MSCHE Evidence Expectations by Standard
DRAFT FOR FEEDBACK – 9/10/2025

STANDARD VI: PLANNING, RESOURCES, AND INSTITUTIONAL IMPROVEMENT

MSCHE CRITERIA	LIST OF REQUIRED EVIDENCE	EVIDENCE PROVIDED BY CUNY SYSTEM
1. institutional and unit goals that are clearly stated, assessed appropriately, linked to mission and goal achievement, reflect conclusions drawn from assessment results, and are used for planning and resource allocation;	• Organizational charts for institution and all divisions and units • Organization charts for senate, councils, and committees • Division/ unit goals and objectives • Summaries or cross-walks of division/unit goals and objectives with key assessment results • Documentation of an implemented, systematic, and sustained institutional assessment process linking the assessment and evaluation process to budgeting, planning and resource allocation	
2. clearly documented and communicated planning and improvement processes that provide for inclusive constituent participation;	• Documentation of planning and assessment processes used to make improvements • Evidence of consideration and use of appropriate assessment by key institutional and unit stakeholders for identifying opportunities for innovation and/or the improvement of educational effectiveness at division/unit levels	
3. planning that integrates goals for institutional effectiveness and improvement, including a focus on student achievement, educational outcomes, overall institutional improvement, and the results of institutional assessments;	• Most recent institutional strategic plan or institutional effectiveness plan, or other documentation of strategic planning or institutional effectiveness planning • Evidence of integrated planning processes that include student achievement and institutional improvement goals in the development and implementation of the institution's strategic plan and resource allocation	CUNY 2023-2030 Strategic Roadmap CUNY Master Plan SAR (PMP reports by each college an the University's Strategic Roadmap KPI report which the Chancellor has still not approved for wider release, but to which all Presidents, Provosts, PMP liaisons, and IR Directors have

	• Evidence of regular reporting on institutional performance on key performance indicators (KPIs) • Evidence of analysis of KPIs tied to strategic or institutional effectiveness planning • Evidence of review of KPIs by institutional stakeholders, including members of the board, senior staff, and collegial governance organizations	access. https://insights.cuny.edu/#/site/OAREDA/views/StrategicRoadmapKeyPerformanceIndicators/KPIScorecardGoal1a

4. planning for diversity, equity, and inclusion that is aligned with the institution's mission and goals, maintains sufficient resources, and leads to institutional improvement;	• Evidence of the application of diversity, equity, and inclusion principles in the development and implementation of the institution's strategic plan and resource allocation
	
	• Student Headcount Data, disaggregated by relevant populations
	  ○ Fall Enrollment (Available in IPEDS and collected in the AIU)
	  ○ 12 Month Enrollment (Available in IPEDS and collected in the AIU)
	  ○ Graduate Enrollment
	
	• Human Resources Data, disaggregated by relevant populations (Available in IPEDS)
	  ○ Faculty headcount
	  ○ Administrative and staff headcount
		Student Headcount Data
		• All sources have been noted above - Student Data Book, IPEDS Institutional Profile.
		
		Human Resources Data
		• OHRM staff facts report noted above and also the Human Resources section of the IPEDS Institutional Profile.

5. a financial planning and budgeting process that is aligned with the institution's mission and goals, evidence-based, and clearly linked to the institution's and units' strategic plans/ objectives;	• Evidence that the institution's budgeting process is aligned with the institution's strategic or institutional effectiveness plan:
	  ○ Current fiscal year institutional budget or other comparable documentation
	  ○ Unit mission statements, as applicable
	  ○ Unit budgets, as applicable
	  ○ Budgeting policies and procedures
	  ○ Budget projections, including clear parameters and assumptions on which they are based
	
	• Evidence that the institution's enrollment management planning process is aligned with the institution's
		CUNY Budget & Finance
		• University Budget Request
		• Audited Financial Statements
		• Uniform Guidance Single Audit Report
		• 5-Year Capital Plan
		
		Agendas and minutes of CUNY Board Committees on:
		• Finance & Administration
		• Advancement & External Affairs
		• Investment
		• Audit & Compliance

	strategic or institutional effectiveness plan: ○ Enrollment projections, including clear parameters and assumptions on which they are based ○ [Strategic] enrollment management plan, as applicable ○ Analysis of enrollment trends • Evidence that the institution's long-term financial planning reconciles the financial plan to the institution's financial capacity and assesses risk factors: ○ Financial planning policies and procedures ○ Long-term financial plans, three-five year, as applicable ○ Underlying assumptions of the financial plan and evidence of the viability of those assumptions • If applicable, a clear, well-founded plan to reduce any deficits to yield a balance or surplus in a timely fashion	• Technology Planning • Enrollment Analysis of enrollment trends • There are powerpoint presentations available from Enrollmetn Management that analyze trends from university perspective. Also, the Snapshot Enrollment Trends dashboard: https://insights.cuny.edu/#/site/OAREDA/views/SnapshotEnrollmentTrendsReport/Overview
6. fiscal and human resources as well as physical and technical infrastructure adequate to support its operations wherever and however programs are delivered;	• Human Resources Data, disaggregated by relevant populations (Available in IPEDS) ○ Faculty headcount ○ Administrative and staff headcount • Evidence of adequate resourcing at all branch campuses and additional locations • Expense Analysis of related expenses (four-years), as applicable ○ $ / % core expenditures, instruction ○ $ / % core expenditures, public service ○ $ / % core expenditures, research ○ $ / % core expenditures, academic support ○ $ / % core expenditures, student support	Human Resources Data • OHRM Staff Facts and IPEDS Institutional Profile
7. documented financial resources, funding base, and plans for financial development, including those from any related entities adequate to support its educational purposes and programs and to ensure financial stability;	• Financial ratio analysis appropriate to institutional type: ○ Primary reserve ratio (expendable net assets / total expenses) ○ Net Operating Revenue Ratio (net operating income / total operating revenue)	Much of this should be in the IPEDS Institutional Profile in the Finance Section: https://nces.ed.gov/ipeds/institution-profile/XXXXXX#finance

