

# Cayuga Community College

## A FRAMEWORK FOR POLICY MANAGEMENT

A Guide to the Development,  
Revision and Assessment of College Policy



Office of Institutional Assessment

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## **Policy Statement**

*Cayuga Community College is committed to communicating clearly about policies and procedures and to providing accessible guidance on policy development. Cayuga aspires to maintain a policy framework that best serves its mission and which supports compliance and integrity, with the aim of transparent and open governance. Therefore, all policies will be maintained in a central location, on the College intranet site, accessible to all interested persons. Anyone responsible for creating, distributing, or revising College policy should follow the procedures outlined in this Guide.*

### **Definitions**

*Policy:* A policy is a governing set of principles that guide College practice.

*Procedure:* A set of activities implemented to manage a process to achieve desired outcomes.

# FRAMEWORK

## Introduction

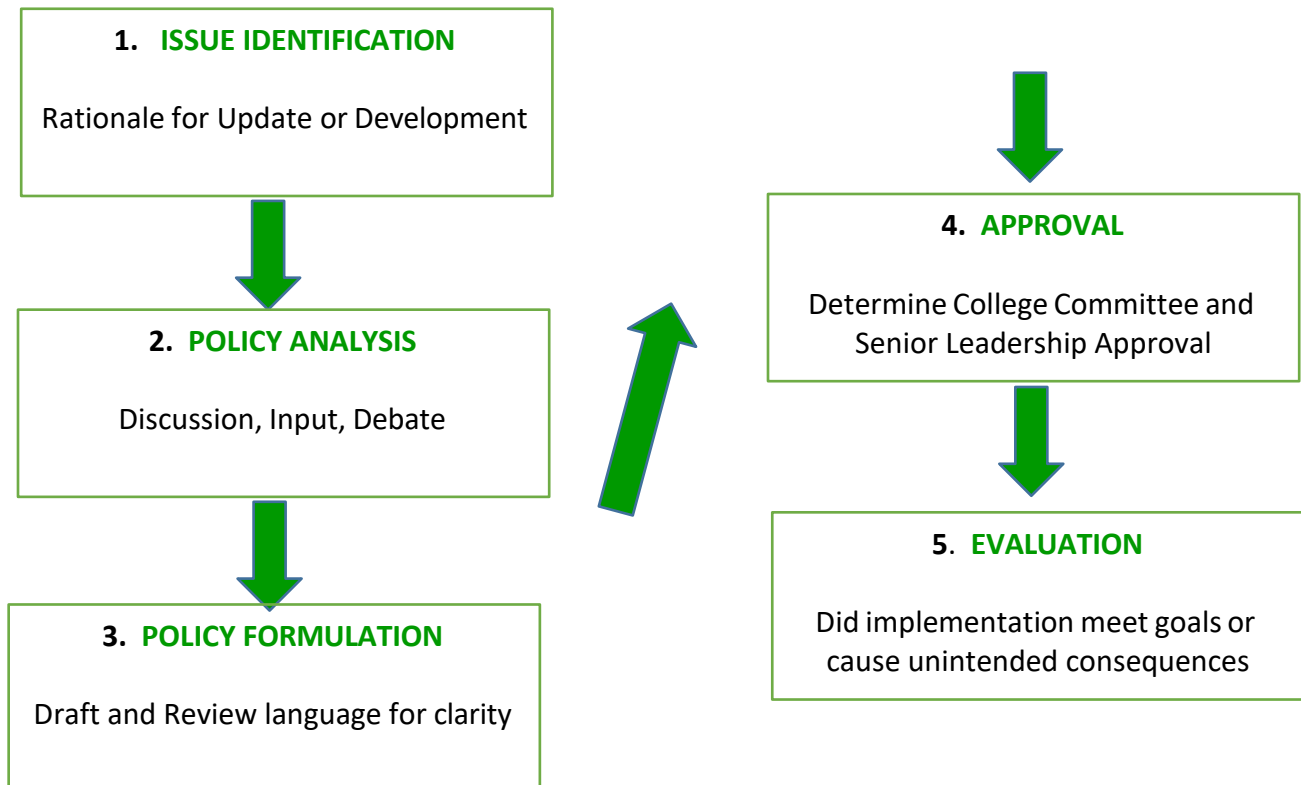
In Spring 2016, as part of Cayuga Community College’s annual Assessment Day activities, functional areas of the College were asked to rank-order a checklist designed as a brief evaluation of the policy, procedures, resources, skill level and record maintenance related to the support of identified goals. College-wide, functional areas rated the updating, maintenance and development of policy as an area that most needed improvement. Follow-up interviews with functional area leaders found that a clear process for updating and maintaining policy, and a process for developing new policy, were key issues that needed to be addressed.

*A Framework for Policy: A Guide to the Development, Revision and Assessment of College Policy* is one of several initiatives instituted by Senior Administration to improve communication and processes related to policy.

In Spring 2024, the President’s Council undertook a review of the document to update language and affirm procedures.

