



Council of Trustees  
West Chester University  
West Chester, Pennsylvania 19383-1000

Council of Trustees  
Resolution  
2001-18

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PROPOSED

RESOLUTION

COUNCIL OF TRUSTEES  
WEST CHESTER UNIVERSITY OF PENNSYLVANIA

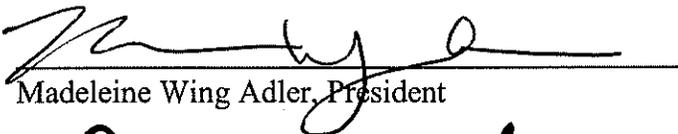
ADMENDMENT TO BY-LAWS

BE IT RESOLVED THAT THE COUNCIL OF TRUSTEES OF WEST CHESTER UNIVERSITY OF PENNSYLVANIA HEREBY APPROVES THE FOLLOWING ADMENDMENT TO OUR BY-LAWS:

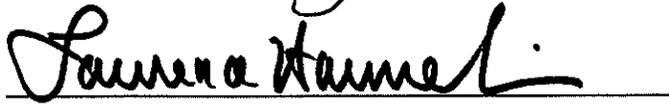
ADDITION TO ARTICLE VI: SECTION II AS FOLLOWS;

**TECHNOLOGY** – THIS COMMITTEE SHALL CONSIST OF NO MORE THAN THREE (3) MEMBERS OF THE COUNCIL APPOINTED BY THE CHAIRPERSON OF THE COUNCIL. THE CHAIRPERSON SHALL BE ELECTED BY MEMBERS OF SAID COMMITTEE. THE PURPOSE OF THIS COMMITTEE IS TO REVIEW AND RECOMMEND TO THE COUNCIL ACTIONS OF THE PRESIDENT REGARDING UNIVERSITY TECHNOLOGY AND RELATED POLICIES.

APPROVED PENDING ACTION BY THE COUNCIL OF TRUSTEES

  
Madeleine Wing Adler, President

6/13/01  
Date

  
Laurence Harmelin, Chair  
Council of Trustees

6/20/01  
Date

The Council of Trustees By-laws have been modified by the following addition to Article VI; Section II.

**Technology** – This committee shall consist of no more than three (3) members of the Council appointed by the Chairperson of the Council. The Chairperson shall be elected by members of said committee. The purpose of this committee is to review and recommend to the Council actions of the President regarding University technology and related policies.



COUNCIL OF TRUSTEES  
OF  
WEST CHESTER UNIVERSITY OF PENNSYLVANIA  
OF  
THE STATE SYSTEM OF HIGHER EDUCATION

BY-LAWS AND REGULATIONS

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COUNCIL OF TRUSTEES  
OF  
WEST CHESTER UNIVERSITY OF PENNSYLVANIA  
OF  
THE STATE SYSTEM OF HIGHER EDUCATION

BY-LAWS AND REGULATIONS

ARTICLE I -- POWERS AND DUTIES

Section I. Powers and Duties: As delineated in Act 188, Section 2009-A, the powers and duties of the Council of Trustees include the following:

1. To make recommendations to the Chancellor for the appointment, retention or dismissal of the President following consultation with students, faculty and alumni;
2. To assist the President in developing proper relations and understanding between the institution and its programs and the public in order to serve the interests and needs of both;
3. To review and approve the recommendations of the President as to standards for the admission, discipline and expulsion of students;
4. To review and approve the recommendations of the President pertaining to policies and procedures for governing the use of institutional facilities and property;
5. To approve schools and academic programs;
6. To review and approve the recommendations of the President pertaining to annual operating and capital budget requirements for forwarding to the Board;
7. To review and approve charges for room and board and other fees **except** student activities fees;
8. To conduct an annual physical inspection of facilities and make recommendations regarding maintenance and construction to the State System of Higher Education;
9. To review and approve all contracts and purchases negotiated or awarded by the President with or without competitive bidding and all contracts for consultations services entered by the President;
10. To represent the institution at official functions of the Commonwealth;

11. To take such other action as may be necessary to effectuate the powers and duties herein delegated;
12. In accordance with the evaluation procedure established by the Board, each Council shall conduct an evaluation of the President and forward the results of that evaluation with recommendation to the Chancellor for submission to the System of Higher Education.

## **ARTICLE II -- MEMBERSHIP**

As delineated in Act 188, Section 2008-A, the membership of the Council of Trustees shall be as follows:

Section I. Memberships: The Council of Trustees shall consist of eleven (11) members who shall be nominated and appointed by the Governor with the advice and consent of the Senate. At least two (2) members of the eleven (11) member Council shall be alumni of the institution.

Section II. Term: Ten (10) members of each Council shall serve terms of six (6) years respectively until their respective successors are duly appointed and qualified. One (1) member of each Council shall be a full-time undergraduate student, other than freshman, enrolled for at least twelve (12) semester hours at the institution of which he/she is a trustee. The student member shall serve a term of three (3) years or as long as he/she is a full-time undergraduate student in attendance at the institutions of which he/she is a trustee, whichever period is shorter. Vacancies occurring before the expiration of the term of any member shall be filled in like manner for the unexpired term. The student member shall maintain a 2.0 grade-point average.

## **ARTICLE III -- MEETINGS**

As delineated in Act 188, Section 2008-D, the Council of Trustees shall meet at least quarterly. This Article is intended to conform with that specification.

Section I. Regular Meetings: The Council shall hold at least five regular meetings during the months of September through June. Of the regularly scheduled meetings, the final one of the fiscal year shall be the annual meeting. Notice of meeting dates shall be announced no later than August 15th of that year. If for any reason a regular meeting is canceled, it shall be rescheduled in the next available open month.

Section II. Annual Meeting: Of the regularly scheduled meetings, the last one scheduled shall be the annual meeting. In addition to other business that may come before the Council, the officers of the Council for the following year shall be elected.