	○ Return on Net Assets Ratio (change in net assets / total net assets) ○ Viability Ratio (expendable net assets / long- term debt) • Composite Financial Index (-4 to 10) • Capitalization Ratio • ($) Debt service, last four years • Tuition discount rate • Instructional expense per credit hour • Where possible, SEC 10K filings or Form 990 • Documentation of funding streams from related entities and analysis of the institution's financial independence from a related entity • Analysis of state and local appropriations, as applicable • Bond Ratings, as available	Replace XXXXXX with the college's IPEDS code.
8. a record of responsible fiscal management, including preparing a multi-year budget and an annual independent audit confirming financial viability and proper internal financial controls, with evidence of corrective measures taken to address any material findings cited in the audit or an accompanying management letter;	• Annual financial audit for four most recent fiscal years, with management letters, where appropriate (Collected in the AIU) • Any appropriate supporting documentation to assist with understanding financial statements, such as annual audit for related entities such as system administration • Evidence of follow-up on any findings or material weaknesses, where warranted	
9. well-defined, inclusive decision-making processes and clear assignment of responsibility and accountability for achieving institutional and unit effectiveness;	• Organizational charts for the institution, including divisions and units • Sample of agenda and decision-making meeting minutes	

	• Expense Analysis of related expenses (four-years), as applicable s ○ $ / % core expenditures, institutional support	

10. comprehensive planning for facilities, infrastructure, and technology that includes consideration of sustainability and deferred maintenance and is linked to the institution's strategic and financial planning processes;	• Comprehensive plans for facilities, equipment, and supplies
	  ○ Description of physical facilities, including space for instruction, library, student support services, and administrative services
	  ○ Capital facilities master plan
	  ○ Information technology master plan
	• Facilities condition analyses
	• Deferred maintenance costs and plans
	• Space utilization studies
	• Capital budget and expenditures
	• IT expenditure and replacement cycle documentation
	• Documentation regarding ownership (titles, mortgages, liens), and rental and lease agreements (contracts)
	• Copies of insurance policies currently in force (fire, casualty, and liability)
	• Sample of agreements and/or contracts with third party providers for key business functions
	• Analysis of the level of outsourcing key business functions
		CUNY Budget & Finance
		• 5-Year Capital Plan
		
		CUNY Facilities Planning, Construction and Management
		
		Agendas and minutes of CUNY Board Committee on Facilities Planning and Management

11. compliance with its program responsibilities under existing federal Title IV and other state laws and regulations, including any audits of financial aid programs as required by federal and state regulations;	• Program participation agreement (PPA), most recent • Statement of Accreditation Status (SAS) (PDF Format) (dated)	

	• Eligibility and Certification Approval Report (ECAR), most recent
	
	• Heightened Cash Monitoring (HCM) Status, if applicable
	
	• Title IV Responsibilities (*Verification of Compliance - Title IV Responsibilities and federal regulation 34 CFR 602.16(a)(1)(x)*)
	  o Three-year official cohort default rate (College Scorecard or Institution)
	  o Financial responsibility composite score / composite score index
	  o Most recent Program Review Determination Letter (Final Program Review Determination Letter of Expedited -Determination Letter; correspondence)
	  o Single Audit (OMB Circular A-128; OMB Circular A-133, 2 CFR 200 Subpart F: Uniform Guidance)
	  o USDE Correspondence and institutional response related to limited, suspended, terminated eligibility to participate in Title IV
	  o For Profit Institutions - 90/10 Rule – percentage of revenue from federal funds	

12. strategies to measure and assess the adequacy and efficient utilization of institutional resources required to support the institution's mission and goals; and	• Evidence of resource planning and analysis of resource utilization • Documentation of an implemented, systematic, and sustained institutional assessment process linking planning, assessment and resource allocation decisions	
13. periodic assessment of the effectiveness of planning, resource allocation, institutional renewal processes, and availability of resources	• Evidence of discussion and use of evidence noted above by governing body, chief executive officer, staff, and faculty in budgeting, planning, and resource allocation • Documentation of an implemented, systematic, and sustained institutional assessment process linking planning, assessment and resource allocation decisions • Consultant and taskforce reports, as applicable	