Document Roadmap

This document is intended to assist reviewers in locating the specific evidence files that support the individual criteria in each standard. The chapters that support the Requirements of Affiliation are also identified.

Table of Contents

Standard I - Mission and Goals	Met	Page Index	Evidence
1. Clearly define mission and goals that:	Yes	4-8	• *Roadmap.pdf* • *Mission_Vision.pdf* • *Commitment to Community Strategic Plan 2018-2023.pdf*
a. collaborative participation	Yes	4-8	• *IPAC_Charge.pdf* • *Evolution of Institutional Planning and Assessment.pdf*
b. contexts and constituencies	Yes	4-8	
c. governing body	Yes	4-8	• *Faculty Senate Minutes March 2_2010.pdf*
d. guide decisions	Yes	4-8	• *Employment and/or Salary Action Request Form.pdf* • *Division Plans.pdf* • *Resource Advisory Council Alignment with Middle States.pdf* • *Middle States—Priorities aligned with Spending.pdf* • *IPAC Funding Reports Summary 2019.pdf* • *Divisional Alignment Workbook.pdf* • *Alignment of Plans Overview.pdf* • *Student Affairs Strategic Plan.pdf* • *Campaign_for_Cortland-webpage.pdf* • *Diversity Inclusion Plan 2016.pdf* • *Facilities Master Plan.pdf* • *Writing-Center-webpage.pdf* • *Enrollment_History_20Year-2020.pdf*
e. scholarly inquiry and creative activity	Yes	8-9	• *Academic Department Personnel Policies.pdf* • *College_Handbook_2020-Faculty Responsibilities.pdf* • *Academic Annual Report Format 2020-2021.pdf* • *Faculty Annual Report Examples.pdf* • *Academic Annual Report Examples. pdf*
f. publicized and widely known	Yes	9-10	• *Institutional Effectiveness website* • *Cabinet Strategic Planning Feedback 2018.pdf* • *IPAC Update for 2019 Pres Retreat.pdf* • *president letter to campus 2018 spring.pdf* • *Mission and Priorities Survey Results.pdf* • *Onboarding and First Year Experience 2021.pdf*
g. periodically evaluated	Yes	11-12	*See Criteria 4*
2. goals that are realistic, appropriate and consistent with mission	Yes	10-11	• *Student Affairs Strategic Plan.pdf* • *Academic Affairs Division Operational Plan 2017.pdf*
3. goals that focus on student learning	Yes	10-11	• *Commitment to Community Strategic Plan 2018-2023.pdf* • *Stmt PRODiG Progress(1).pdf* • *Divisional Alignment Workbooks.pdf*
4. periodic assessment of mission and goals	Yes	11-12	• *IPAC_Charge.pdf* • *IPAC Indicators Tracking Sheet-2021.pdf* • *Summary of Strategic Plan Progress Spring 2021-0603.pdf* • *2021 Administrative Annual Report Call.pdf* • *Administrative Annual Report Examples.pdf* • *SUNY Cortland Planning and Assessment Guide.pdf*

Standard II Ethics and Integrity	Met	Page Index	Evidence
1. commitment to academic, intellectual freedom, freedom of expression	Yes	15	• *Roadmap.pdf* • *InstitutionalFederalComplianceReport_April 2021template-SUNYCortland.pdf* • *SUNY_BOT_Policies_August2021.pdf* • *College_Handbook_2020_Chapter220_22001-Academic Freedom.pdf* • *Code of Conduct – SUNY Cortland.pdf* • *Guide for Academics at SUNY – UUP.pdf* • *SUNY UFS Resolution 182-07-01.pdf* • *Required Syllabus Statements.pdf*
2. a climate that fosters respect	Yes	16-18	• *Inclusive Excellence at SUNY Cortland.pdf* • *DEI_Infrastructure_Offices-webpages.pdf* • *DEI_Committees-webpages.pdf* • *DEI_Student_Groups-webpages.pdf* • *Culturally_Responsive_Teaching-CRT-webpage.pdf* • *Diversity Inclusion Plan 2016 - SUNY Cortland.pdf* • *Black Student Union Presents The Forgotten Faces (final) copy.pdf* • *Inclusion-Survey-Report 2019.pdf* • *Gender+Climate+Review_A+Three+Year+Analysis+FINAL.pdf* • *DEI PROPOSAL-PD PROGRAM.pdf* • *Demographics 5 yr lookback (1).pdf* • *Stmt PRODiG Progress (1).pdf*)
3. grievance policy	Yes	16	• *College_Handbook_2020_Chapter 340-350.pdf* • *Bias_Incident_Reporting-webpage.pdf* • *Title_IX_Grievance_Process-webpage.pdf* • *Fair Process Policy in Teacher Education.pdf* • *Code of Conduct – SUNY Cortland.pdf* • *Discrimination+Complaint+Policy+and+Procedure.pdf* • *https://www2.cortland.edu/about/institutional-effectiveness* • *Mediation and Resolution Service-webpage.pdf*
4. avoidance of conflict of interest	Yes	18-20	• *Public Officers Law 73 -NYS JCOPE.pdf* • *Conflicts of Interest _ NYS JCOPE.pdf* • *Financial Disclosure _ NYS JCOPE.pdf* • *Ethics Laws and Regulations _ NYS JCOPE.pdf* • *Code+of+Ethics+4.29.20* • *Plain Language Guide Ethics Law - NYS JCOPE.pdf* • *College_Handbook_2020_Chapter220_22011-Ethics.pdf* • *Purchasing and Accounts Payable-webpage.pdf* • *IRB Policy 030711 - SUNY Cortland.pdf* • *PHS_Policy_on_Humane_Care_and_Use_of_Laboratory_Animals.pdf* • *Summer Ethics Institute - SUNY Cortland.pdf* • *Summer DEISJ Institute - SUNY Cortland.pdf*
5. fair and impartial practices in the hiring, evaluation, promotion, discipline, and separation of employees;	Yes	20-21	• *State-Union Contracts _ Governor's Office of Employee Relations.pdf* • *College_Handbook_2020_Chapter210_21005-Promotion.pdf*

