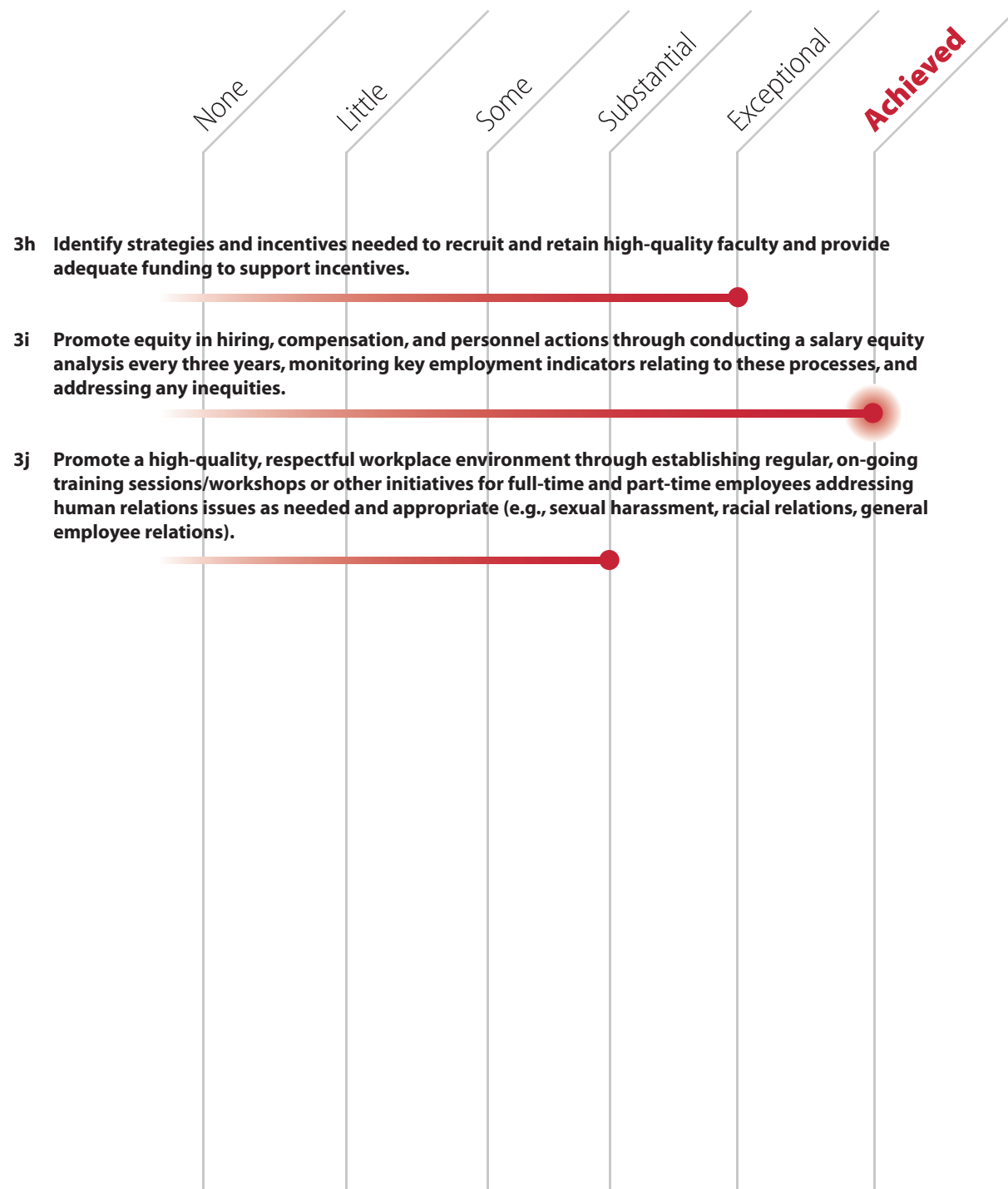
Strategic Goal 3: Assure High-Quality Faculty And Staff