Section III. Special Meetings: In accordance with Act 188, Section 2000-D, special meetings may be called by the Chairperson of the Council, the President of the

University, or upon the request of three (3) members of the Council. No business other than that recited in the call and agenda shall come before the Council at special meetings.

Section IV. Notice of Meetings: All meetings of the Council, whether regular or special, shall be preceded by the following notice:

- a) The Secretary of the Council shall provide a written notice of each regular meeting. This notice shall be mailed to each member of the Council and postmarked no later than seven (7) days prior to the meeting;
- b) Notice of regular meetings will include the time and place of the meeting, the agenda and all written material pertaining to agenda items;
- c) The Secretary of the Council annually shall notify the student newspaper of the schedule of regular meetings and shall have notices of regular meetings posted on appropriate campus bulletin boards;
- d) In the case of special meetings, notice of the meeting specifying the reason for the meeting and an agenda may be delivered orally or in writing. If notice is given in writing, it shall be delivered or postmarked no less than five (5) days prior to the meeting. If notice is give orally, it shall be given no less than two (2) days prior to the meeting. The call for the meeting, whether written or oral, shall state the business of the meeting, the agenda, and shall state the date, time and place of the meeting.

Section V. Minutes: Minutes of each meeting shall be kept and sent to each member of the Council following each meeting of the Council. The minutes of any meeting shall be reviewed, amended if necessary, and approved at the next Council meeting.

Section VI. Time and Place of Meetings: Meetings of the Council shall be held at a prescribed time at a place agreed upon by the Chairperson and the President in the annual list of regular meetings.

#### **ARTICLE IV -- QUORUM**

In accordance with Act 188, Section 2008-D, a quorum consists of six (6) members of the Council. The Council Shall not convene for any business at either a regular or special meeting until and unless a quorum is present.

#### **ARTICLE V -- OFFICERS**

Section I. Officers: The officers of the Council shall be Chairperson, Vice-Chairperson and Secretary.

Section II. Election: The officers of the Council shall be elected for a one-year term at the annual meeting of the Council and shall perform the duties assigned to such officers.

They hold office until successors are legally elected. They shall be nominated by a nominating committee appointed by the Chairperson of the Council at the meeting preceding the annual meeting. Nominations may be made from the floor.

Section III. Duties: The Chairperson shall, call, convene and conduct all meetings. The Vice-Chair shall act in the absence of or at the request of the Chairperson with regard to regular meetings. The Secretary shall perform those duties prescribed in these By-laws.

Section IV. Vacancies: In the event of a vacancy of the Chairperson or Vice-Chairperson, the next officer in line shall complete that officer's term of office in an acting capacity. On the event of a vacancy of the Secretary, the Chairperson (or Acting Chairperson) shall designate a member of the Council to serve as Acting Secretary. A vacancy will occur upon the resignation or death of an officer of the Council.

## ARTICLE VI -- COMMITTEES

Section I. Executive Committee: This committee shall consist of the Chairperson of the Council and the Chairpersons of the Standing Committees. The Chairperson of the Council shall be the Chairperson of the Executive Committee. Meetings of this committee shall be called by the Chairperson as needed. Upon the request of at least two members of this committee, additional meetings may be convened. The purpose of this committee shall be to serve as a review board for the President of the University and to act on behalf of the entire Council on extremely urgent matters. All actions of the committee shall be official; however, they will be subject to final approval of the Council at the next regular Council meeting.

Section II. Standing Committees are as follows:

1. **Finance and Budget** -- This committee shall consist of no more than three (3) members appointed by the Chairperson of the Council. The Chairperson shall be elected by the members of said committee. The purpose of this committee is (a) to review and approve the recommendations of the President pertaining to annual operating and capital budget requirements for forwarding to the Council; (b) to review and approve charges for room and board and other fees **except** student activity fees for forwarding to the Council; (c) to establish investment policies and to direct the investments of the Philips Fund through the financial institution designated as trustee;
2. **Academic Affairs** -- This committee shall consist of no more than three (3) members of the Council appointed by the Chairperson of the Council. The Chairperson shall be elected by the members of said committee. The purpose of this committee is to review and recommend to the Council actions of the President regarding standards for admission and retention, awarding of degrees and academic programs, policies and organization;

3. **Student Affairs** -- This committee shall consist of no more than three (3) members of the Council appointed by the Chairperson of the Council. The Chairperson shall be elected by the members of said committee. The purpose of this committee is to review and recommend to the Council actions of the President regarding non-academic campus affairs and matters of campus discipline;
4. **Campus Development and Facilities** -- This committee shall function as a committee of one (1) and serve as liaison to the Executive Director of Facilities to keep the Council informed of matters relating to the physical plant. The primary purpose of this committee shall be to conduct an annual physical inspection of facilities and make recommendations regarding maintenance and construction to the Council. At the time of the annual inspection, the Chair of the Council shall appoint three (3) additional Council members to assist with this function.
5. **Advancement** -- This committee shall consist of no more than three (3) members of the Council appointed by the Chairperson of the Council. The Chairperson shall be elected by members of said committee. The purpose of this committee is to review and recommend to the Council actions of the President regarding private sector support and the public image of the University.
6. **Technology** -- This committee shall consist of no more than three (3) members of the Council appointed by the Chairperson of the Council. The Chairperson shall be elected by members of said committee. The purpose of this committee is to review and recommend to the Council actions of the President regarding University technology and related policies.

Section III. Ex-Officio Members: The Chairperson and the President shall be ex-official members of each standing committee without vote. The Chairperson may appointment appropriate members to serve ex-officio (without vote) on committees to facilitate their work.

Section IV. Time of Meetings: All standing committees with the exception of the Campus Development and Facilities Committee will meet on the day of the regularly scheduled business meeting prior to the council meeting. The committee chairpersons can call additional meetings at their discretion.