## Policy Cycle

The *Framework* is designed to guide the College community through a standard organizational policy cycle of Issue Identification, Policy Analysis/Formulation, Development, Implementation and Evaluation. The conceptual model of key characteristics of these stages are summarized in the Policy Cycle model below.



**Step 1:**           **Issue Identification**  
Research

- a) Identify all currently stated policy, processes and parties who will be impacted by the new or revised policy. Identify all places where current policy appears. (Appendix A of this Guide list materials and sites containing College Policy).
- b) Discuss the rationale for the new or revised policy with the appropriate College Vice President/Executive Staff.

**Step 2:**           **Policy Analysis**  
Discussion

- c) Discuss the new or revised policy with impacted parties (stakeholders, offices, shared governance groups and appropriate Vice President/Executive Staff). Be open to engaging in debate about the impact of changes.

**Step 3:**           **Policy Formulation**  
Draft

- a) After consulting the impacted parties and receiving feedback, create or revise draft policy. Be sure to use the formatting outlined in Appendix B of this Guide.
- b) Allow the identified impacted parties to review the draft and provide final feedback.
- c) Review the language of the draft for clarity, striving to be understood with a high probability by *all* intended audiences.
- d) At this stage it may be determined that the policy needs an accompanying procedure. The procedure should be included with the draft policy as illustrated in Appendix B.

**Step 4:**           **Approval**  
Submit for Approval

- a) Determine the approval route in consultation with the appropriate Vice President/Executive Staff or shared governance committee. (Additional information on approval routes is provided on page 4 of this Guide).

**NOTE:** All submitted policy drafts must be accompanied by a completed coversheet. Appendix C of this Guide is the coversheet template for a policy revision submission. Appendix D of this Guide is the coversheet template for a new policy and Appendix E is the coversheet template for a request to rescind an existing policy.

## College Approval Process

There are three distinct kinds of College policies: Academic policies, Board of Trustees policies and general administration policies.

**Academic Policy.** The administrative oversight of the College's curriculum offerings is performed by the Provost and Vice President for Academic Affairs. The Provost and Vice President for Academic Affairs has the authority to create ad hoc committees to study, review, or develop academic policy. The College Curriculum Committee is the designated vetting structure for all curriculum related issues which are subsequently voted on by faculty. All academic policies that do not fall under the College Curriculum guidelines (e.g., grading, attendance, plagiarism) must also be approved by the faculty.

**Board of Trustees Policies.** Board of Trustees policies include those specific actions required by state law, executive orders issued by SUNY or the Governor, policy issued by other state agencies, and all other items for which the Board chooses to establish policy. The authority to determine which policies require Board of Trustees approval rests with the Office of the President. Guidelines include:

1. The policy is required by law to be approved by the governing board.
2. The Board approved an earlier version of the policy.
3. The policy relates to the fiduciary duties of the Board members.
4. The policy deals with issues of important reputational significance.
5. It is important to demonstrate to external and internal constituencies that the College has approved the policy at the highest level.
6. The subject of the policy is one that is discussed with the Board on a regular basis.
7. The policy relates to important oversight functions.

**General Administration Policy.** All other policies are by definition general administration policies and are at the discretion the President and the College Board of Trustees. A functional area or operational memoranda cannot supersede or conflict with a general administration policy.

1. The appropriate Vice President/Executive Staff requests the draft policy be put on the President's Council agenda for vetting. Any member of the College community sponsoring draft policy can address the President's Council directly.
2. At this time, additional edits or a presentation of the draft policy to other College groups for input (Faculty Association, Student Government, etc.) may be requested.
3. When the vetting process is completed, the coversheet is dated on the "Date Accepted for Inclusion to the College Policy Manual" line and the policy is submitted to the Office of Institutional Assessment to be uploaded to the latest electronic version of the College Policy Manual. The coversheet is retained in a binder in the President's Office.

## **Step 5: Evaluation and Periodic Review**

### **Periodic Review**

In certain instances, new or revised policy may cause unintended consequences. Assessing the effectiveness of a policy should be carried out in terms of its original intentions and resulting outcomes. The determination of whether a new or revised policy is a success or failure should be determined by its resulting impact and outcome.

A system of periodic review of written policy for each policy area (Academics, Information Technology, Facilities, Financial, Human Resources, Student Affairs, Health Services, Public Safety, and Emergency Management,) will be carried out on a 5-year cycle, following a master calendar maintained by the College's Office of Institutional Assessment. The review process may take the form of committee review, a director's review project, or as part of a functional area review. The goal of the periodic review is to align compliance, practice and excellence in policy management.

### **Location of Policy**

To ensure ready access to College policy and to maintain an organized system of consistency throughout the College:

1. College policy is located on the College Intranet site, under the College Policy Manual Tab and constitutes the official electronic depository for College wide policies.
3. All coversheets will be maintained by the President's Office to ensure a clear record of policy changes.