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



- 3a ACHIEVED:** State objectives for employment of African Americans have been exceeded in each category: Executive, Administrative, and Managerial positions (7.5 percent vs. 5.0 percent objective); Faculty (5.6 percent vs. 3.8 percent objective); Other Professionals (9.3 percent vs. 5.6 percent objective).
- 3b ACHIEVED:** The Kentucky Council on Postsecondary Education had previously allocated \$92,600 in faculty development funds to WKU. In addition, \$152,000 was allocated to academic departments from Academic Quality Fee (Phase I) funds in FY 2004-05. These funds were designated for faculty professional development activities. This \$244,600 in additional faculty development funds more than doubles the total professional development funds previously budgeted for faculty professional development. The \$244,600 represents a 136 percent increase over the \$179,882 previously budgeted for faculty professional development in academic department budgets.
- 3c SOME PROGRESS:** FY 2003-04 faculty salary data suggest that WKU made progress in average faculty salaries compared to benchmark universities and other public universities. WKU's continuing full-time faculty salaries increased by 4.14 percent for FY 2003-04 compared to 1.1 percent for public Master's universities nationwide. WKU salaries, however, do remain below average benchmark faculty salaries by rank. Faculty (including regular and temporary part-time faculty members) and administrative salaries increased by 3 percent for FY 2004-05. Continuing full-time faculty members received an average 3.28 percent salary increase for FY 2004-05.
- 3d SOME PROGRESS:** The 2003-04 budget provided a 3.7 percent general pool for salary increases. Resources were not identified within this budget for market adjustments. After the 07/01/03 increases were provided, WKU salaries were approximately 95 percent of the estimated market for administrative positions (surveyed) and 88 percent of the estimated market for professional non-faculty positions (surveyed). Additionally, the 2004-05 budget did not provide resources for market adjustments.
- 3e SUBSTANTIAL PROGRESS:** The Academic Computing Service provides ongoing training in administrative systems and services for faculty, staff, and students in technologies such as Banner, TopNet, Document Imaging for purchasing and finance, and Online Reporting (TopSmart). Over the past year approximately 1100 faculty, staff, and students have been trained including several large groups (e.g., new faculty orientation, international students orientation). Additionally, Blackboard training for faculty included New User workshops, Assessment workshops, Discussion Board workshops, and Virtual Classroom workshops. More than 100 individual faculty members attended Blackboard training. An introduction to Blackboard was also included as part of new faculty orientation. Other programs included the Online Teaching Summer Camp, and the three-day Computer Camp 2004.
- 3f EXCEPTIONAL PROGRESS:** The University's contribution to employee health insurance was raised to \$381/employee for the plan year beginning January 1, 2004. This represented an increase of 12 percent over the prior calendar year. The contribution is to be raised to \$390/employee as of January 1, 2005. The University maintains a positive competitive position in this regard.
- 3g ACHIEVED:** The Staff Leadership Institute is now in its third year with excellent results. Upon completion of the fall 2004 class, 60 individuals will have graduated from the institute. A revised new employee orientation program has been implemented with very successful results. As of September 2004, the reconfiguration of staffing within Human Resources has enabled the departments to direct resources to staff training and development. The newly appointed position of Manager of Employment and Training will have responsibilities for coordination of training activities.