Section V. Powers and Duties of Committees: In addition of the duties specified in Section II of this Article, committees shall have the authority to undertake studies and fact-finding and to make recommendations they deem appropriate within the purview of their charges as specified in Section II of this Article. The Finance and Budget Committee shall act for the Council on matters of immediate concern and regular contracts and purchases negotiated by the President with or without competitive bidding and all contracts for consultative services entered by the President.

Section V. Special Committees: The Chairperson of the Council shall appoint special committees which the Council shall from time-to-time deem appropriate.

## ARTICLE VII -- LIAISON PERSONS TO CONSTITUENCIES

Section I. Liaisons to Constituencies: The person or persons named to the following constituencies shall represent the Council of Trustees on invitation from the campus constituent. Following such a meeting, the Council of Trustees shall report to the members of the Council at its next regular Council meeting. Appointments shall be made to AFSCME, ALUMNI, APSCUF, FACULTY SENATE, SSI, AND PACT.

## ARTICLE VIII -- ORDER OF BUSINESS

Section I. Regular Meetings: *The order of business of the regular meetings of the Council of Trustees unless changed by the unanimous consent of those present shall be as follows:*

1. *Call to Order*
2. *Approval of the Minutes of the previous meeting as distributed to the Council of Trustees*
3. *Public Comment*
4. *Report of the Council Chairperson*
5. *Report of the Executive Committee*
6. *Reports of Standing Committees*
7. *Reports of Special Committees*
8. *Reports of Liaison Persons to Constituencies*
9. *Reports of the University President and Cabinet*
10. *Old Business*
11. *New Business*
12. *Adjournment*

## ARTICLE IX -- RULES AND REGULATIONS

Section I. Form of Minutes: The Minutes to be maintained by the Council of its regular, special and committee meetings shall perform these functions:

1. Give date, time and place of meeting and name of presiding officer;
2. List the members present, giving titles of officers;
3. Record the action of the body upon the minutes of last meeting;
4. Record the actions of the body upon the various topics coming to their attention in the sequence the materials were presented.

Section II. Certified Copy of Minutes: An approved copy of the minutes of each meeting shall be sent to the Chancellor as promptly as possible after their approval by the Council.

Section III. Files: In order that files may be conveniently kept, copies of all minutes of all meetings shall be prepared on uniform size (8 1/2 x 11) white paper consecutive paginated throughout the year for ready reference.

Section IV. By-laws Changed: These by-laws may be changed by a majority vote of the Council provided each member of the Council has received a copy of the proposed changes at least seven days prior to the next regular meeting at which time the vote on the changed by-laws shall be taken.

Section V. Roberts Rules: At any properly convened meeting of the Council, its business shall be conducted according the Roberts Rules of Order. A majority vote of all present and eligible to vote shall be sufficient to act unless otherwise specified in Roberts Rules Revised Edition.

Section VI. Act 84 of 1986: These meetings are in conformity with Act 84 of 1986 also popularly known as the "Sunshine Law."

## **ARTICLE X -- HEAD OF THE INSTITUTION**

1. Section I. The President: The University President is the institution's chief executive officer and ex-officio, non-voting member of the Council of Trustees and of all Council committees. Within the powers and constraints of Act 188, the President is charged with carrying out the Trustees' policies and programs and administering the educational and business affairs of the institution. The President may advise the Council, expressing opinions and attempting to persuade the Council to new policies. The President is charged with supplying the Council with sufficient information for its decision-making. Said information should be complete, accurate and timely. In academic matters, it should include the advice of University faculty. The President should call upon the Trustees for objective counseling and advice when acting for the Council. The President is expected to adhere faithfully to the Council's policies.



Council of Trustees  
West Chester University  
West Chester, Pennsylvania 19383-1000

Council of Trustees  
Resolution  
2001-19

www.wcupa.edu

RESOLUTION

COUNCIL OF TRUSTEES

WEST CHESTER UNIVERSITY  
OF PENNSYLVANIA

June 20, 2001

BE IT RESOLVED THAT THE COUNCIL OF TRUSTEES OF WEST CHESTER UNIVERSITY OF PENNSYLVANIA HAVING CONSULTED WITH THE:

- FACULTY
- STAFF
- STUDENTS
- ALUMNI
- AND OTHER UNIVERSITY CONSTITUENCIES

RECOMMENDS THAT THE BOARD OF GOVERNORS AUTHORIZE THE CHANCELLOR TO EXTEND THE CONTRACT OF PRESIDENT MADELEINE WING ADLER UNTIL JUNE 30, 2004 (ADOPTED June 20, 2001).

APPROVED BY VOTE OF THE COUNCIL OF TRUSTEES

Laurence Harmelin, Chair

6/20/01

June 20, 2001

cot/resolu01



Council of Trustees  
West Chester University  
West Chester, Pennsylvania 19383-1000

[www.wcupa.edu](http://www.wcupa.edu)

June 20, 2001

Dr. James H. McCormick  
Chancellor  
State System of Higher Education  
Dixon University Center  
2986 North Second Street  
Harrisburg, PA 17110

Dear Chancellor McCormick:

On behalf of the Council of Trustees of West Chester University of Pennsylvania, I am pleased to recommend to the Board of Governors that Madeleine Wing Adler's contract as President of West Chester University be extended through June of 2004. Enclosed with this letter is copy of the resolution for said extension, which was approved by the Council of Trustees by unanimous vote on June 20, 2001.

Sincerely,

A handwritten signature in cursive script that reads "Laurence Harmelin".