Standard II Ethics and Integrity	Met	Page Index	Evidence
			• *College_Handbook_2020_Chapter220_22005-08.pdf* • *College_Handbook_2020_Chapter220-Academic Personnel Procedures.pdf* • *Resignation Separation Retirement Policies.pdf* • *2016-2022-nys-uup-agreement_final.pdf* • *2016-2021-asu-contract-agreement.pdf* • *nyscopba-2016-2023-contract-final.pdf* • *pbanys-interest-arbitration-award_2015-2019.pdf* • *2019-to-2023-state-and-pef.pdf* • *2019-2023-nys-gseu-agreement.pdf*
6. honesty public relations	Yes	21	• *SPJ Code of Ethics - Society of Professional Journalists.pdf*
7. a. affordability and accessibility	Yes	21-22	• *Tuition and Costs - SUNY Cortland.pdf* • *Net Price Calculator - SUNY Cortland.pdf* • *Scholarships - SUNY Cortland.pdf*
b. to enable students to understand funding sources and debt	Yes		• *The Excelsior Scholarship - SUNY Cortland.pdf*
8. compliance with all applicable reporting policies, regulations, and requirements a. the full disclosure of information	Yes	22	• *InstitutionalFederalComplianceReport_April 2021template-SUNYCortland.pdf* • *Title IX Athletics Compliance Review 2017.pdf* • *Teacher_Certification_Exam_Pass_Rates-Catalog.pdf* • *https://www2.cortland.edu/offices/institutional-research-and-assessment*
b. compliance with the Commission's ROA	Yes	22	• *Accreditations - SUNY Cortland.pdf*
c. substantive changes disclosed in a timely and accurate fashion;	Yes	22	
d. compliance with the Commission's policies	Yes	22	
9. periodic assessment of ethics and integrity	Yes	22-23	• *College_Handbook_2020_Chapter150-Faculty Governance.pdf*
Strengths		23-24	• *Handbook Restructuring Committee Charge and Progress.pdf* • *IPAC Indicators Tracking Sheet-2021.pdf* • *Diversity Inclusion Plan 2016 - SUNY Cortland.pdf*

Standard III Design and Delivery of the Student Learning Experience	Met	Page Index	Evidence
1. certificate, undergraduate, graduate, and/or professional programs leading to a degree or other recognized higher education credential, of a length appropriate to the objectives of the degree or other credential, designed to foster a coherent student learning experience and to promote synthesis of learning;	Yes	26-27	• *Roadmap.pdf* • *Academic Programs.pdf* • *Undergraduate Minors.pdf* • *Transfer Planning Sheets website.pdf* • *Degree_Works-webpage.pdf* • *Curriculog_New_Programs.pdf* • *Curriculum Change Guide.pdf* • *General_Education-catalog.pdf* • *General Education Alignment Crosswalk Jan_2022.pdf* • *NSSE20+Multi-Year+Report-2020.pdf*
2. learning experiences that are designed, delivered, and assessed by faculty/others who are: a. rigorous and effective in teaching, assessment of student learning, scholarly inquiry, and service,	Yes	29-31	• *CommonDataSet-2016-2021_SectionI.pdf* • *Faculty_Workload_Summary-Fall2020.pdf* • *Catalog-202122-Faculty List.pdf* • *IPAC Indicators Tracking Sheet-2021.pdf* • *ICT-webpage.pdf* • *Faculty_Development_Center-webpage.pdf* • *NSSE20 Snapshot SUNY Cortland.pdf* • *SOS+Summary+Report_Cortland-2018.pdf* • *Academic Department Personnel Policies.pdf* • *Teacher_Evaluation_Guide-2017.pdf* • *College_Handbook_2020_Chapter220_22005.08.pdf*
b. qualified for the positions they hold and the work they do;	Yes	29-31	
c. sufficient in number	Yes	29-31	
d. sufficient opportunities, resources, and support for professional growth	Yes	29-31	
e. reviewed regularly and equitably based written/clear policies, and procedures;	Yes	29-31	
3. programs are clearly and accurately described in official publications	Yes	26-27	• *Academic Programs.pdf* • *Degree Planner – 3 Programs.pdf* • *Transfer Planning Sheets website.pdf* • *Degree_Works-webpage.pdf* • *Curriculog_New_Programs.pdf* • *Curriculum Change Guide.pdf* • *General_Education-catalog.pdf*
4. sufficient learning opportunities and resources to support both the institution's programs of study and students' academic progress;	Yes	31-35	• *Extended_Learning-Summer.pdf* • *Extended_Learning-Winter.pdf* • *GPA_Calculation_Repair_Kits.pdf* • *Applied Learning Courses_Fall 2020.pdf* • *Study_Abroad_Viewbook_2020.pdf* • *International Programs at SUNY Cortland.pdf*