Strategic Goal 3:
Assure High-Quality Faculty And Staff

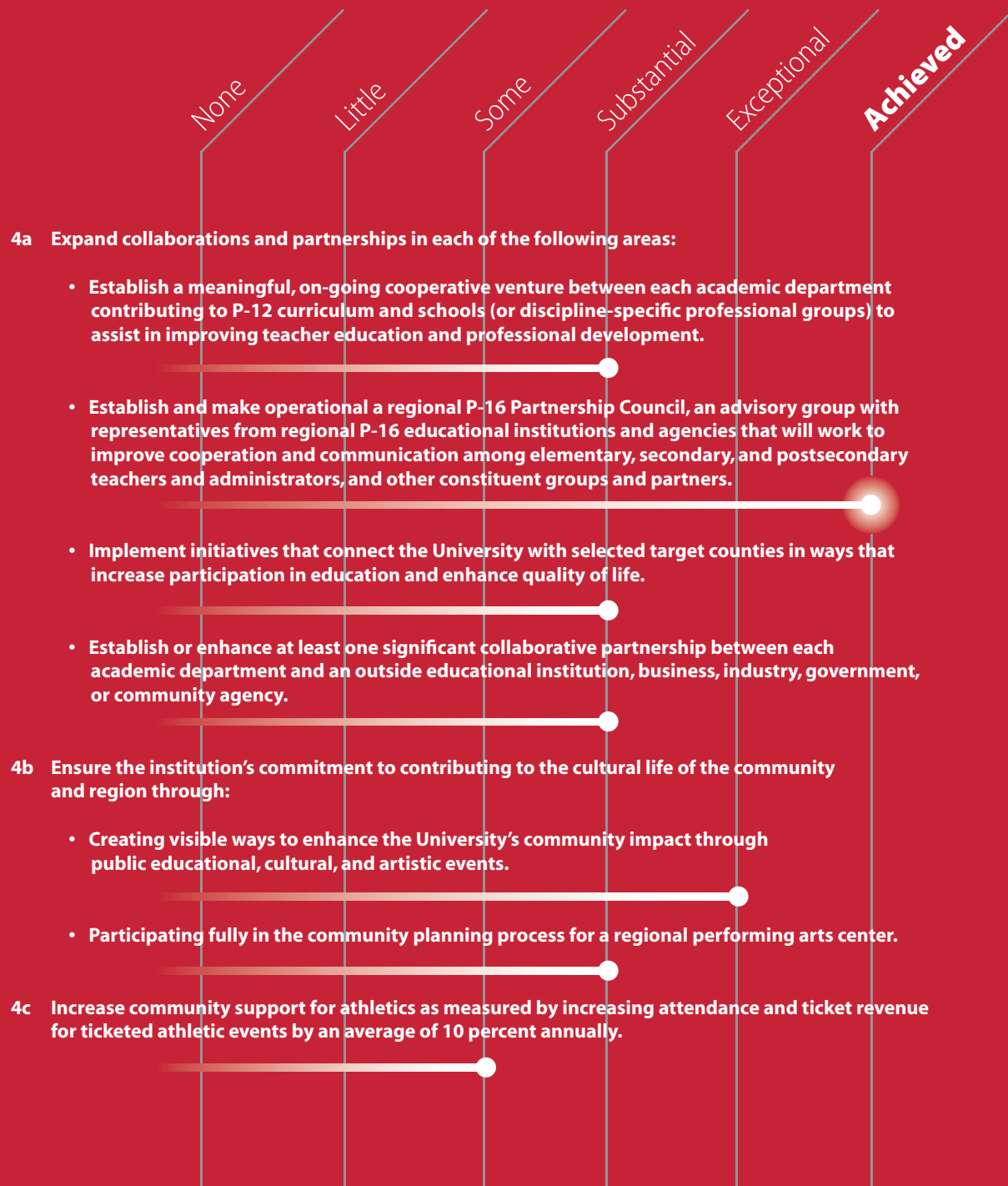


- 3h EXCEPTIONAL PROGRESS:** The University has provided significant, additional, recurring funding to support investments in academic quality. New Academic Quality Fee (Phase I) projects were approved effective January 2004. For FY 2004-05, this represents a commitment of almost \$6 million in new restricted tuition fees to support **(1)** faculty staffing, recruitment, and retention; **(2)** academic support and student success; and **(3)** academic learning environments. Additional Academic Quality Fee (Phase II) projects will be funded starting in January 2005, to support **(1)** faculty staffing and market competitiveness, **(2)** increased support for academic programs, **(3)** additional library support, and **(4)** enhancement of information technology. When fully funded in FY 2005-06, the Academic Quality (Phase II) funds will provide an additional \$5,045,000 to support academic quality efforts throughout the University. The Academic Quality (Phase I and II) funds will ultimately support the addition of 55 new full-time faculty positions; provide additional support for faculty recruitment expenses; renovate classrooms and laboratories throughout campus; provide additional funding for teaching and research equipment; provide additional graduate assistantships and increased graduate assistantship stipends; increase faculty professional development funds; increase academic department operating budgets; provide funding for academic support, student success, and student engagement programs and initiatives; upgrade information technology support across campus; and support implementation of the University's Quality Enhancement Plan. The Academic Quality funds are in addition to Action Agenda funding that supports a wide variety of faculty program initiatives each year.
- 3i ACHIEVED:** A gender/ethnicity pay equity analysis for all full-time faculty and staff was completed in February 2003. As a result, approximately 160 individuals received a total of \$175,000 in salary adjustments. In keeping with the goal of conducting such a study every three years, a second gender/ethnicity pay equity analysis is currently being initiated with any approved salary adjustments scheduled for implementation July 1, 2005.
- 3j SUBSTANTIAL PROGRESS:** Training and other activities have been held for improving job skills and the general working environment at WKU. This area is continually assessed and programs/activities implemented as warranted and approved.