Laurence Harmelin  
Chair

Enclosure



Council of Trustees  
West Chester University  
West Chester, Pennsylvania 19383-1000

[www.wcupa.edu](http://www.wcupa.edu)

June 20, 2001

Dr. James H. McCormick  
Chancellor  
State System for Higher Education  
Dixon University Center  
2986 N Second Street  
Harrisburg, PA 17110

Dear Dr. McCormick:

In accordance with the guidelines as set forth in Act 188, that govern the State System of Higher Education, a committee of four West Chester University Trustees conducted an "informal" review during the month of April of the Presidency of Dr. Madeleine Wing Adler. The committee consisted of Dr. Bernard Carrozza, Chairperson of the Council of Trustees, and Council Members Thomas Fillippo, Laurence Harmelin, Esq. and the Honorable Carol Achiele. Commentary was solicited from the Alumni Association, the University Forum, AFSCME, the Faculty Senate, the Student Government Association, the University Management Association, SCUPA, APSCUF and the President's Cabinet. In addition, the committee was in-serviced on the development of the quantitative aspects of the report, and several meetings were held with University officials to review the quarterly reports.

As she concludes her ninth year as president of our university, Dr. Adler, without exception, continues to be perceived in a highly positive manner by all constituent groups. She is regarded as a leader with great integrity, who has a keen sense of vision and high credibility.

Under the newly created review structure, this report has been divided into two parts. Part One will discuss the qualitative aspects of the presidency by applying our findings to the eleven leadership competencies; Part Two will address the quantitative aspects of leadership in accordance with the University's June 2000 Performance and Outcomes Plan and the Board of Governors' State System of Higher Education goals.

Sincerely,

Bernard J. Carrozza, Ed.D., Chairperson  
Presidential Review Committee

Please note: West Chester University's Council of Trustees views its presidential review as a good faith effort to adhere in spirit and form to the new State System of Higher Education guidelines for presidential reviews and the in-service training provided to its presidential review committee. In the event of modification to the presidential review or fourth quarter report guidelines, the West Chester University Council of Trustees reserves the right to amend this report.

Part One: **THE QUALITATIVE**

**1. Enterprise-wide Perspective**

According to input from constituent groups, to say that Dr. Adler is enterprising is an understatement. She shows a keen sense of intra-system connectivity and is always willing to partner initiatives with her colleagues for the good of the State System. Being elected as President of the Presidents is strong recognition by her peers of her enterprise ability.

**2. Change Leadership**

Dr. Adler "steps up to the plate" when it comes to change. While she sees issues and makes solid decisions, she excites and motivates others to "look beyond" by her out-of-the-box thinking ability. Her skills in this area reach out to the many publics as she influences their thinking and perception of West Chester University. Recognizing the need to change something is one thing; making it happen is another. Dr. Adler has changed the entire tenor of the campus and community by her progressive, visionary strategies.

**3. Strategic Influence**

In her foresight and wisdom, Dr. Adler has projected outwardly and secured the support of the community. Through the development of our Tech MBA Program, the Pharmaceutical Product Development Program and advances in technology and technical expertise that service surrounding businesses, Dr. Adler has created a strong support base and has enhanced the image of the University. Community and business leaders have the highest regard for Dr. Adler and for the University and the support base continues to grow annually through new initiatives. She has taken the State System goals, expectations and mandates and has carefully woven them into the fabric of our University.

**4. Action Orientation**

Without exception, all constituents would place Dr. Adler in the highest category in this competency. She is perceived as being proactive in numerous arenas that affect sensitive areas of the University. She is a committed leader who supports the many "internal publics," and through this, motivates people to continually improve services to our students. She attacks critical issues head-on, has a pulse on all matters of importance and pushes her staff to refinement. She can manage multiple projects and expends the same level of energy to each one.

**5. Driving for Results**

Dr. Adler puts students first. . .always. With this group in mind, she effectively manages and motivates the organization as a whole, towards creating an effective learning environment. She expects people to EXPECT EXCELLENCE and passes ownership to all. Doing it once means doing it best; doing it over, means doing it better-

than-best. All constituent groups feel strongly about Dr. Adler's leadership as she constantly finds new ways to increase the quality of life for students and staff.

**6. Customer Service Orientation**

Dr. Adler assumes the role of customer service representative quite well. She continually monitors the quality of the institution via its strategic plan ( the *Plan for Excellence* ), the Middle States Accreditation process and through an active and viable communications network. She is an active participant with the student body and remains highly accessible and visible. Because of her direct involvement in student life, she continually assesses the quality of same and strives to make improvements in the areas of student safety, cultural experiences, academic program and recreational/athletic opportunities.

On the fiscal and planning side, Dr. Adler remains on top of program needs, initiatives and cost factors that will have an impact on the future of the University. Currently, she is monitoring a facilities master plan to deal with instructional and living space. She is also addressing parking issues, all within the context of fiscal balance and insightful strategies. She has also made significant strides in the area of fundraising and has achieved the highest levels of support from the private sector, so far, in the history of the university.

- 7. High Performance Teaming**
- 8. Shaping and Management Strategy**
- 9. Accountability Focus**
- 10. Developing and Empowering Others**

In the opinion of the Council, these four competencies are closely related and all are addressed most adequately in Dr. Adler's distributed leadership model. Under this design, a continual flow of two-way information serves to reinforce the direction and mission of the University and subsequently, the System. Constituent groups are unified in both their recognition of this leadership model, and their acceptance of it.

Within this framework, the University's mission is directly addressed, with accountability being layered from the top down and the bottom up. Through this model, ownership of issues, initiatives and programs occurs at every level of involvement. The distributed leadership model is the epitome of empowerment. The model intrinsically motivates all of the players to a maximally productive level, while integrating systems and people working together to move the university forward.

Because of the layers of involvement in this model, collaboration is evident and actually becomes a by-product. It is self-monitoring so that performance issues and solution issues readily surface and can be resolved in a timely manner. The model distributes authority as well as leadership. Initially, acceptance was slow, but gradually,

constituent groups have now come to see its value, and embrace it for its utility. These groups indicated that it creates a focus, provides an outlet for maximum involvement and serves as a vehicle that allows creative solutions.

### **11. Valuing Diversity**

All constituent groups readily recognize Dr. Adler's strong commitment to diversity. Through her leadership, vision and respect for all people, she has embraced the concept at its highest level. Recognizing the worth and contribution of all people to each other, she continually fosters acceptance of diversity by offering numerous opportunities for others to embrace the concept. It has and will continue to remain her individual goal and a University goal, as well as, a System goal.