Standard III Design and Delivery of the Student Learning Experience	Met	Page Index	Evidence
			• *Transformational_Learning-CURE-webpage.pdf;* • *Transformational_Learning-ICE-webpage.pdf* • *Institute for Civic Engagement Year in Review 2021.pdf* • *Transformational_Learning-Outdoor_Ed-webpage.pdf* • *Undergraduate_Research-webpage.pdf* • *FSSE_Frequency-2016.pdf* • *NSSE20+Multi+Year+Report-2020.pdf* • *Transformations-2018.pdf* • *Academic Success Resources.pdf* • *Facilities Master Plan.pdf* • *Instructional Spaces & Campus Improvements.pdf* • *SOS+Summary+Report_Cortland-2018.pdf* • *COACHE-2017-Facilities-items.pdf* • *Graduate Student Research Grants.pdf*
5. general education program, a. offers a sufficient scope	Yes	28-29	• *General_Education-catalog.pdf* • *General Education Alignment Crosswalk Jan_2022.pdf* • *General Education Assessment Results 2021-0421.pdf* • *NSSE20+Multi-Year+Report-2020.pdf*
b. offers a curriculum designed so that students acquire and demonstrate essential skills	Yes	28-29	• *General_Education-SUNY.pdf*
c. non-US institutions	N/A		
6. in institutions that offer graduate and professional education, opportunities for the development of research, scholarship, provided by faculty with appropriate credentials	Yes	31-35	• *Graduate Student Research Grants.pdf* • *Graduate_Assistants-webpage.pdf* • *Graduate Faculty-Fall 2019.pdf* • *College_Handbook_2020_Chapter15004-Graduate Faculty.pdf*
7. third-party providers	N/A		
8. periodic assessment of the effectiveness of programs providing student learning opportunities.	Yes	35-36	• *Curriculum Change Guide 2021.pdf* • *General_Education-Catalog.pdf* • *General_Ed_Course_Guidelines-2017.pdf* • *General Education Assessment Results 2021.pdf* • *https://www2.cortland.edu/teacher-education/teacher-education-programs-annual-reporting-measures* • *Accreditations – SUNY Cortland.pdf* • *International Program Proposal Process 2021-22.pdf*
Strengths		36-40	• *Faculty Annual Report Examples.pdf* • *Academic Annual Report Examples.pdf* • *SLO Review Survey.pdf* • *IPAC Indicators Tracking Sheet-2021.pdf* • *SUNY Cortland COVID Experience.pdf* • *Writing_Center-webpage.pdf*

Standard IV Support of the Student Experience	Met	Page Index	Evidence
1. clearly stated, ethical policies and processes to admit, retain, and facilitate the success of students	Yes	42-43	• *Roadmap.pdf* • *Admission Policies 2020.pdf* • *Simpson Scarborough report.pdf* • *SUNY Application Data Fall 2021.pdf* • *Deposit Survey.pdf* • *EOP Summary.pdf* • *EOP Qs for Middle States.pdf* • *EOP Retention All Campuses 2017.pdf* • *CohortAdmitTypeSummary.pdf* • *Readmission Policy and Checklist on web.pdf* (Including all evidence for 1a, 1b, 1c,1d)
a. accurate and comprehensive information regarding expenses, financial aid, scholarships, grants, loans, repayment, and refunds;	Yes	43	• *Net Price Calculator – SUNY Cortland.pdf* • *Tuition and Costs.pdf* • *Refunds Policy 2020.pdf* • *Financial Wellness and Literacy Tools SUNY.pdf* • *Types of Aid SUNY Cortland.pdf* • *Fin Aid Scholarship Info from Catalog.pdf*
b. students not adequately prepared are supported	Yes	42-43, 48	• *CohortAdmitTypeSummary.pdf* • *EOP Summary.pdf* • *EOP Qs for Middle States.pdf* • *EOP Retention All Campuses 2017.pdf* • *Learning Center info for Standard V.pdf* • *Direct Assessment of WC Sessions.pdf*
c. orientation, advisement, and counseling programs to enhance retention and guide students	Yes	43-45	• *Orientation Goals and Learning Outcomes.pdf* • *Orientation Survey Results.pdf* • *Proactive Advising Model final.pdf* • *COR 101 Goals and Objectives.pdf* • *COR 101 CTE Yearly Comparison data.pdf* • *COR 201 CTE data.pdf* • *College_Handbook_2020_Chapter220_22005-08.pdf* • *Faculty Advising Survey results 2018.pdf* • *Student Advising Survey results 2018.pdf* • *NSSE20+Frequencies+and+Statistical+Comparisons.pdf* • *2019+First+Destinations.pdf* • *Handshake Data.pdf* • *Academic Course Reset Policy 2021 Handbook.pdf* • *Degree Works student examples.pdf* • *Completion Path Grant Final Report and Data.pdf*
d. processes to enhance the successful achievement of students' educational goals	Yes	44-45	• *Proactive Advising Model final.pdf* • *COR 101 Goals and Objectives.pdf* • *COR 101 CTE Yearly Comparison data.pdf* • *COR 201 CTE data.pdf* • *Faculty Advising Survey results 2018.pdf* • *Student Advising Survey results 2018.pdf* • *Starfish Usage Report.pdf* • *Starfish Retention Summary-draft.pdf* • *Cross Registration web information.pdf* • *Completion Path Grant Final Report and Data.pdf*

