



Institutional Response
to the
Reviewers' Report to Faculty, Administration, Council of Trustees, and Students
Middle States Commission on Higher Education

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The City College of New York
The City University of New York
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Most Recent Periodic Review Report: 1 June 2013
Most Recent Decennial Evaluation Team Visit: 13-16 April 2008
Progress Reports: 25 March 2010 and 1 October 2011



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Institutional Response

Reviewers' Report to Faculty, Administration, Council of Trustees, and Students Periodic Review Report

The City College of New York (CCNY) is grateful to the Middle States Commission on Higher Education for its leadership and commitment and to its Reviewers, including Dr Paula Hooper Mayhew, Professor of English and Comparative Literature at Fairleigh Dickinson University, and Dr Carol S. Long, Provost and Vice President for Academic Affairs at SUNY College at Geneseo. The College is pleased that its commitment to the MSCHE Periodic Review process resulted in two **commendations**:

- **Commendation:** *We commend the institution for its thorough-going response to the 2008 decennial evaluation team report and to the Commission's expectation that all members of the CCNY community have the opportunity to be included in the preparation and review of its Periodic Review Report.*
- **Commendation:** *We commend the City College of New York for the initiatives it has taken to enhance and invigorate the quality of academic life for both faculty and students through pursuit of its 2009-2013 strategic plan. We look forward to evidence of sustained academic vitality in the 2017-2018 Self-Study.*

The Reviewers' conscientious reading of the submitted PRR document has provided the College with encouragement, invaluable suggestions for continued improvement, and meaningful guidance as it readies a new strategic plan and begins preliminary preparations for its **2017-2018 Self-Study**.

The institution's response to the Reviewers' current *Report* follows, by PRR section:

II. Responses to Recommendations from the Previous Decennial Evaluation

In its August 2013 report, the MSCHE Reviewers wrote, "The Commission does not expect that all suggestions in an evaluation team report will be implemented, but the responses made by CCNY to suggestions from the 2008 report demonstrate that they were taken seriously and that many were acted upon."

CCNY is gratified by this acknowledgement and will consider the comments and suggestions of the Reviewers with equal gravity, with particular attention paid to the following:

- provide "evidence of the institution's on-going dedication to shared **faculty governance**" (**Standard 4: Leadership and Governance**)

- offer “evidence of continued and sustainable progress in **administrative leadership** and **shared governance**” (**Standard 5: Administration**)
- “review and re-align” current practices to ensure compliance with the US Supreme Court’s decision on **affirmative action** (**Standard 6: Integrity**)
- assess and revise the “multiple **retention initiatives** cluster[ed] around Student Support Services” (**Standard 8: Student Admissions and Retention, Standard 9: Student Support Services**)
- ensure that all full- and part-time faculty--both “new” and “long-term” appointees—have access to **professional development** (**Standard 10: Faculty**)
- present “evidence of progress on...the **President’s 5-year goal of graduating 50% of the [Class of 2016] that entered in 2010**” (**Standard 13: Related Educational Activities**)

III. CCNY PRR: Major Challenges and Opportunities

In its PRR, CCNY identified “ten major challenges opportunities [to be addressed] during the next five years, underscoring general education; the implementation of new curricula; the development of a new strategic plan; the opening of new research facilities; and ongoing budgetary pressures” (**Report 6**). Those explicitly cited in this section by the Reviewers were:

- CCNY’s new **strategic plan**, which “will be an important shaping influence for the **2017-2018 Self-Study**”;
- CCNY’s commitment to diversity in **faculty hiring**; and
- CCNY’s determination to build and support **research programs** (CitySeeds, Bridge Funding Program, Faculty Travel Program, CUNY-Council on Undergraduate Research workshops) and **institutional resources** (Office of Research Administration, Office of Research Compliance, Research Foundation of CUNY).

At the behest of the Reviewers, CCNY will include evidence “in the **2017-2018 Self-Study** to demonstrate the sustainability of these efforts...at a time when federal research dollars have been shrinking” (**Report 8**).

IV. Enrollment and Finance Projections

The Reviewers did concur “with the financial findings described in the [**Finance Associate’s Report**].” As with the report from the Reviewers, the Finance Associate’s report was reassuring and helpful. However, in his report, the Finance Associate indicated that “**Management Letters** were not provided in the PRR materials submitted by CCNY.” According to CCNY’s Office of Finance and Administration, the City University of New York (CUNY) presents Management Letters to its Board and keeps the information for internal use only.

V. Assessment Processes and Plans

CCNY is grateful for the close reading given to this section of its Periodic Review Report, especially with regard to the rôle of the CUNY-wide **Performance Management Process** (PMP) in institutional assessment and to the advances in plans and processes since the 2010 and 2011 **Progress Reports**. The College also duly notes the following observations and associated requests:

- CCNY has begun the transition from its 2007 General Education program to the new CUNY-wide **“Pathways,”** and “[i]n the next five years, a **graduated curriculum** at CCNY will allow the College to establish clearer benchmarks for student learning and better-focused instruction in the areas of key proficiencies” (*Report 10*).
- CCNY will present evidence of “more transparent and shared expectations for learning and...for mandated and concomitant assessment...[as well as] increasingly useful results for **general education** and its assessment” in the 2017-2018 Self-Study.¹
- CCNY will “report fully on [the] revisited and revised” **Academic Program Review** process, the object of which is to “take the outcomes of the PMP and the reviews...to close the assessment loop...for the use of programs and units as they make curricular decisions, initiate faculty hires, and direct productive methods to help assure student success” (*Report 11*).
- CCNY will continue to refine and expand **assessment of student learning** at the undergraduate and graduate levels in the College of Arts and Sciences (CLAS), and it will provide evidence of the **use of findings** to adjust **admission requirements**; “coördination and assessment of **student support services**; and review of **faculty policies and guidelines**” (*Report 11*).

VI. Linked Institutional Planning and Budgeting Processes

At the request of the Reviewers, CCNY will report fully on “progress towards the full implementation of CUNY’s plan, *i.e.*, **CUNYfirst**, to integrate financial accounting and human capital management” and “the development of comprehensive and transparent procedures for **space allocation** and more deliberate **enrollment planning**” (*Report 12*).

VII. Concluding Recommendations

In addition to the specific requests of the Reviewers that have been noted previously, CCNY will endeavor, in the ensuing years and in its **2017-2018 Self-Study**, to “provide further evidence of continued and sustained efforts towards”:

¹ A minor correction must be made to the *Report* of the Reviewers: the “present **General Education** program at CCNY...was instituted in” 2007, not in 2003 (*Report 10*).

- “refining **benchmarks** for student learning and the construction of **key proficiencies**”;
- “assuring the effectiveness of the wide-ranging changes made in **administrative leadership**”;
- “revisiting and aligning **admissions criteria** in the light of the 2013 Supreme Court ruling on affirmative action”
- presenting evidence of progress on the implementation of the “**strategic plan** now under construction” (*Report 12*).

The City College of New York (CCNY) is grateful to the Middle States Commission on Higher Education (MSCHE) and to the Reviewers and Finance Associate, who offered a thoughtful assessment of the provided information and additional comments. Their analyses and suggestions will contribute to future campus-wide and departmental discussions, reviews, planning, and assessment activities as the campus community implements a new strategic plan and prepares for its **Self-Study in 2017-2018**.