Dr. Adler projects her commitment to diversity on a daily basis. Her acceptance of all people serves as modeling behavior for the entire West Chester University family. She sees the richness in differences and works to capitalize on these riches.

## Part Two: THE QUANTITATIVE

### **A. Council of Trustee's Observations for the Quantitative Aspects of President Adler's Evaluation**

Because the report is intended as a review, it concentrates throughout on information from the just concluded 2000-01 academic year. It avoids for the most part predictions or projections about likely future states, and it provides relatively limited explanatory and background information. In the case of this section on quantitative data, some explanatory information is offered when deemed particularly important. Further information can be found and is referenced for those readers interested in more information in the University's June 7, 2001 Quarterly Report. That report serves as both a source and companion document for this quantitative section of the review report.

The presidential review committee's discussions and information gathering with constituency groups evidence strong consensus about Dr. Adler's energetic and visionary leadership of the University. She has been most effective in reaching out to the surrounding community, promoting collaboration, and unifying external perceptions and interactions in a most positive direction.

The following section of the informal review of Dr. Adler's leadership takes a decidedly data-driven turn in accordance with the System's and the University's increased focus on measuring effectiveness in quantifiable terms. Much of the discussion is based on the Council's presidential review committee's close review of the University's fourth-quarter report for academic year (AY) 2000-01. A major portion of that report focuses on System data regarding the University's progress on the largely quantified Board of Governor's (BOG) goals, as well as the goals established in the University's June 2000 Performance and Outcomes Plan (POP).

As is true for leaders of any large, complex organization, the president of a university the size of West Chester University—over 12,000 students and some 1,500 employees—does not play a direct role in each and every decision affecting its health and success. The president's leadership should, however, create a climate supportive of effective decisions by the University's managers. To that end, the President has been extremely effective in promoting a more entrepreneurial and accountable community of faculty, staff, and administrators as attested to by West Chester University's success in fulfilling BOG and POP goals over the past year.

Table 1 on the following page presents the thirteen System BOG 2000-01 to 2002-03 goals for the University. An additional ten goals were proposed in the University's June 2000 POP. Targets for the BOG goals vary from university to university, and—unless otherwise noted—cover a three-year period. The University established one-year targets for most of the System BOG goals. Table 1 is a modified version of the table forwarded by the State System around which much of the University's fourth-quarter report is organized. A column for Council comments has been added for the purposes of this report. Further explanation, as referenced in the table, is provided below as needed.

The discussion of the University's performance on the System BOG goals is followed by evaluations of its performance on its POP goals.

As already noted, quantitative measures for four goals—1-3 (low enrollment programs), 2-2 (Praxis pass rates), 2-4 (Office of Civil Rights [OCR] partnership agreements), and 2-6 ("spheres of excellence") are, in the main, not available and in several cases would not be meaningful.

Regardless, progress on three of them is evident. For the Praxis index, problems with two of the four tests composing the Praxis led the publisher to announce concerns about its overall validity; further developments are awaited on that front. In the case of low-enrollment programs, the faculty council responsible for curriculum recommendations has developed and is applying new criteria for examining the continued viability of such programs. A number of activities detailed in the University's fourth-quarter report evidence progress on the OCR partnership agreement goal, and the University-defined five "clusters of excellence" (its preferred term) that will be further refined in its 2001 POP report due in early August.

The term "excellent progress" is applied in those instances in which the University exceeded its target. For example, in the case of the annual giving goal (1-5), the specific University goal for 2000-01 annual giving was \$2,000,000; as of May 1, 2001 (and with two months to go in the present fiscal year), the total raised exceeds the goal by 20% (\$2,427,087). While the University's vice-president for advancement deserves considerable credit for this achievement, he would be the first to admit that this achievement is due largely to the good will the President has established with potential donors. Much of that effort began with the highly successful, first-ever capital campaign

Table 1 – State System Fourth-Quarter Data on University's Progress on Major BOG Goals

System Goal	Base year	First year	1st year difference	Target	Status of Progress	COI Comments
1-3: Eliminate/realign low-enrollment programs <sup>1</sup>						Good progress – see pg. 4
1-4: Increase credit-hour productivity per FTE faculty	502.97	503.83	0.86	520.00	+0.2%	Good progress – see pg. 6
1-5: Increase annual private giving per FTE student <sup>2</sup>	\$2.08M	\$909,735	n/a	\$6.725M	+20%	Excellent progress
2-1: Increase overall 2nd-year retention rates	83.1%	80.2%	-2.9%	81.0%	-3.5%	Good progress; well above System's average and its three-year goal (76.6%)
2-2: Improve Praxis pass-rates for teacher edc. majors <sup>1</sup>						See pg. 4
2-3: Increase number of science/technology majors	1,472	1,397	-75	1,501	-5.1%	See pg. 7
2-4: Meet Office of Civil Rights partnership agreements <sup>1</sup>						Good progress – see pg. 4
2-6: Identify "spheres of excellence" <sup>**1</sup>			—			Good progress – see pg. 4
3-2: Increase the proportion of minority freshmen						
African-American	8.4%	8.4%	0.1%	8.8%	No change	See pg. 6
Latino	1.0%	1.7%	0.7%	0.7%	Achieved Target	Good progress – see pg. 6
3-3: Decrease low (vs. majority) 2nd-yr. retention rates for:						
African-American	-1.68%	-3.80%	-2.12%	0.00%	Achieved	Excellent progress <sup>3</sup>
Latino	2.61%	13.50%	10.89%	3.00%	Disparity increased	See pg. 6
3-4: Increase full-time, tenure-track faculty for:						
African-Americans	30	34	4	33	Exceeded Target	Excellent progress
Latinos	7	6	-1	9	-14.3%	See pg. 6
Females	185	203	18	195	Exceeded	Excellent progress
3-5: Increase non-traditional undergraduate enrollments	1,415	1,439	24	1,656	+ 1.7%	Good progress -- see pg. 6
Achieve targeted headcount enrollments	11,892	12,274	382	12,252 <sup>4</sup>	Exceeded	Excellent progress

<sup>1</sup>System did not include the following goals in its template—1-3, 2-2, 2-4, 2-6; previous instructions indicated that comments about those goals were expected in the fourth quarter report

<sup>2</sup>For goal 1-5, the first-year figure represents only the amount raised in the first quarter (7/1 – 9/30); the "target" column presents the University's three-year goal.