Standard IV Support of the Student Experience	Met	Page Index	Evidence
2. policies and procedures regarding evaluation and acceptance of transfer credits and prior learning	Yes	46-47	• *Transfer Credit Data.pdf* • *Transfer Credit Policies and Evaluation College Catalog.pdf* • *Transfer Planning Sheets website.pdf* • *Transfer Equivalency Charts website.pdf* • *Readmission Policy and Checklist on web.pdf* • *Cross Registration web information.pdf* • *Completion Path Grant Final Report and Data.pdf*
3. policies and procedures for the safe and secure maintenance and release of student information and records;	Yes	50	• *College Handbook, Chapter 530.pdf* • *IR_Data_Classification_Policy.pdf* • *Library_PrivacyPolicy.pdf* • *IR_Banner_Web_Privacy_Policy.pdf* • *IR_Confidentiality_Policy.pdf* • *SRRS_Student_Data_Security.pdf* • *CollegeHandbook_Chapter460_PublicInformation.pdf* • *Record_Management_Principles-webpage.pdf*
4. athletic, student life, and other extracurricular activities that are regulated by the same academic, fiscal, and administrative principles and procedures that govern all other programs;	Yes	50-52	• *Athletics Policies and Procedures Manual.pdf* • *StudentAthleteHandbook.pdf* • *Title IX Athletics Compliance Review 2017.pdf* • *Rec_Sports-webpage.pdf* • *Club_Sports-webpage.pdf* • *Rec_Sports_Retention_Analysis.pdf* • *Athletic_Business-2017June.pdf* • *Campus_Rec-2017April.pdf* • *Student_Clubs.pdf*
5. services designed, delivered, or assessed by third-party providers; and	N/A		
6. periodic assessment of the effectiveness of programs supporting the student experience.	Yes	43-50	• *Orientation Goals and Learning Outcomes.pdf* • *Orientation Survey Results.pdf* • *Proactive Advising Model final.pdf* • *COR 101 Goals and Objectives.pdf* • *COR 101 CTE Yearly Comparison data.pdf* • *COR 201 CTE data.pdf* • *Faculty Advising Survey results 2018.pdf* • *Student Advising Survey results 2018.pdf* • *NSSE20+Frequencies+and+Statistical+Comparisons.pdf* • *Counseling and Wellness Services Annual Report.pdf* • *Disability Resources Office - SUNY Cortland.pdf* • *Disability Climate Presentation 4 20.pdf* • *Learning Center info for Standard V.pdf* • *2019+First+Destinations.pdf* • *Handshake Data.pdf* • *Zippia_Best_Public_Colleges.pdf* • *Summer Session Enrollment Trends.pdf* • *2021 Administrative Annual Report Call.pdf* • *Administrative Annual Report Examples.pdf* • *SA offices report on student experience.pdf* • *Direct Assessment of WC Sessions.pdf*

Standard IV Support of the Student Experience	Met	Page Index	Evidence
			• *Administrative Planning and Assessment Discussion.pdf* • *Completion Path Grant Final Report and Data.pdf*
Strengths		52-56	• *Graduation_Rates_6yr-201920_final.pdf* • *Graduation_Rates_6yr-Transfer-201920_final.pdf* • *2019 President's Opening on Retention Study.pdf* • *Starfish Usage Report.pdf* • *Starfish Retention Summary-draft.pdf* • *DevelopmentalEnglish_Summary.pdf* • *CSI Cohort Data 2015-2020.pdf* • *Retention by Racethnicity New-Transfer.pdf* • *BI-retention-by sex-2015-2020.pdf* • *Think Tank 2015.pdf* • *Black Student Union Presents_ The Forgotten Faces (final) copy.pdf* • *BSU List of Demands Update.pdf* • *Multicultural_Life_Diversity_FINAL.pdf* • *Fall2020 Student Survey Summary Findings.pdf*

Standard V Educational Effectiveness Assessment	Met	Page Index	Evidence
An accredited institution possesses and demonstrates 1. clearly stated educational goals at the institution and degree/program levels, which are interrelated with one another, with relevant educational experiences, and with the institution's mission;	Yes	58-61	• *Roadmap.pdf* • *External_Program_Review_English-2019.pdf;* • *History External Review Report.pdf* • *SUNY Cortland Africana Studies reviewers report s2019.pdf* • *Arts and Sciences Program Reviews 2017-2020.pdf* • *SUNY Cortland CEPH SelfStudy Final Draft 03_07_16_Merged.pdf* • *Program Review 2013-19 Kinesiology.pdf* • *Program review CDS2014.pdf* • *2014 SPMG Program Review Self Study- 2-6.pdf* • *CAEP Accreditation Letter.pdf* • *Accreditations - SUNY Cortland.pdf*
2. organized and systematic assessments, conducted by faculty and/or appropriate professionals, evaluating the extent of student achievement of institutional and degree/program goals.	Yes	58-62	*All evidence in 2a, 2b, 2c*
a. define meaningful curricular goals with defensible standards for evaluating whether students are achieving those goals;	Yes	58-61	• *SUNY Cortland SLO Combined Document (002).pdf* • *Catalog Chemistry BS Program.pdf* • *SUNY Cortland Program Assessment Guide.pdf* • *Student Learning Outcomes Assessment Resources.pdf* • *SLO Program Level Worksheet.pdf* • *Student Learning Outcomes Guide.pdf* • *SLO+Rubric+Review.pdf* • *2018-19 responses.pdf* • *Academic Annual Report Format 2020-2021.pdf* • *Academic Annual Report Examples.pdf* • *https://www2.cortland.edu/academics/catalogs.dot* • *Guide for Course SLOs.pdf* • *GE_General_Education-webpage.pdf* • *Composition Program Website 2021.pdf* • *General_Education-catalog.pdf* • *Revised GE Assessment Schedule 2021.pdf* • *GE Assessment Plan-2021.pdf;* • *General Education Assessment Results 2021-0421.pdf* • *GE Meeting Minutes 9.1.16.pdf*) • *WI assessment back story.pdf*
b. articulate how they prepare students in a manner consistent with their mission for successful careers, meaningful lives, and, where appropriate, further education. They should collect and provide	Yes	58-61	• *GE_General_Education-webpage.pdf* • *Teacher Education Reporting Measures Website 2021.pdf* • *Graduate Outcomes Data for Education Program Graduates 2016-2019.pdf* • *2019+First+Destinations.pdf* • *General Education Assessment Results 2021-0421.pdf* • *Composition Program Website 2021.pdf*