Strategic Goal 4: Enhance Responsiveness to Constituents

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



4a SUBSTANTIAL PROGRESS: Cooperative relationships contributing to either P-12 curriculum and schools or professional groups were reported by 19 academic departments for 2003-04.

ACHIEVED: A Warren County/Barren County P-16 Council has been established and remains viable. The Council, currently chaired by the Warren County Superintendent of Education, recently hosted a meeting of similar local councils from across the state of Kentucky. WKU is represented and maintains an active role.

SUBSTANTIAL PROGRESS: At least five academic departments conducted initiatives to send faculty and students to target counties and to invite target county students to campus. Over 2,000 high school students were directly involved in this process.

SUBSTANTIAL PROGRESS: Partnerships and collaborations with external entities were reported by 25 academic departments in 2003-04. This included numerous examples from each academic college. Additionally, implementation of WKU's Quality Enhancement Plan, "Engaging Students for Success in a Global Society," should generate a significant increase in these activities in the coming years.

4b EXCEPTIONAL PROGRESS: The University is taking several steps to highlight its cultural impact on the community through innovative programming as well as through additional efforts in promotion. Examples include:

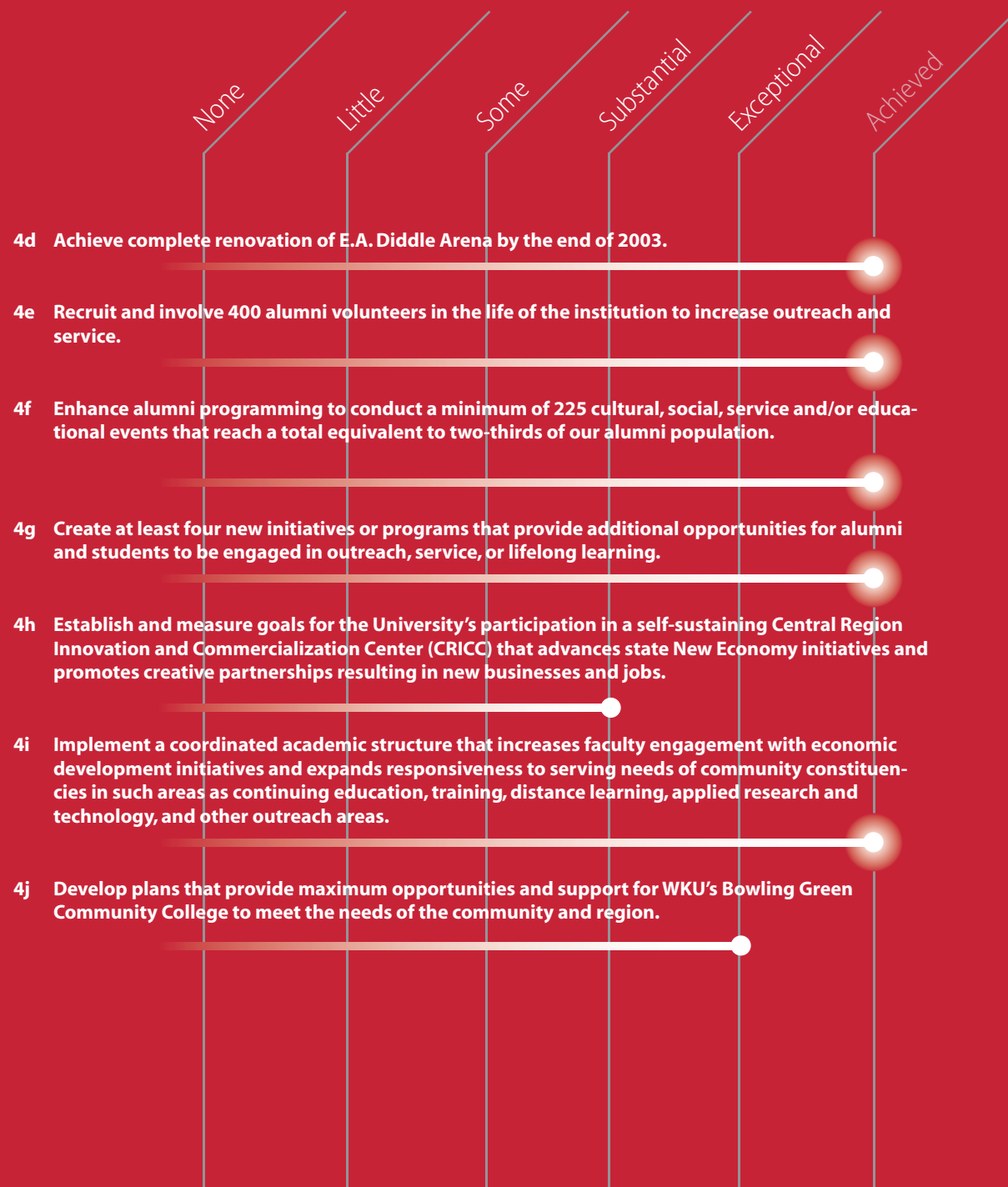
- The Music Department is working with the newly created Division of Extended Learning and Outreach to develop and publicize its new String Development Program which now offers string instruction aimed at pre-college students. In addition to private lessons, the department is also offering string instruction at two Warren County elementary schools and two Bowling Green City elementary schools.
- The Bowling Green Western Symphony Orchestra, a joint University-community venture, has hired an executive director to raise the profile of its activities.
- The University is taking an active leadership role in planning the proposed Southern Kentucky Performing Arts Center.
- The Art Department is continuing its partnerships with area businesses to support major gallery shows by local artists.
- The Theatre and Dance Department is expanding its programming for young people, particularly through its Children's Theatre Program.

