

Table of Contents

Prefatory Materials:

Institutional Characteristics	vi
Board of Trustees	xi
Chief Institutional Officers	xiii
Organizational Chart	xiv
Authorization Charter	xv
Preface	xxiv
The Early Years	xxiv
The Urban College of Boston Since 1993	xxiv
Urban College of Boston History Timeline	xxvii
Self-Study Overview	xxviii
Process	xxviii
Evaluating Institutional Effectiveness	xxix
Changes	xxx
Self-Study Timeline	xxxi

Standards:

Standard One: Mission and Purpose

Description	1
Institutional Mission, Vision and Purposes	1
Appraisal	3
Institutional Effectiveness	3
Projection	4

Standard Two: Planning and Evaluation

Description	6
Strategic Planning Process	6
Strategic Plan of 2000	6
Strategic Plan of 2005	10
Board of Trustees Meetings	11
Leadership Team	12
Financial Planning and Evaluation	12
Academic Planning and Evaluation	13
Faculty Involvement in Planning and Evaluation	14

Table of Contents

Student Involvement in Planning and Evaluation	14
Alumni Involvement in Planning and Evaluation	15
Appraisal	15
Institutional Effectiveness	15
Projection	16
 Standard Three: Organization and Governance	
Description	18
Independent Status and Agreements	18
Board Expansion and Board Education	19
Chief Executive Officer and Leadership Organization	19
Role of Board of Trustees	22
Role of Administrators and Staff	23
Role of Faculty	25
Role of Student	25
Role of Alumni	26
Appraisal	26
Since 2003	27
Institutional Effectiveness	27
Projection	28
 Standard Four: The Academic Program	
Description	29
Certificate Programs	31
Degree Programs	32
New Course Development and Curriculum Changes	33
Other Degree Options	35
Teaching and Learning at the Urban College of Boston	35
Academic Student Support	36
Learning Resource Center	36
Additional Academic Support	37
Admission, Enrollment and Retention	37
Awarding of Academic Credit	40
Appraisal	40
Institutional Effectiveness	41
Projection	42
 Standard Five: Faculty	
Description	44
Faculty Composition, Recruitment, Hiring and Retention	44
Faculty Assignments and Workloads	46
Faculty Additional Duties	47
Faculty Compensation	47
Faculty Professional Development	47
Teaching and Advising	48
Faculty Evaluation	49

Scholarship, Research and Creative Activity	49
Academic Support Staff	49
Appraisal	50
Institutional Effectiveness	51
Projection	51

Table of Contents

STANDARD SIX: Students

Description	53
Admissions	53
Retention and Graduation	55
Student Services	56
Appraisal	57
Institutional Effectiveness	58
Projection	59

Standard Seven: Library and Other Informational Resources

Description	60
Facilities and Services	60
Resource Sharing and Outreach	60
Academic Support	61
Appraisal	62
Academic Support	62
Institutional Effectiveness	62
Projection	63

Standard Eight: Physical and Technological Resources

Description	65
Physical Resources	65
Technological Resources	66
Physical and Technological Resource Maintenance	66
Legal Regulations, Campus Access, Safety and Security	67
Appraisal	67
Institutional Effectiveness	68
Projection	68

Standard Nine: Financial Resources

Description	70
Financial Stability	70
Financial Resources	71
Tuition and Fees	72
Financial Aid	72
Federal and State Grants	73
Additional Federal Funding	74
Corporate and Foundation Grants	75

Financial Planning, Management and Organization	75
Appraisal	76
Financial Stability	76
Fundraising Initiatives	77
Auditing and Evaluation of Financial Records	78
Institutional Effectiveness	78
Projection	79

Table of Contents

Standard Ten: Public Disclosure

Description	81
Appraisal	82
Institutional Effectiveness	82
Projection	82

Standard Eleven: Integrity

Description	84
Institutional Policies and Procedures on Integrity	84
Applications of Integrity Standards	85
Appraisal	86
Institutional Effectiveness	86
Projection	87

Summary

Fulfilling the Mission	88
------------------------------	----

Appendices:

Appendix A:

CIHE Data Forms	90
Last Three Years Financial Statements with Auditor's Opinion	104

Appendix B: Certificate of Insurance Coverage	118
--	-----

Appendix C: Document List for Workroom – Exhibits	124
--	-----