Standard V Educational Effectiveness Assessment	Met	Page Index	Evidence
data on the extent to which they are meeting these goals;			
c. support and sustain assessment of student achievement and communicate results	Yes	58-61	• *Academic Annual Report Format 2020-2021.pdf* • *SUNY Cortland Program Assessment Guide.pdf* • *Revised GE Assessment Schedule 2021.pdf* • *Teacher Education Reporting Measures Website 2021.pdf* • *Graduate Outcomes Data for Education Program Graduates 2016-2019.pdf* • *General Education Assessment Results 2021-0421.pdf*
3. consideration and use of assessment results for the improvement of educational effectiveness. Consistent with the institution's mission, such uses include some combination of the following:	Yes	62-69	*All evidence in 3a, 3b, 3c, 3d, 3e, 3f, 3g*
a. assisting students in improving their learning;	Yes	62	• *CollegeStudentInventory_CSI_Overview2010-1.pdf* • *Learning Center info for Standard V.pdf* • *Composition Program Website 2021.pdf* • *Writing_Center-webpage.pdf*
b. improving pedagogy and curriculum;	Yes	64-65	• *Academic Annual Report Format 2020-2021.pdf* • *Design_Help-webpage.pdf* • *ICT-webpage.pdf* • *Institutional Equity and Inclusion Office - SUNY Cortland.pdf* • *MLDO_Workshops-webpage.pdf* • *2020+08-14+Teaching+in+a+Socially+Distanced+Classroom+FINAL.pdf* • *Students and Learning during COVID-19 April 24, 2020.pdf* • *2018 Data Retreat Proposed Agenda Template.pdf*
c. reviewing and revising academic programs and support services;	Yes	62-64	• *Academic Annual Report Format 2020-2021.pdf* • *CAEP2021AnnualReportCortland.pdf* • *SYLLABUS EOP Summer Institute Value of Education Course.pdf* • *Info from Disability Resources.pdf* • *Program Review 2013-19 Kinesiology.pdf* • *Transformational_Learning-CURE-webpage.pdf* • *2018 Data Retreat Proposed Agenda Template.pdf*
d. planning, conducting, and supporting a range of professional development activities;	Yes	64-65	• *Design_Help-webpage.pdf* • *ICT-webpage.pdf* • *Institutional Equity and Inclusion Office - SUNY Cortland.pdf* • *MLDO_Workshops-webpage.pdf*

Standard V Educational Effectiveness Assessment	Met	Page Index	Evidence
			• *Inclusion-Survey-Report 2019.pdf* • *2019 President's Opening on Retention Study.pdf* • *Students and Learning during COVID-19 April 24, 2020.pdf* • *2020+08-14+Teaching+in+a+Socially+Distanced+Classroom+FINAL.pdf*
e. planning and budgeting for the provision of academic programs and services;	Yes	65-66	• *Resource Advisory Council.pdf* • *IPAC_Charge.pdf* • *Summary of Strategic Plan Progress Spring 2021-0603.pdf* • *IPAC Indicators Tracking Sheet-2021.pdf* • *Academic Annual Report Format 2020-2021.pdf* • *Academic Annual Report Examples.pdf* • *Administrative Annual Report Examples.pdf* • *Employment and/or Salary Action Request Form.pdf*
f. informing appropriate constituents about the institution and its programs;	Yes	67-69	• *IRA_Department_Annual_Report_Data-webpage.pdf* • *IRA_Surveys_SOS-webpage.pdf* • *IRA_Surveys_NSSE_FSSE-webpage.pdf* • *IRA_IPEDS-webpage.pdf* • *GE_General_Education-webpage.pdf* • *https://www2.cortland.edu/teacher-education/teacher-education-programs-annual-reporting-measures* • *ENG Chair's response.pdf* • *MDL Response to Program Reviewers.pdf* • *Academic Annual Report Format 2020-2021.pdf* • *Retention and Graduation Trends - SUNY Cortland.pdf* • *2021 Administrative Annual Report Call.pdf* • *Academic Annual Report Examples.pdf* • *Administrative Annual Report Examples.pdf* • *GE Assessment Plan-2021.pdf*
g. improving key indicators of student success, such as retention, graduation, transfer, and placement rates;	Yes	66-67	• *Retention and Graduation Trends - SUNY Cortland.pd* • *IPAC Indicators Tracking Sheet-2021.pdf* • *Starfish Retention Summary-draft.pdf* • *2019 First Destinations Report.pdf* • *Graduation_Rates_6yr-Transfer-201920_final.pdf* • *DevelopmentalEnglish_Summary.pdf* • *Writing Center End of Year Report 2019-2020.pdf* • *Learning Center info for Standard V.pdf* • *Inclusion-Survey-Report 2019.pdf*
h. implementing other processes and procedures designed to improve educational programs and services;	Yes	62-69	*Met through 3a, 3b, 3c, 3d, 3e, 3f, 3g*
4. if applicable, adequate and appropriate institutional review and approval of assessment services designed,	N/A		

Standard V Educational Effectiveness Assessment	Met	Page Index	Evidence
delivered, or assessed by third-party providers; and			
5. periodic assessment of the effectiveness of assessment processes utilized by the institution for the improvement of educational effectiveness.	Yes	68-69	• *Academic Annual Report Format 2020-2021.pdf* • *2021 Administrative Annual Report Call.pdf* • *Student Learning Outcomes Assessment Resources* • *SLO Program Level Worksheet* • *CAEPSelfStudyStandard5.pdf* • *GE Assessment Plan-2021.pdf*

