

**Bronx Community College  
City University of New York**

**Guidelines for Periodic  
Administrative Self-Study (PASS)**

**November 2017**

**改善**

(In support of our Mission and in the spirit of “Kaizen”, the Japanese term for Continuous Improvement)



# **Guidelines for Periodic Administrative Self-Study (PASS)**

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## I. Overview

These *Guidelines for Periodic Review and Administrative Departmental Self Study* provide a framework for the administrative departments at BCC and draw upon the standards and approaches to assessment defined by the Middle States Commission on Higher Education and parallel the Self Study review process and cycle used by the Academic Departments at the College.

The self-study is envisioned as providing a reflective report on the department's contribution to realizing the college's mission and achieving its goals. In addition to providing a snapshot of the department's activities, resources and outcomes, the self-study should provide evidence and analysis of the extent to which and how well the department is performing its primary functions and achieving its goals and how the department staff use outcomes assessment to support departmental improvements and innovation.

In compliance with Middle States' Standards, the following key ideas shape the purview of these guidelines.

1. They envision the scope of assessment as a department-wide activity with assessment results used to make improvements and innovation.
2. They are intended to promote analytical and meaningful reflection as the basis for departmental planning.

In this vein, each department will produce a self- study that:

- Encourages members of a department to analyze its mission, goals and objectives in relation to the goals of the college, and the University.
- Investigates the effectiveness of its operations in relation to the desired outcomes as perceived by students, alumni, faculty members, industry professionals and other constituents.
- Reviews various characteristics to determine strengths and weaknesses
- Considers possible changes, including whether a department needs major revision.
- Evaluates the current levels of resources required for the ongoing and planned activities.
- Suggests needed changes.

There will be 3 levels of review and feedback of the PASS reports, including: a review by an internal PASS Review Committee; review external peer evaluator(s), and a review by the Department's supervisor. In consultation with the Office of Institutional Research, Planning and Assessment (OIRPA) and Departmental Supervisor, planning for a site visit by external evaluator(s) begins in the last stages of preparing the self-study. After the site visit and receipt of the both the internal and external evaluators' report and with feedback from the department's supervisor, the department will be asked to prepare an evidence-based action plan for making changes (improvements and innovations). On-going updates on the status of items on the action plan will be overseen by the Supervisor.

## II. Component of the Periodic Administrative Self Study (PASS) Report

### A. Executive Summary

### B. Department Overview

- a. Brief Organizational History (include significant changes in the past 5 years)
- b. Description of functions and services provided to students, faculty, students (and other constituencies)
- c. Mission Statement
- d. Vision Statement
- e. Department Goals/Objectives
- f. Student Learning Outcomes
- g. Key Performance Indicators/Effectiveness Measures
- h. Alignment with BCC Strategic Plan

Discuss how the departmental mission, goals, objectives and learning outcomes relate to the BCC Mission, goals, learning outcomes and strategic objectives.

### C. Management Review (Review of all the following areas; Discussion of findings – strengths, challenges and areas in need of improvement)

- a. Key processes and procedures
- b. Record keeping procedures
- c. Website/Marketing Materials/Printed Resources
- d. Space
- e. Technology/ Other Resources
- f. Budget

### D. Staffing Review (Review of all staffing structure; Discussion of findings – strengths, challenges and areas in need of improvement)

- a. Organizational Structure
- b. Staff Roles and Responsibilities
- c. Supervision structure (one to one; group meetings)
- d. Training Structure

- E. **Assessment Plan** (How, what and when assessments of department objectives and learning outcomes are conducted in the department; what assessment tools and other data are reviewed/considered; what are the significant assessment results and how have results been used to make changes or improvements.)
- F. **Self-Study Methodology** (Description of the current self study process; include role and responsibilities of involved staff members)
- G. **Findings** (include data tables or charts; highlights of comments from surveys)
  - a. Areas of Strength
  - b. Areas in Need of Improvement
  - c. Action Plans and Timelines

#### **H. External Peer Evaluation Team**

Recommend one-three (1-3) colleagues external to the college familiar with the operations of the department who will conduct a review of the area.

Include name, title, affiliation and contact information.

The Peer Review process is a voluntary (non-paid) commitment. Peer Reviews are expected to spend a substantial portion of a day on campus and submit a report of their findings.

#### **I. Peer Review Areas/ Report**

- a. Summary (Names and affiliation of External Review Team, review dates and process)
- b. Program Overview
- c. Management Review
- d. Staff Overview
- e. Assessment Plan
- f. Strengths
- g. Areas in need of Improvement
- h. Recommendations

#### **Appendices**

Assessment Instruments (Surveys, Questionnaires, Data reports)  
Department Organizational Chart  
Samples of Printed Resources

### III. Periodic Administrative Review Process and Calendar

The entire PASS process may take up to a year, but can certainly be completed more quickly, depending upon the needs and interests of the department. The OIRPA staff and PASS Review Team are flexible to accommodate the schedules of the participating departments.

