

STANDARD VII: GOVERNANCE, LEADERSHIP, AND ADMINISTRATION

MSCHE CRITERIA	LIST OF REQUIRED EVIDENCE	EVIDENCE PROVIDED BY CUNY SYSTEM
1. A clearly articulated and transparent governance structure that outlines roles, responsibilities, and accountability for inclusive decision making by each constituency, including the institution's legally constituted governing body, administration, faculty, staff, and students, as well as any related entities	- Organizational charts for institution and divisions and units, as applicable - Description of the legally constituted governance structure, including a diagram that clearly conveys the governance structure of the institution and clearly identifies any related entities and all levels of ownership that are legally responsible for the institution - Information on all related entities, as applicable (<i>Related Entities Policy and Procedures</i>) - A listing of the legal name, jurisdiction, form or organization of every entity that is part of the legal constituted governance structure (including related entities) - The bylaws, founding or governance documents must be provided for all related entit(ies) - Related Entities Required Disclosures Certification Statement - Governing Documents including bylaws, certificate or articles of incorporation, operating provisions or agreements, filings, and any other founding documents	<u>CUNY Bylaws</u> Article II Officers of the Board Article III Committees of the Board Article IV Council of Presidents Article VIII Organization and Duties of the Faculty Article IX Organization and Duties of Faculty Departments Article X The Central Office Article XI Duties and Qualifications of Titles in the Instructional Staff CUNY Manual of General Policy Article II Board of Trustees Article V Faculty, Staff and Administration <u>CUNY Administration</u> CUNY Legal Affairs Governance Plans <u>CUNY University Faculty Senate</u> CUNY Committees <u>CUNY University Student Senate</u> <u>PSC CUNY Constitution</u>

2. A legally constituted governing body that: a. Serves the public interest, ensures that the institution clearly states and fulfills its mission and goals, has fiduciary responsibility for the institution, and is ultimately accountable for the academic quality, integrity, planning, and fiscal well-being of the institution; b. has sufficient diversity, independence, and expertise to ensure the integrity of the institution. Members must have primary responsibility to the accredited institution, meet regularly, and not allow political, financial, relationship with a related entity, or other undue influences to interfere with their governing responsibilities; c. ensures that neither the governing body nor its individual members interfere in the day-to-day operations of the institution d. oversees at the policy level the quality of teaching and learning, the approval of degree programs and the awarding of degrees, the establishment of personnel policies and procedures, the approval of policies and by- laws, and the assurance of strong fiscal management; e. plays a basic policy-making role in financial affairs to ensure integrity and strong financial management. This may include a timely review of audited financial statements and/or other documents related to the fiscal viability of the institution; f. appoints and regularly evaluates the performance of the Chief Executive Officer; g. is informed in all its operations by principles of good practice in board governance;	• Documentation of the structure, authority, and autonomy of governing body including any related entities • Policies and procedures manuals or compendium • Board committee procedures • Description of how the governing board regularly reviews policies and bylaws • Sample of board and committee meeting minutes ○ Documenting board review and approval of policy ○ Documenting review of annual financial statements ○ Documenting board decision-making • Policy and procedures for board conflicts of interest • Documentation of regular or systematic disclosure or reporting of conflicts of interest and/or recusals (e.g. forms or meeting minutes) • List of current governing body or board members ○ Disaggregated by relevant populations ○ Affiliation and occupation of each member ○ Identify those members of the governing board who are remunerated by the institution through salaries, wages or fees ○ Identify board members who are creditors of the institution, guarantors of institutional debt, or active members of businesses of which the institution is a customer ○ Board member curriculum vitae (CVs) or biographies • Documentation of regular and systematic board self-evaluation with evidence of follow-up on any concerns (available examples from a four- year period)	<u>CUNY's Policy Site</u> • Bylaws • Manual of General Policy • Board Meeting Notices • Board Meeting Calendars • Board Meeting Summaries • Board Meeting Minutes • Board Committee Documents CUNY Manual of General Policy Article II Board of Trustees • Policy 2.05 Code of Conduct (PDF / Text) Article VI Legal • Policy 6.01 Conflict of Interest (PDF / Text) <u>CUNY Board of Trustees</u> <u>Research Foundation Governance</u>
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h. is not chaired by an institutional or system representative to avoid conflict of interests; i. establishes and complies with a written conflict of interest policy designed to ensure the impartiality of the governing body by addressing matters such as payment for services, contractual relationships, employment, and family, financial or other interests that could pose or be perceived as conflicts of interest. A majority of members have no employment, family, ownership, or other personal financial interest in the institution; j. supports the Chief Executive Officer in maintaining the autonomy of the institution; k. makes freely available to the Commission accurate, fair, and complete information on all aspects of the institution and its operations and ensures the institution describes itself in comparable and consistent terms to all of its accrediting and regulatory agencies.		
3. Chief Executive Officer who: a. is appointed by, evaluated by, and reports to the governing body and shall not chair the governing body; b. has appropriate credentials and professional experience consistent with the mission of the organization; c. has the authority and autonomy required to fulfill the responsibilities of the position, including developing and implementing institutional plans, staffing the organization,	• Policies and procedures or by-law provisions outlining search for and appointment of Chief Executive Officer (CEO) • Policies and procedures or by-law provisions outlining evaluation of Chief Executive Officer (CEO) • Policies and procedures for continuity of leadership or succession • Qualifications of the Chief Executive Officer (CEO) ○ Curriculum vitae (CV) or resume for the chief executive officer including the officer's name and title	CUNY Bylaws Article XI Duties and Qualifications of Titles in the Instructional Staff • Section 11.2 Chancellor • Section 11.4 The President CUNY Manual of General Policy Article II Board of Trustees • Policy 2.03 Chancellor Searches (PDF / Text) • Policy 2.08 Governance of the University, 3.1 The President (PDF / Text) • Policy 2.12 Presidential Searches (PDF /