Standard VI Planning, Resources, and Institutional Improvement	Met	Page Index	Evidence
An accredited institution possesses and demonstrates the following attributes or activities: 1. institutional objectives, both institution wide and for individual units, 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;	yes	72-75	• *Roadmap.pdf* • *Commitment to Community Strategic Plan 2018-2023.pdf* • *Administrative Planning and Assessment Template-2018.pdf* • *Divisional Plans.pdf* • *Diversity Inclusion Plan 2016 - SUNY Cortland.pdf* • *Facilities Master Plan.pdf* • *https://www2.cortland.edu/about/institutional-effectiveness* • *Academic Annual Report Format 2020-2021.pdf* • *Academic Annual Report Examples.pdf* • *Administrative Annual Report Examples.pdf* • *2021 Administrative Annual Report Call.pdf* • *Middle States—Priorities Aligned with Spending.pdf* • *Writing_Center-webpage.pdf* • *Multicultural_Life_Diversity_FINAL.pdf* • *Student Affairs Case Manager.pdf*
2. clearly documented and communicated planning and improvement processes that provide for constituent participation, and incorporate the use of assessment results;	Yes	72-75	• *Summary of Strategic Plan Progress Spring 2021-060.pdf* • *Vice President Cabinet Meeting Minutes.pdf* • *spring 2017 revised president's opening meeting011817.pdf* • *2016-2021 President's Retreat Agendas.pdf* • *https://www2.cortland.edu/faculty-staff/faculty-senate/)* • *IPAC Indicators Tracking Sheet-2021.pdf*
3. 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;	Yes	75-79	• *Vice President for Finance and Management History—KB.pdf* • *2020-Annual-Financial-Report.pdf* • *SUNY Cortland All Funds Budgeting Questionnaire.pdf* • *2020-21 Internal Control Certification Signed 043021.pdf* • *SUNY Cortland 2020-21 Advisory 28 Annual Certification Signed 040121.pdf* • *1920 Initial Projection Submission.pdf* • *SUNY Cortland IFR Guidelines and Policies.pdf* • *ELO 2020.2021 Annual Report.pdf* • *ELO Summary for Middle States.pdf* • *Summer Winter Compensation.pdf* • *20-21 All Funds Cash Report Final.pdf* • *Employment or Salary Action Request Form.pdf* • *Faculty_Workload_Summary-Fall2020.pdf* • *Budget Office Institutional Financial Review Process.pdf* • *Purchasing-Guidelines-webpage.pdf* • *Purpose of Purchase or Contract (002).pdf* • *2020-2021 RAC Report 082421.pdf* • *Spending Controls Communication to Campus October 2021.pdf* • *VP Presentation 10.5.2021.pdf* • *IPAC Funding Reports Summary 2019.pdf* • *RAC Subcommittee on Campus Funding Sources—PAC Pres June 28.pdf* • *Prescreening questionnaire—with coding 11.5.pdf*

Standard VI Planning, Resources, and Institutional Improvement	Met	Page Index	Evidence
			• *Request for Resources System 11 5 21.pdf* • *IFR Overhead and Appeal Presentation 2021.pdf*
4. fiscal and human resources as well as the physical and technical infrastructure adequate to support its operations wherever and however programs are delivered;	Yes	79-82	• *SUNY Cortland All Funds Budgeting Questionnaire.pdf* • *Scenario Planning and Expense Control Guidance 4.14.20.pdf* • *Exit Interview Process.pdf* • *2021 Compression Memo and Form to Campus.pdf;* • *2020 Compression Memo and report form.pdf* • *2019 Salary Equity President's Memo and Report Form.pdf* • *Instructional Spaces & Campus Improvements.pdf* • *Facilities Master Plan.pdf* • *Sustainability-webpage.pdf* • *AASHE_STARS-2019.pdf* • *LEED_Certification.pdf* • *Climate_Finance_Tracking_Committee.pdf* • *Green_Reps-webpage.pdf* • *Instructional Space Committee 2020 Report.pdf* • *2020 IR Strategic Plan Executive Summary.pdf* • *MiddleStatesWG6Survey.pdf* • *Middle States Working Group 6 Survey Results.pdf*
5. well-defined decision-making processes and clear assignment of responsibility and accountability;	Yes	82-84	• *Org_chart-20210722.pdf* • *UUPEval+fillable.pdf* • *College_Handbook_2020_Chapter150-Faculty Governance.pdf* • *College_Handbook_2020_Chapter220_22005-08.pdf* • *Presidents Cabinet Minutes Example.pdf* • *Labor Management Agenda Example.pdf* • *2016-2021 President's Retreat Agendas.pdf* • *spring 2017 president's opening meeting011817.pdf* • *Vice President Cabinet Meeting Minutes.pdf* • *Gender+Climate+Review_A+Three+Year+Analysis+FINAL.pdf* • *Coffee with Cabinet-email.pdf* • *MiddleStatesWG6Survey.pdf* • *2020-2021 SGA Manifesto.pdf*
6. comprehensive planning for facilities, infrastructure, and technology	Yes	79-82	• *SUNY Cortland All Funds Budgeting Questionnaire.pdf* • *Scenario Planning and Expense Control Guidance 4.14.20.pdf* • *Exit Interview Process.pdf* • *2021 Compression Memo and Form to Campus.pdf;* • *2020 Compression Memo and report form.pdf* • *2019 Salary Equity President's Memo and Report Form.pdf* • *Instructional Spaces & Campus Improvements.pdf* • *Facilities Master Plan.pdf* • *Sustainability-webpage.pdf* • *AASHE_STARS-2019.pdf* • *LEED_Certification.pdf* • *Climate_Finance_Tracking_Committee.pdf* • *Green_Reps-webpage.pdf* • *Instructional Space Committee 2020 Report.pdf* • *2020 IR Strategic Plan Executive Summary.pdf* • *MiddleStatesWG6Survey.pdf*