<sup>3</sup>For goal 3-3, the negative % indicates higher retention rates for African-American students versus the rate for majority students

<sup>4</sup>The figure 12,252 represents the fall 2002 headcount enrollment target; that target was already exceeded by enrollments achieved in fall 2000.

that exceeded its \$12 million goal by over 10%, but that was only the first step in Dr. Adler's turning the climate around so far as private giving to the University is concerned. In the case of the retention disparity goal (3-3), second-year retention for African-American students already exceeds that of majority students. A concerted effort, however, is needed to understand the reasons, and improve upon the rate, for the retention of Latino students.

Similarly, the increase in African American faculty exceeded the 2000-01 target and the proportion of female faculty also exceeds the target. The target for Latino faculty was not obtained, but the 14.3% figure for the decline is a classic example of the pitfalls of using percentages when very small numbers are involved. That percentage represents a decline of exactly one position as well as the realities of the job market since another university simply outbid West Chester University's efforts to retain the faculty member in question. Finally, the achieved enrollment of 12,274 for fall 2000 already exceeds the three-year projected target.

Most of the ratings of "good progress" are self-explanatory but, a brief comment for those items, as well as several others might be helpful.

For several such items, including 1-4—credit hour productivity (where modest gains were made, and West Chester University' undergraduate credit-hour costs are already the lowest in the System) and 3-2—Latino representation among new admits which also improved modestly, a major factor that made greater progress unlikely is the fact that the State System BOG goals were not finalized until June 2000. By June, at least at West Chester University, the analysis, planning, and decisions affecting many actions related to the following academic year's (AY) goals have already been finalized. So, for example, recruitment and admission decisions for the entering freshman class are essentially completed by mid-April, as are most faculty hires, for the following AY. Similarly, fall class and teaching schedules are generally determined in the preceding spring semester.

Regarding 3-5—increasing the number of non-traditional undergraduates (those over 24) and incumbent workforce students--the University has argued from the beginning that this System goal is not appropriate to the circumstances of the region it serves. Rather, the needs of southeastern Pennsylvania can be served best by increasing post-baccalaureate opportunities for its residents. Accordingly, the University has increased its graduate enrollment 8% over the past three years.

The same concern about the lack of lead time to effect the actions needed to yield more satisfactory progress by fall 2000 on BOG goals applies in the case of the African-American sub-population of minority freshmen admits (3-2). It is also the case, however, that demographic trends in the five-county region that is the University's principal service region are going to make progress on this goal progressively difficult and expensive.

The less than satisfactory proportions of science/technology majors among the total student body at the University (2-3) will take a concerted, long-term effort to turn around. It is encouraging, however, that the proportion of offers admissions made to well-qualified science/technology applicants—relative to the total offers made to potential freshmen—rose by a full 2% for fall 2001.

Of the 17 goals (if one considers each of the sub-populations under the diversity goals separately), good to excellent progress was demonstrated on 12. Since most decisions underlying that progress were made prior to the issuance of BOG's goals for the State System, the progress achieved provides extremely convincing evidence of the President's extraordinarily foresighted leadership.

***B. West Chester University's "Institution Specific" Goals as Stated in its 2000-01 to 2002-03 Performance and Outcomes Plan***

The alignment in the majority of cases between the University's POP goals with BOG goals is apparent. As already noted, this did not happen by chance. Rather, University planning processes revealed, and so anticipated, many of the same concerns that drove many of the System and BOG goals.

Again, much of the data and information in this section is taken from the University's fourth-quarter report and serves as the basis for the ratings provided by the Review Committee.

1. Two, five-year enrollment scenarios were advanced in the University's POP. Headcount enrollment for fall 2000 (12,274) already exceed the 2002 target. The most realistic of these at this point is the modest enrollment growth scenario.

The University's plans and efforts to obtain additional instructional, office, residence hall, and parking spaces are progressing and with careful management, a headcount goal of 13,000 for fall 2005. Growth to that level will depend upon careful enrollment management planning and a confluence of support from the System, the legislature, five local zoning authorities, and the State bureaucracy (e.g., DGS). In the meantime, the University will continue its efforts to grow its graduate enrollments. And, beginning in 2003, it hopes to have sufficient residence hall and parking space coming on line to be able to once again increase full-time undergraduate admissions to more closely match the growing pool of high school graduates in the region.

As already noted regarding the highly related System Goal 3-5 and headcount enrollment goals, progress on this POP goal is **excellent**.

2. The University intends to continue the success of the its Academic Year Model in increasing student credit-hour production per full-time equivalent faculty (as well as controlling costs). Progress for the related BOG 1-4 was noted as "good." Given the fact that West Chester University's cost-per-undergraduate-credit-hour continues to

be the lowest in the State System, it is the COT committee's judgement that progress on this POP goal is **excellent**.