identifying and allocating resources, and directing the institution toward attaining the goals and objectives set forth in its mission; d. has the assistance of qualified administrators, sufficient in number, to enable the Chief Executive Officer to discharge his/her duties effectively and is responsible for establishing procedures for assessing the organization's efficiency and effectiveness;	○ Evidence that the CEO was appointed by the governing board ○ The appointment date of the CEO ○ Evidence that CEO is evaluated regularly	<u>Text</u>) PMP <u>Agendas and minutes of CUNY Board Committees</u>
4. An administration possessing or demonstrating: a. an organizational structure that is clearly documented and that clearly defines reporting relationships; b. an appropriate size and diverse representation with relevant experience to assist the Chief Executive Officer in fulfilling his/her roles and responsibilities; c. members with credentials and professional experience consistent with the mission of the organization and their functional roles; d. skills, time, assistance, technology, and information systems expertise required to perform their duties; e. regular engagement with faculty and students in advancing the institution's goals and objectives; f. systematic procedures for evaluating administrative units and for using assessment data to enhance operations; and	● Organization chart ● Administrative Staff Qualifications ○ Curriculum vitae (CVs) or resumes, as applicable ○ Analysis of credentials and professional experience consistent with the mission of the organization and their functional roles 5. Human Resources Data, disaggregated by relevant populations (Available in IPEDS) ○ Faculty headcount ○ Administrative and staff headcount ● Institutional and Unit Leadership Data, disaggregated by relevant populations ○ Analysis of skills, time, assistance, technology, and information systems expertise required to perform their duties ○ Curriculum Vitae (CVs) or resumes a. Policies and procedures for the review of units, with evidence of assessment and evaluation b. Evidence of regular evaluation of administration assessing if they have the skills, time, assistance, technology, and information systems expertise required to perform their duties c. Surveys of Administration by other constituents (survey instrument and analysis of collected data), as applicable	

	○ Student Survey of Administration ○ Faculty Survey of Administration Staff ○ Survey of Administration	
5. Periodic assessment of the effectiveness of governance, leadership, and administration	• Documentation of an implemented, systematic, and sustained process to assess the effectiveness of governance, leadership, and administration • Evidence (assessment instrument and analysis of collected data) of periodic assessment of the effectiveness of governance, leadership, and administration • Consultant and taskforce reports, as applicable	<u>PMP</u>