Standard VI Planning, Resources, and Institutional Improvement	Met	Page Index	Evidence
			• *Middle States Working Group 6 Survey Results.pdf*
7. an annual independent audit confirming financial viability	Yes	75-79	• *Vice President for Finance and Management History—KB.pdf* • *2020-Annual-Financial-Report.pdf* • *SUNY Cortland All Funds Budgeting Questionnaire.pdf* • *2020-21 Internal Control Certification Signed 043021.pdf* • *SUNY Cortland 2020-21 Advisory 28 Annual Certification Signed 040121.pdf* • *1920 Initial Projection Submission.pdf* • *SUNY Cortland IFR Guidelines and Policies.pdf* • *ELO 2020.2021 Annual Report.pdf* • *ELO Summary for Middle States.pdf* • *Summer Winter Compensation.pdf* • *20-21 All Funds Cash Report Final.pdf* • *Employment or Salary Action Request Form.pdf* • *Faculty_Workload_Summary-Fall2020.pdf* • *Budget Office Institutional Financial Review Process.pdf* • *Purchasing-Guidelines-webpage.pdf* • *Purpose of Purchase or Contract (002).pdf* • *2020-2021 RAC Report 082421.pdf* • *Spending Controls Communication to Campus October 2021.pdf* • *VP Presentation 10.5.2021.pdf* • *IPAC Funding Reports Summary 2019.pdf* • *RAC Subcommittee on Campus Funding Sources—PAC Pres June 28.pdf* • *Prescreening questionnaire—with coding 11.5.pdf* • *Request for Resources System 11 5 21.pdf* • *IFR Overhead and Appeal Presentation 2021.pdf*
8. strategies to measure and assess the adequacy and efficient utilization of institutional resources	Yes	75-79	• *Vice President for Finance and Management History—KB.pdf* • *2020-Annual-Financial-Report.pdf* • *SUNY Cortland All Funds Budgeting Questionnaire.pdf* • *2020-21 Internal Control Certification Signed 043021.pdf* • *SUNY Cortland 2020-21 Advisory 28 Annual Certification Signed 040121.pdf* • *1920 Initial Projection Submission.pdf* • *SUNY Cortland IFR Guidelines and Policies.pdf* • *ELO 2020.2021 Annual Report.pdf* • *ELO Summary for Middle States.pdf* • *Summer Winter Compensation.pdf* • *20-21 All Funds Cash Report Final.pdf* • *Employment or Salary Action Request Form.pdf* • *Faculty_Workload_Summary-Fall2020.pdf* • *Budget Office Institutional Financial Review Process.pdf* • *Purchasing-Guidelines-webpage.pdf* • *Purpose of Purchase or Contract (002).pdf* • *VP Presentation 10.5.2021.pdf*

Standard VI Planning, Resources, and Institutional Improvement	Met	Page Index	Evidence
			• IPAC Funding Reports Summary 2019.pdf • RAC Subcommittee on Campus Funding Sources—PAC Pres June 28.pdf • Prescreening questionnaire—with coding 11.5.pdf • Request for Resources System 11 5 21.pdf • IFR Overhead and Appeal Presentation 2021.pdf
9. periodic assessment of the effectiveness of planning, resource allocation	Yes	75-79	• *Vice President for Finance and Management History—KB.pdf* • *2020-Annual-Financial-Report.pdf* • *SUNY Cortland All Funds Budgeting Questionnaire.pdf* • *2020-21 Internal Control Certification Signed 043021.pdf* • *SUNY Cortland 2020-21 Advisory 28 Annual Certification Signed 040121.pdf* • *1920 Initial Projection Submission.pdf* • *SUNY Cortland IFR Guidelines and Policies.pdf* • *ELO 2020.2021 Annual Report.pdf* • *ELO Summary for Middle States.pdf* • *Summer Winter Compensation.pdf* • *20-21 All Funds Cash Report Final.pdf* • *Employment or Salary Action Request Form.pdf* • *Faculty_Workload_Summary-Fall2020.pdf* • *Budget Office Institutional Financial Review Process.pdf* • *Purchasing-Guidelines-webpage.pdf* • *Purpose of Purchase or Contract (002).pdf* • *2020-2021 RAC Report 082421.pdf* • *Spending Controls Communication to Campus October 2021.pdf* • *VP Presentation 10.5.2021.pdf* • *IPAC Funding Reports Summary 2019.pdf* • *RAC Subcommittee on Campus Funding Sources—PAC Pres June 28.pdf* • *Prescreening questionnaire—with coding 11.5.pdf* • *Request for Resources System 11 5 21.pdf* • *IFR Overhead and Appeal Presentation 2021.pdf*
Strengths		85	• *Resource Advisory Council.pdf* • *2020-21 RAC Report 082421.pdf*

Standard VII Governance, Leadership, and Administration	Met	Page Index	Evidence
1. a clearly articulated and transparent governance structure that outlines roles, responsibilities, and accountability for decision making by each constituency, including governing body, administration, faculty, staff and students;	Yes	87-89	• *Roadmap.pdf* • *SUNY Cortland Governance Entities.pdf* • *SUNY_BOT-webpage.pdf* • *SUNY_BOT_Policies_August2021.pdf* • *College_Handbook_2020_Chapter130.pdf* • *College_Handbook_2020_Chapter150-Faculty Governance.pdf* • *Faculty Senate Agenda and Minutes – SUNY Cortland.pdf* • *Faculty Senate Agenda December 7th, 2021.pdf* • *Faculty+Senate+Annual+Report+2019-2020.pdf* • *SGA_ConstitutionBylawsCombined2020.pdf* • *2020-2021 SGA Manifesto Final.pdf* • *LM Agendas-2020.pdf*
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, planning, and fiscal well-being of the institution	Yes	89-90	• *BOT-education-law-article—8.pdf* • *Mission_Vision.pdf* • *BOT-code-of-conduct.pdf* • *BOT-powers-and-duties.pdf* • *Curriculum Change Guide 2021.pdf*
b. has sufficient independence and expertise to ensure the integrity of the institution.	Yes	89-90	
c. ensures that neither the governing body nor its individual members interferes in the day-to-day operations	Yes	89-90	
d. oversees at the policy level the teaching and learning, degree programs and the awarding of degrees, the personnel policies and procedures, the approval of policies and by-laws, and the strong fiscal management;	Yes	89-90	