### **Policy Rescission**

Proposals to rescind a College policy will be submitted in the same manner as outlined in the *Framework*, however the intent will be to determine the impact on any other College policy, service, office, program, or campus unit.

## APPENDIX A: COLLEGE POLICY LOCATIONS

All College policies are located on the College intranet: *intranet.cayuga-cc.edu*

When proposing a revision or rescinding of College policy, please identify all materials and sites where the policy appears. Below is a **non-exhaustive** list of the materials and sites where College policy appears.

- College Policy Manual (Intranet site)
- College Catalog
- College website
- College Student Handbook
- College Faculty Handbook
- Adjunct Faculty Handbook
- Employee Handbook
- Office of the President
- Quick Reference Guides
- Office Manuals

## APPENDIX B: FORMATTING

### Formatting

All general administration policies will have a common formatting as illustrated below, which includes a title, number and adoption date. As illustrated below, procedures to implement the policy should precede the stated policy.

### College Manual of Policies and Procedures

<b>Title: Semester Grades</b>	<b>Number: 100.137</b>
<b>Section: Academic Administration- Academics</b>	<b>Adopted:</b> <b>Edited: 2/2006</b> <b>Revised:</b>

### POLICY

#### GRADES

Assignment of final course grades is a primary responsibility of the instructor, to which rigorous standards of professionalism and accountability apply. Grades will be A, B+, B, C+, C, D+, D and F, with special grades for Incomplete or Withdrawal, Repeated and Audit.

Federal law protects the confidentiality of student grades and records. Except when authorized by the student in writing, such information may not be disclosed to any party other than authorized College staff.

#### PROCEDURES

1. Unless the course syllabus specifies another method of final evaluation, a final examination must be administered during exam week.
2. Course grades must be submitted to the Registrar's Office within 48 hours after the final examination is given, or the last day of classes if no final is given during exam week.
3. Three copies of the final examination must be submitted at the same time.
4. If no final exam is given, the instructor will be asked to sign a statement to that effect. Completed final exams must be retained for one year.
5. Adjunct instructors are also required to return their attendance/grade books to the Registrar's Office or the Fulton Center when they submit the final set of grades for the semester. A copy of the information should be retained for future reference.



**APPENDIX C:                   FORMAT FOR POLICY REVISION COVER SHEET**

DATE: \_\_\_\_\_ SUBMITTED BY: \_\_\_\_\_

REASON FOR REVISION:

REVIEWED BY  
VICE PRESIDENT/EXECUTIVE STAFF: \_\_\_\_\_ DATE: \_\_\_\_\_

SHARED GOVERNANCE COMMITTEES/COUNCILS HAVE BEEN IDENTIFIED:

**Checklist**

- \_\_\_\_\_ Both versions of the new and revised policy are attached and clearly marked.
- \_\_\_\_\_ Changes to the policy are highlighted for easy reading.
- \_\_\_\_\_ Impacted Offices have reviewed the draft.
- \_\_\_\_\_ The draft has been edited for final approval.

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**For use by the President's Office**

Date Submitted: \_\_\_\_\_  
Date Accepted for Inclusion to the College Policy Manual: \_\_\_\_\_

**APPENDIX D:                   FORMAT FOR NEW POLICY COVER SHEET**

DATE: \_\_\_\_\_ SUBMITTED BY: \_\_\_\_\_

RATIONALE FOR NEW POLICY:

REVIEWED BY  
VICE PRESIDENT/EXECUTIVE STAFF: \_\_\_\_\_ DATE: \_\_\_\_\_

SHARED GOVERNANCE COMMITTEES/COUNCILS HAVE BEEN IDENTIFIED:

**Checklist**

- \_\_\_\_\_ New policy is attached and clearly marked.
- \_\_\_\_\_ Impacted Offices have reviewed the draft.
- \_\_\_\_\_ The draft has been edited for final approval.

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**For use by the President's Office**

Date Submitted: \_\_\_\_\_  
Date Accepted for Inclusion to the College Policy Manual: \_\_\_\_\_

**APPENDIX E:                   FORMAT FOR REQUEST TO RESCIND POLICY COVER SHEET**

DATE: \_\_\_\_\_ SUBMITTED BY: \_\_\_\_\_

RATIONALE FOR RESCINDING POLICY:

REVIEWED BY  
VICE PRESIDENT/EXECUTIVE STAFF: \_\_\_\_\_ DATE: \_\_\_\_\_

SHARED GOVERNANCE COMMITTEES/COUNCILS HAVE BEEN IDENTIFIED:

**Checklist**

- \_\_\_\_\_ Proposal to rescind Policy is attached.
- \_\_\_\_\_ All materials and sites where this policy appears have been identified and are listed in the proposal.
- \_\_\_\_\_ Impacted Offices have reviewed the proposal.
- \_\_\_\_\_ The request to rescind policy draft has been edited for final approval.

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**For use by the President's Office**

Date Submitted: \_\_\_\_\_  
Date Accepted for Inclusion to the College Policy Manual: \_\_\_\_\_