3. The proportion of the University's budget accounted for by personnel costs will be reduced by an additional 2 percent over the next three years. Since a 2% reduction is projected for this fiscal year alone, it seems most appropriate to suggest that progress on this goal is **excellent**.
4. Average annual gift income will increase by a minimum of 10 percent (with the target set at 15 percent) for the three-year period 2000-01/2002-03. This POP goal is related directly to BOG goal 1.5. As already noted in the previous discussion, the University's achievements this past year in annual giving far exceed the established one-year target. Again, a rating of **excellent** seems most warranted.
5. African-American enrollments of 10.5 percent, 11 percent, and 11.7 percent and Latino enrollments of 2%, 2.5%, and 3% of the in-state cohort of entering students will be achieved for fall 2001 through 2003, respectively. The University's fourth-quarter report suggests that subsequent analyses of area demographics suggest that the targets provided for BOG Goal 3-2 above are much more realistic than those provided originally in the June 2000 POP. Modifications for this goal will be proposed accordingly in the August 2001 POP.
6. The under-representation of minorities and women in executive administrative positions will be reduced in the next three years. Modest progress has been achieved this past year with a net gain of 1 additional position being filled by a minority. Currently, 11 of the 44 positions are held by women, and 5 are held by minorities. Continued progress is needed given that these proportions are below those suggested as achievable by "available pool" data.
7. Overall four- (time-to-degree) and six-year graduation rates will improve by 2 percent over the next three years. (Although progress on this goal was not made this year, the data for the 1994-95 cohort upon which these rates will be based at the end of AY 2001-02 suggest a 3 to 4% improvement overall can be anticipated. According to the University's fourth-quarter report, an even greater improvement in the six-year graduation rate for African-American students is anticipated for the 1994-1995 cohort that will be reported on next year. Consequently, significant progress is anticipated for AY 2001-2002.
8. The disparity between Caucasian and African-American students' retention and graduation rates will be reduced by 3 percent over the next three years (as noted in the discussion of BOG goal 3-3, progress on this goal has been **excellent** in regards to African-American students' second-year retention rates, and the data alluded to in 7 above is also quite encouraging. However, greater progress is needed so far as

Latino students are concerned.

9. Performance on the institution's financial operating ratio will improve by 1 percent over the next three years. (According to the University's fourth-quarter report, the most recent Performance Indicators data from the State System evidence a 1.2% increase in this index in FY 2001 alone, so the three-year goal has already been exceeded. A rating of **excellent** seems most warranted.
10. By fall 2000, PIs assessing staff and faculty development programs—including those related to technology—and their impacts will be developed and applied thereafter. (Two such indices were suggested in the University's *Plan for Excellence*—annual increases in the % of staff and the % of faculty participating in University-sponsored technology and teaching enhancement workshops). Work continues in establishing baselines for these indices, but the establishment of the indices themselves merits a rating of **good** progress.

Overall, the achievement of the institutional goals posed in the University's June 2000 POP equal the same level of excellence as that obtained in regards to the BOG's goals for the University.

The statistics reported above provide extremely strong evidence of the level of excellence the University is achieving compared to its System and national peers, but a final comment is clearly in order.

If this presidential evaluation was a formal one, a consultant's judgments would have been obtained. This is not a formal evaluation year for Dr Adler, but it is nonetheless particularly gratifying to report the observations of a group of outside experts on her leadership. The observations come from the Middle States Commission evaluation team that visited the campus this past March. The team was a particularly strong and qualified one in the opinion of most campus observers with previous internal and external Middle States experience. Likewise, the visit was quite intense in terms of the investigative spirit the team brought to the endeavor and the questions they raised with the many constituent groups they convened (undoubtedly because of the team's unfamiliarity with a special topics self-study focused on the development of the University's strategic *Plan for Excellence*). It is best to let the following quote from the team report speak for itself.

In regards to the Commission's "Characteristics of Excellence" that it uses to judge the overall quality of an institution, the team offered the following observation. "The evaluation team found that West Chester University clearly and decidedly exemplifies all of the characteristics of excellence, and that these are firmly imbedded in the institution's institutional mission, vision, and values, as well as in the planning process, and its proposed outcomes. Under the admirable leadership of President Madeleine Wing Adler, the institution is moving toward a model of "distributed leadership," characterized by accountability, and humane and equitable policies in its dealings with students, faculty, and staff. The institution is establishing a legacy of academic excellence and regional responsiveness, and is establishing itself as a celebrative (sic)



Council of Trustees  
West Chester University  
West Chester, Pennsylvania 19383-1000

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Resolution  
2001-20

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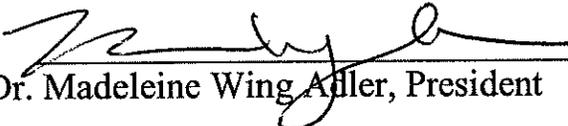
Proposed

RESOLUTION  
COUNCIL OF TRUSTEES  
WEST CHESTER UNIVERSITY OF PENNSYLVANIA  
SEPTEMBER 19, 2001

BE IT RESOLVED THAT THE COUNCIL OF TRUSTEES OF WEST CHESTER UNIVERSITY, BY BOARD OF GOVERNORS POLICY (1984-09) AND ACT 188, IS AUTHORIZED TO APPROVE THE CAMPUS CODE OF CONDUCT AS RECOMMENDED BY THE PRESIDENT OF THE UNIVERSITY.

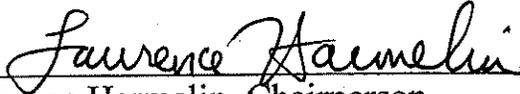
THE CODE OF CONDUCT, WHICH IS ATTACHED, HAS BEEN REVIEWED AND APPROVED BY OUR GENERAL COUNSEL AS WELL AS THE PRESIDENT OF THE UNIVERSITY AND VICE PRESIDENT FOR STUDENT AFFAIRS. THE RECENT CHANGES THAT HAVE BEEN MADE IN THE CODE HAVE BEEN HIGHLIGHTED IN A SEPARATE ATTACHMENT.

THEREFORE, BE IT RESOLVED THAT THE COUNCIL OF TRUSTEES OF WEST CHESTER UNIVERSITY APPROVES THE REVISED CAMPUS CODE OF CONDUCT FOR IMPLEMENTATION THROUGH OUR CAMPUS JUDICIAL PROCESS EFFECTIVE SEPTEMBER 19, 2001.