SUBSTANTIAL PROGRESS: The University and its faculty are playing an active role in planning for the regional performing arts center. The University participated in the decision to move the facility to a new location downtown, and it is negotiating with the SKyPAC board to purchase its previous site for the University. Faculty and administrators have met with board members and architects to discuss preliminary aspects of building design.

4c SOME PROGRESS: In comparing the attendance numbers for these three major revenue-producing sports, football and men's basketball attendance met or exceeded the previous year by at least 10 percent. Women's basketball did not meet this performance indicator.

	AVERAGES FOR '02-'03		AVERAGES FOR '03-'04	
	Attendance	Revenue	Attendance	Revenue
Football	6,457	\$136,251	9,494 (+47 percent)	\$224,320 (+64.6 percent)
MBKB	4,781	\$727,779	5,272 (+10 percent)	\$734,678 (+1 percent)
WBKB	1,877	\$118,589	1,831 (-2.5 percent)	\$101,132 (-2 percent)

Strategic Goal 4: Enhance Responsiveness to Constituents



- 4d ACHIEVED:** The complete renovation of Diddle Arena was finished by the end of 2003.
- 4e ACHIEVED:** More than 650 alumni volunteers were involved through various opportunities in the WKU Alumni Association and throughout campus in 2003-04.
- 4f ACHIEVED:** Conducted 238 events that impacted 73,268 alumni and friends.
- 4g ACHIEVED:** Seven initiatives were created or expanded: **(1)** The Alumni Leadership Scholars Program was enhanced to include additional leadership training and learning opportunities for the 20 students selected to receive the Leadership Scholarship. The lifelong learning and training that occurs throughout this program involves alumni guest speakers, leadership training workshops, book discussions, and personal leadership preparation. **(2)** The Parents' Association and Parents' Advisory Council expanded their role to incorporate a spirit of service by being involved in raising money from parents to fund campus initiatives, providing service in volunteer capacities throughout Parents' Weekend, and assisting with student recruitment initiatives in various locations. **(3)** The Student Alumni Association hosted an Oozeball Tournament to raise money for Big Brothers and Big Sisters of Southern Kentucky in an effort to serve others, become more integrally involved in the community, and actively participate in student engagement. **(4)** The Western Wisdom Mentoring Program was expanded whereby alumni mentor current students in their chosen occupations; 84 alumni mentors and their respective mentees are now actively involved in this program. **(5)** The TOPS (Targeting Our Prospective Students) program was improved in which alumni volunteer to assist with student recruitment nights, hold phonathons for prospective students in their area, or attend college fairs on behalf of Western. More than 100 alumni are now actively engaged through this program. **(6)** The Alumni College program was expanded, in which alumni are invited back to campus for a weekend for classes on a variety of topics designed to assist in their personal and professional development. The classes are conducted by WKU faculty, staff, and alumni who have expertise in the particular classroom topics. **(7)** The Alumni Chapter Network activities were expanded to include a Community Service component. The Alumni Association has 44 alumni chapters throughout the country, and the chapters are involved in social activities, student recruitment events, continuing education programs, and community service activities. Alumni participate in community cleanup efforts, build habitat houses, tutor underprivileged children, and take part in a variety of other service activities. Eight of our alumni chapters participated in community service activities during the previous year.
- 4h SUBSTANTIAL PROGRESS:** CRICC is designing a program to foster cross-discipline collaboration at WKU and promote the development of "cutting-edge" technology with commercialization potential. This program is expected to begin at the Small Business Accelerator in the first quarter of 2005. Additionally, the newly formed WKU Center for Entrepreneurship and Innovation is partnering with CRICC to utilize our information distribution network to effectively market CRICC programs to students, faculty, departments and student associations at WKU. The CRICC Coordinator also serves on the WKU Research Foundation Technology Transfer Board.
- 4i ACHIEVED:** The Division of Extended Learning and Outreach (DELO) was established, with its founding Dean beginning on July 1, 2004. The DELO Inaugural Showcase and Luncheon held in April 2004 introduced DELO to its constituents. A strategic plan for DELO has been developed and assessment mechanisms are in place for 10 distinct DELO units including continuing education and distance learning.
- 4j EXCEPTIONAL PROGRESS:** From regular tuition dollars and the new Academic Quality Fee (Phase I) funds, the University has funded nine new faculty positions and one new staff position for the Bowling Green Community College for FY 2004-05. The University has designated \$605,000 from new Academic Quality I funds to support the bond payment for South Campus expansion and renovation. In addition, Community College units received over \$24,000 in additional operating funds and over \$15,000 in extra professional development funds from Academic Quality I funds. It is planned that additional personnel and operational resources will also be designated from Academic Quality II funds to support the Bowling Green Community College.

Strategic Goal 5: Improve Institutional Effectiveness

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



5a **ACHIEVED:** The University's strategic planning process is now well in place, with full participation by appropriate units and the issuance of an annual progress report on major Performance Indicators. New Performance Indicators were developed in 2004 as part of the regular three-year cycle of updating the plan. These indicators are to be achieved by 2009.

5b **ACHIEVED:** The "Investing in the Spirit" Campaign successfully concluded on June 30, 2003, with a total of \$102,164,282 raised in gifts and pledges.

ACHIEVED: As of June 30, 2004, the combined endowment benefiting WKU was \$69.8 million.

ACHIEVED: The "Investing in the Spirit" Campaign created 27 new endowed faculty positions.

ACHIEVED: Private gift support reached \$12.5 million for the 2004 fiscal year.

ACHIEVED: As of June 30, 2004, the deferred gifts directed toward WKU totaled \$40,699,835.