#### A. Sample PASS Activities and Timeline

Month	Activity	Participants
December/January	PASS Cohort Confirmed	OIRPA Dean and VPs
February	PASS Orientation	PASS Cohort, OIRPA staff, PASS Review Team
March	PASS Update Meeting	PASS Cohort, OIRPA staff, PASS Review Team
April	Draft Report (along with recommendations for external reviewer) submitted to Supervising Deans/VPS for feedback/approval	PASS Departments/Supervisors
May	Final Report Submitted to Internal PASS Review Team	PASS Review Team
May	External Reviewer contacted	PASS Department/External Reviewer
June/July	Internal PASS Team Review and Feedback to PASS Departments	Peer Review Team, PASS Department
May-October (varies by department)	External Peer Team Visit/Report	External Peer Team
November/December	PASS Department Action Plan in Response to Internal and External Reviews	PASS Department

### IV. Guidelines for Internal and External Review Teams

#### Objectives:

The reviewers' observations and report should aim to present an objective evaluation of the effectiveness of the departmental efforts and outcomes. The reviewers are expected to offer the benefit of their perspectives in recommending how and in what ways the department might make improvements and/or innovations. In particular, the review should focus upon the extent to which:

1. The department is fulfilling its mission and achieving its goals.
2. Strengths and challenges and areas in need of improvement in the overall management of the department
3. Strengths, challenges and areas in need of improvement with respect to staffing
4. How extensive and effective are assessment efforts and to what extent is assessment leading to improvements and innovation
5. Quality of self-study process and report
6. Overall findings
  - major strengths, challenges, and areas in need of improvement
  - commendations
  - recommendations

**Internal Review Team:**

An Internal Review Team has been formed to review and provide feedback to each Department Director and the Dean or Vice President who supervises the Department. Members include:

Nancy Ritze, convener  
Eugene Adams  
Stephanie Perez  
Benjamin J. Levine  
Shawn Henry  
Handan Hizmetli  
Leidy Pichardo

The Review Team has developed (and is piloting) use of a Review Rubric. Rubric scoring, along with commendations, recommendations and questions will be provided to the PASS Department Heads and Supervisors.

**BCC Periodic Administrative Self-Study (PASS) Review Rubric**

Department Report \_\_\_\_\_ Peer Reviewer \_\_\_\_\_

Date \_\_\_\_\_

Category	Exceeding	Meeting	Developing	Emerging
<b>Department Overview:</b>	Mission, goals, objectives and learning outcomes are clearly stated in measurable terms, aligned directly to the College's mission, goals and objectives and are evident in the practices of the department.	Mission, goals and objectives are defined and relate in some way to the College's mission, goals and objectives	Mission, goals and objectives are either not clear nor are goals/objectives defined in measurable terms and are not clearly related to the College's mission, goals and objectives.	Mission, goals and objectives are not clearly defined and not aligned with College's mission, goals and objectives.
<b>Management Review</b>	Key processes, procedures and department resources are clearly outlined, appear to be sufficient, with clear evidence of effectiveness	Processes, procedures and department resources are outlined, with some evidence of sufficiency and effectiveness.	Processes, procedures and department resources are stated, with minimal evidence of sufficiency and effectiveness.	Processes, procedures and department resources are not clearly stated with no evidence of sufficiency or effectiveness.
<b>Staffing Review</b>	Staffing roles, responsibilities, and organizational structure are clearly articulated, appear to be highly sufficient, with clear evidence of effectiveness,	Staffing roles, responsibilities, and organizational structure are articulated, appear to be sufficient, with some evidence of effectiveness	Staffing roles, responsibilities, and organizational structure are stated, with minimal evidence of sufficiency and effectiveness	Staffing roles, responsibilities, and organizational structure are not clearly stated with no evidence of sufficiency or effectiveness.
<b>Assessment Efforts/Effectiveness</b>	Assessment efforts are extensive, with strong evidence of assessment results leading to innovation and improvement.	Assessment efforts are in place, with evidence of assessment results leading to innovation and improvement.	Some assessment efforts are in place, with minimal evidence of assessment results leading to innovation and improvement.	Few assessment efforts are in place.



## **External Review**

### **Reviewer Selection**

In consultation with Department's supervisor, external reviewer(s) should be identified, who are professionals/experts in the subject matter of the PASS Department. Colleagues within CUNY and the tri-state area may be selected.

### **Reviewer Responsibilities:**

Reviewers will be asked to:

- review the PASS report
- visit the campus for one-half to a full-day
- write a brief report to the Department Head and Supervisor, detailing department's strengths & challenges, with recommendations for improvements/innovations.

### **Campus Visit:**

The schedule for the campus visit will be arranged by the Department Head in consultation with the Department's supervisor and the Office of Institutional Research, Planning and Assessment. The following may be included in the visit:

- Meet with department leadership and staff
- Meet with students and/or other department constituents
- Observe activities/operations
- Tour the campus and department's facilities
- Breakfast and lunch provided

**Any Questions – Contact**    **Dean Nancy Ritze, [nancy.ritze@bcc.cuny.edu](mailto:nancy.ritze@bcc.cuny.edu)**  
**718-289-5156**



## Sample Correspondence with External Reviewer

### 1. Invitation Letter

Dear \_\_\_\_\_

Bronx Community College of the City University of New York is conducting a review of its \_\_\_\_\_ Department as part of our institutional assessment and continuous improvement process. External review by a professional colleague outside of the College is an important part of this process.

Based upon your professional background and expertise, you have been identified as a possible external reviewer for the BCC Department of \_\_\_\_\_. As part of the review process, we request that you:

- Review the Department's Periodic Administrative Self-Study (PASS)
- Visit the Department and Campus
- Provide feedback to the Department in a brief report, detailing the department's strengths and challenges, other observations, and recommendations for improvements/innovations.

In exchange for your feedback and insight, we hope that this is a professionally interesting and rewarding experience for you. Please let us know about your willingness to participate in this review.

Sincerely,