  
\_\_\_\_\_  
Dr. Madeleine Wing Adler, President

9/19/01  
\_\_\_\_\_  
Date

APPROVED BY VOTE OF THE COUNCIL OF TRUSTEES

  
\_\_\_\_\_  
Laurence Harmelin, Chairperson  
Council of Trustees

9/19/01  
\_\_\_\_\_  
Date



Office for Judicial Affairs and  
Community Development

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# **Student Code of Conduct**

*Truth*

*Integrity*

*Justice*



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Resolution  
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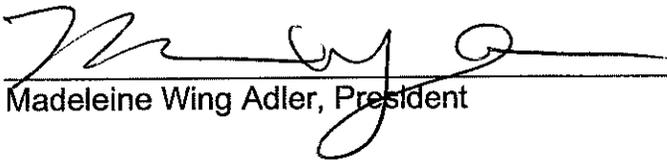
Proposed

RESOLUTION  
COUNCIL OF TRUSTEES  
WEST CHESTER UNIVERSITY OF PENNSYLVANIA  
SEPTEMBER 19, 2001

**2002-03 CAPITAL BUDGET**

BE IT RESOLVED THAT THE COUNCIL OF TRUSTEES OF WEST CHESTER UNIVERSITY HEREBY APPROVES THE 2002-03 CAPITAL BUDGET PREPARED BY THE UNIVERSITY FOR SUBMISSION TO THE STATE SYSTEM OF HIGHER EDUCATION.

APPROVED PENDING ACTION BY THE COUNCIL OF TRUSTEES

  
\_\_\_\_\_  
Madeleine Wing Adler, President

8/30/01  
\_\_\_\_\_  
Date

APPROVED BY VOTE OF THE COUNCIL OF TRUSTEES

  
\_\_\_\_\_  
Laurence Harmelin, Chairperson  
Council of Trustees

9/19/01  
\_\_\_\_\_  
Date

**West Chester University  
Capital Budget - Fiscal Year 2002-03**

Attached is a proposed resolution for the Capital Budget for Fiscal Year 2002-03. This is a budget submitted annually reflecting the University's needs for new facilities or the renovation of existing facilities.

Attachment A is West Chester University's Capital Budget Authorization Request for Fiscal Year 2002-03. This request has been prepared in accordance with guidance provided by the Office of the Chancellor. If approved by the Council of Trustees, it will be submitted to the Board of Governors for consideration in a System-wide capital budget to be forwarded to the Pennsylvania Legislature requesting authorization. Project Summaries, Justifications, Cost Estimates, and Project Planning documents have been prepared for each of the projects.

Two University projects previously approved by the legislature are currently in design, and upon design completion will be funded by the Governor's Budget Office and executed. They are Renovation of Schmucker Science Center North and Construction of the School of Music and Performing Arts Center.

Attachment B is a Forecast of Future Project Authorization requirements reflecting anticipated future capital budget needs.

<b>Agency:</b> State System of Higher Education West Chester University of PA  <b>Capital Budget Authorization Request</b> <b>Departmental Summary of Requests</b> (Dollars in Thousands)	<b>Source of Funds:</b>	<b>Agency Request</b>	<b>OB Recommended</b>	<b>Difference</b>
	Bond.....	\$ 91,835,606		
	Current.....			
	Federal.....			
	Local.....	\$ 11,000,000		
	Other: Highway ...			
<b>Total.....</b>	<b>\$102,835,606</b>			

Priority No.	PROJECT TITLE/COMMENTS	Source of Funds	Agency Request	OB Recommended
(1)	(2)	(3)	(4)	(5)
	<b>Tigue Road - Relocate, widen</b>	Highway	\$ 5,880,000	
1	<b>Construct Business &amp; Information Technology Center</b>	Bond Local	\$ 11,000,000 \$ 11,000,000	
2	<b>Infrastructure Renovation/Code Updates - Phase I</b>	Bond	\$ 18,000,000	
3	<b>Construct Applied &amp; Integrated Health Sciences Bldg.</b>	Bond	\$ 42,768,265	
4	<b>Renovation of Old Francis Harvey Green Office/Classroom Building</b>	Bond	\$ 7,800,000	
5	<b>Renovation/Expansion Lawrence Hall</b>	Bond	\$ 6,387,341	
	<b>TOTAL</b>		<b>\$102,835,606</b>	<b>\$0</b>

budsummary02.doc

Figure IV-2

## Forecast of Future Project Authorization

Agency: State System of Higher Education  
West Chester University of PA

	(dollars in thousands)			
	PY 1	PY 2	PY 3	PY 4
(1)	03/04	04/05	05/06	06/07
Capital Budget Category: Public Improvement Projects (PIP)				
Capital Facilities Bond Funds				
- Convert Borough Streets to University Use	4,650			
- Construct All-Purpose Outdoor PE Athletic/ Rec/Intramural Field	4,400			
- Construct General Purpose Classroom, Laboratory, Office Building	24,600			
- Renovate Ehinger Gym, Renov/Expand Special Education Building	4,650			
- Renovate Farrell Stadium		7,400		
- Infrastructure Renovs./Code Updates, Phase II		18,000		
- Renovate Main Hall		17,000		
- Renovate McCoy Center			1,800	
- Renov./Expansion of Sturzebecker Hlth. Sci. Ctr.			48,000	
- Renovation/Expansion Mitchell Hall				14,600
- Renovate Filano Hall				1,250
- Renovate 13/15 University Avenue				1,860
<b>Total Bonds</b>	<b>\$38,300</b>	<b>\$42,400</b>	<b>\$49,800</b>	<b>\$17,710</b>
Current Revenues (State Funds only)				
<b>Total Current Revenues</b>	<b>\$0</b>			
Other (Specify Federal, Local, and/or Other)				
<b>Total Other</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total All Funds (Capital Category)</b>	<b>\$38,300</b>	<b>\$42,400</b>	<b>\$49,800</b>	<b>\$17,710</b>

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Figure IV-5