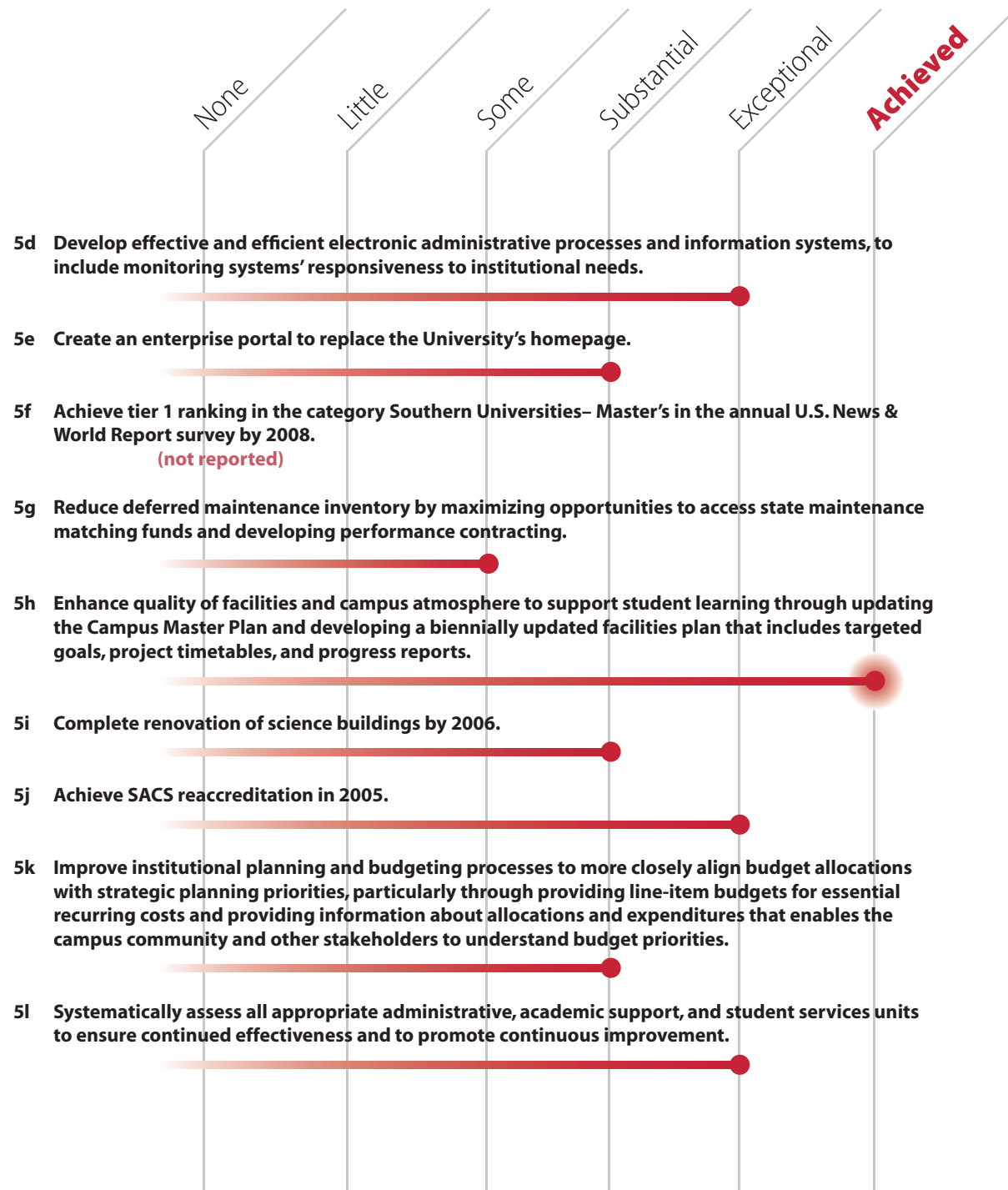
LITTLE PROGRESS: Participation among alumni for the year ending June 30, 2004 was 15.1 percent in 2003-04, up from 14.8 percent the previous year.

ACHIEVED: The goal of \$30 million in externally sponsored grant and contract activities was surpassed in fiscal year 2003 when our award total was \$30,055,376.

ACHIEVED: The University has entered into partnerships with Aramark (dining and catering), Sodhexo (management expertise in campus facilities, grounds, building and renovation projects), several banks (ATM services), PepsiAmerica (beverage and vending), and Canteen (snack vending). These partnerships have resulted in privately funded facility renovations and produced revenues that have been dedicated to reducing deferred maintenance in auxiliary facilities, which are not eligible for state funds. Additionally, DELO's Center for Training and Development partnered with the Warren County Industrial Consortium to obtain a grant for \$14,000, delivering 74 hours of training to employees of local companies. TASK (Training Alliance of Southern Kentucky) officially launched in November 2003. This partnership with the Bowling Green Technical College creates a single point of contact for business and industry seeking training for their employees.

5c **ACHIEVED:** Royalty revenues have continued to increase each year of the three-year period, with the 2003-04 royalties increasing by 18.1 percent over the previous year, from \$42,445 to \$50,133.