Standard VII Governance, Leadership, and Administration	Met	Page Index	Evidence
e. plays a basic policy-making role in financial affairs to ensure integrity and strong financial management.	Yes	89-90	
f. appoints and regularly evaluates the performance of the Chief Executive Officer;	Yes	89-90	
g. is informed in all its operations by principles of good practice in board governance;	Yes	89-90	
h. establishes and complies with a written conflict of interest policy	Yes	89-90	
i. supports the Chief Executive Officer in maintaining the autonomy of the institution;	Yes	89-90	
3. a Chief Executive Officer who: a. is appointed by, evaluated by, and reports to the governing body and shall not chair the governing body;	Yes	91	• *SUNY_BOT_Policies_August2021.pdf*, Article IX • *mtp79-6.pdf* • *SUNY_BOT_Policies_August2021.pdf*, Article IX, Title A, Section 2 • *Org_chart-20210722.pdf* • *The President's Cabinet.pdf* • *Gender+Climate+Review_A+Three+Year+Analysis+FINAL.pdf* • *Fall 2021 Opening of School Meeting Agenda.pdf* • *Coffee with the Cabinet-email.pdf* • *Bulletin #1 August 31, 2021.pdf* • *Black_Lives-webpage.pdf* • *Anti-Racism Action Plan – Examples.pdf* • *DEI PROPOSAL-PD PROGRAM.pdf* • *Faculty-Staff Lessons Learned from COVID Survey.pdf* • *Fall 2020 Student Survey.pdf;* • *UUPCortland_COVID work highlights_Nov3 (2).pdf* • *UUP Survey Professionals Summary of Comments Fall 2020.pdf* • *2020+08-14+Teaching+in+a+Socially+Distanced+Classroom+FINAL.pdf* • *SUNY Cortland COVID Experience.pdf*
b. appropriate credentials and professional experience	Yes	91	• *President's Cabinet CVs.pdf*

Standard VII Governance, Leadership, and Administration	Met	Page Index	Evidence
c. authority and autonomy to fulfill the responsibilities	Yes	91	• *SUNY_BOT_Policies_August2021.pdf*, Article IX, Title A, Section 2
d. has the assistance of qualified administrators	Yes	91-92	• *Org_chart-20210722.pdf*
• *The President's Cabinet.pdf*
4. an administration possessing or demonstrating: a. an organizational structure that defines reporting	Yes	91-94	• *Gender+Climate+Review_A+Three+Year+Analysis+FINAL.pdf*
• *Fall 2021 Opening of School Meeting Agenda.pdf*
• *Coffee with Cabinet-email.pdf*
• *Bulletin #1 August 31, 2021.pdf*
• *Black_Lives-webpage.pdf*
• *Anti-Racism Action Plan – Examples.pdf*
• *DEI PROPOSAL-PD PROGRAM.pdf*
b. an appropriate size and with relevant experience to assist the Chief Executive Officer	Yes	91-94	• *Faculty-Staff Lessons Learned from COVID Survey.pdf*
• *Fall 2020 Student Survey.pdf;*
• *UUPCortland_COVID work highlights_Nov3 (2).pdf*
• *UUP Survey Professionals Summary of Comments Fall*
c. credentials and professional experience	Yes	91-94	*2020.pdf*
• *2020+08-14+Teaching+in+a+Socially+Distanced+Classroom+FINAL.pdf*
d. skills, time, assistance, technology, and information systems expertise required to perform their duties;	Yes	91-94	• *President's Cabinet CVs.pdf*
• *President's Advisory Council CVs.pdf*
• *SUNY Cortland COVID Experience.pdf*
e. regular engagement with faculty and students	Yes	91-94	
f. procedures for evaluating administrative units and for using assessment data to enhance operations; and	Yes	94-96	• *IPAC_Charge.pdf*
• *https://www2.cortland.edu/about/institutional-effectiveness/*
• *Resource Advisory Council.pdf*
• *Diversity Inclusion Plan 2016 – SUNY Cortland.pdf*
• *2021 Administrative Annual Report Call.pdf*
5. periodic assessment of the effectiveness of governance, leadership, and administration.	Yes	94-96	• *Administrative Annual Report Examples.pdf*
• *2016-2021 President's Retreat Agendas.pdf*
• *Summary of Strategic Plan Progress Spring 2021-0603.pdf*
• *College_Handbook_2020_Chapter150-Faculty Governance.pdf*, Article XIII, Section 150.03
• *College_Handbook_2020_Chapter260_26002-Evaluations.pdf*

Requirements of Affiliation Roadmap

Requirement of Affiliation	Addressed by	Chapter 1	Chapter 2	Chapter 3	Chapter 4	Chapter 5	Chapter 6	Chapter 7
1	Institutional Compliance Report							
2	Institutional Compliance Report							
3	N/A							
4	AI materials are in English							
5	Institutional Compliance Report							
6	Institutional Compliance Report							
7		✓						
8					✓	✓		
9				✓		✓		
10							✓	
11							✓	
12								✓
13								✓
14			✓					
15				✓				