Strategic Goal 5: Improve Institutional Effectiveness



5d EXCEPTIONAL PROGRESS: Progress on this item is threefold. First, to address a need and enable more efficient and effective processing, the following services have been developed or enhanced: Online Request Tracking, Email the Class, Advisee Email, Generic Email Utility, Six-Week Assessment, Budget Query/Approvals. Second, the following services have been implemented to monitor and measure systems' responsiveness: "Quality of Service" plan and administrative systems measurement. Third, to provide services to the campus community, the following systems were implemented: Data Warehouse/Online Reporting System (TopSmart), OMR Scanning Services, DAR/CAS -- Degree Audit/Course Articulation, Banner/ERP.

5e SUBSTANTIAL PROGRESS: A second iteration of the WKU enterprise portal is nearing completion.

5f NOT REPORTED: WKU was listed in tier 1 in 2004; however, the U.S. News & World Report survey has recently changed its tier ranking system by consolidating tier 1 and 2, making a reporting of progress on this performance indicator inappropriate. WKU ranked 47th overall out of 132 Southern Regional Universities in 2004 with a rank of 19th in academic reputation. Financial resource variables and institutional size continue to account for our major disadvantages in improving overall ranking, as the statistical categories generally favor smaller institutions.

5g SOME PROGRESS: \$1.9 million in restricted tuition funding for 2004-05 has been budgeted to fully match the state's deferred maintenance matching fund pool, which will enable the start of a project to partially update the campus underground electrical system.

5h ACHIEVED: In addition to progress recorded in previous reports, the following initiatives were completed in 2003-04:

- Completed revisions and final submission of the Six Year Capital Plan in November 2003
- Completed updates of the five-year and 20-year campus development maps
- Initiated the development of exterior design standards with an outside planning firm; final draft under review
- Established a partnership with the WKU GIS lab to begin GIS mapping of all major campus features; parking and utilities complete, trees and lighting in progress
- Assisted in the development of a successful USDA grant for campus reforestation
- Developed a list of \$200,000 worth of maintenance and repair projects for the current fiscal year. \$182,000 will be funded from WKU reserves and project work should begin this fall
- Developed a 10-year list of development projects for bond funding

5i SUBSTANTIAL PROGRESS: Phase I of the project, construction of the Center for Engineering and Biological Sciences, is to be complete in January 2005. Phase II was not funded during the 2004 General Assembly, which has caused a delay in the project's schedule.

5j EXCEPTIONAL PROGRESS: The first of two principal components of the SACS Reaffirmation process, the written Compliance Report, has been completed and submitted to SACS. The off-site review was conducted during the week of October 25 – 29, 2004. The Quality Enhancement Plan has been developed and reviewed and will be submitted to SACS in February 2005. The on-site review is scheduled for April 18 – 20, 2005.

5k SUBSTANTIAL PROGRESS: Although increases in state funding have been limited, tuition revenues and the implementation of Academic Quality initiatives (Phases I and II) will ultimately provide recurring funds in the University base budget, a significant portion of which will be allocated directly for strategic planning priorities. Examples include funding to create and maintain a Student Success Center in Downing University Center (Strategic Goal 1), enhance graduate assistantships (Strategic Goal 2), create 55 new faculty positions (Strategic Goal 3), support student engagement initiatives (Strategic Goals 1 and 4), increase departmental operating budgets (Strategic Goal 5), and provide bonding capacity for an \$8 million, five-year plan to enhance Information Technology (an initiative that supports all Strategic Goals).

5l EXCEPTIONAL PROGRESS: All appropriate administrative, academic support, and student services units participate in the institutional assessment process. Each of these units submits an annual assessment plan that includes outcomes, means of assessment, and criteria for success. Additionally, units "close the loop" on these outcomes by annually reporting assessment data and describing actions taken to improve the unit's services and responsiveness to constituents.

Previously Achieved Performance Indicators

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

Strategic Goal 1: Increase Student Learning

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

Strategic Goal 2: Develop the Student Population

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

Strategic Goal 3: Assure High-Quality Faculty and Staff

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

Strategic Goal 4: Enhance Responsiveness to Constituents

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

Strategic Goal 5: Improve Institutional Effectiveness

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