Mathew Catagnus

Blaine Killen

Evan Etnika

**Executive Summary Exercise**

We are pleased to recommend the Middle States Commission on Higher Education the university’s continued accreditation. Syracuse University has demonstrated clear compliance with all 14 standards the Commission has set for continued accreditation.

The visit team was particularly struck by the congruence in the views expressed across the various constituencies with whom we met, including not only members of the faculty and administration but also students, trustees, donors, and members of the local community.

Chancellor Nancy Cantor is an articulate advocate for a vision of engaged scholarship that builds on the university’s historic strengths and its recent history. Today, Syracuse University is developing a national and international reputation as a leader in engaging creatively and effectively with broader communities.

Syracuse maintains a serious commitment to the development and dissemination of knowledge in the best tradition of America’s research universities.

The university began its self-study process as it prepared to launch a number of important initiatives, including a new budgeting system.

Syracuse University began its self-study process in the fall of 2006. Associate Provost for Academic Programs Sandra N. Hurd chaired the Steering Committee, which developed a broadly consultative process. The review process began in November 2007. Meetings on November 16 with the Chancellor, the Vice Chancellor and Provost, the Executive Vice President and Chief Financial Officer, and the Associate Provost for the Academic Programs offered an opportunity to discuss the University’s own goals for the self-study and to develop shared goals for the site visit.

In March, the evaluation team received the final version of the Syracuse self-study and substantial supporting documentation on key topics as well as critical University publications and reference documents. This evaluation report represents the collective experience of the team.

Syracuse University recognized that the self-study process provided opportunity to monitor its impact at its early stages. It focused on measures of success, community involvement, and institutional assessment. The implementation of RCM is in its second year, and the experience has been positive. The university was aware that a transition would be a challenge.

The Budget Committee and the University Senate have show openness and closely attentive to key values of the institution. It will be important to attend to theses issues and assure relations among deans.

The increase in transparency has been well received and there are opportunities to bring to administrative operations. The University will need to balance ongoing review and calibration of the system with the need for stability, which is essential for financial planning. RCM increases entrepreneurship and is fostering the availability of new funds. The University identified resource allocation as a potential hindrance to scholarship. Continuing communication and familiarization with their own faculty and staff is essential as the campus adapts to RCM. In addition to reviews, the university may take a more formal review in the fifth year of implementation.

Syracuse University offers a broad array of program, and has taken important steps to recruit, enroll, and educate an increasingly diverse student body. Initiative efforts have been successful in increasing the quality and size of the applicant pool. The applicant pool of different schools have narrowed, and allowed the university to present itself as a single institution.

There has been an increase in international students, proving that special recruitment programs have been successful, and the university seeks to increase geographic diversity.

The Universities commitment to diversity is laudable and approximately two-thirds of its undergrads already receive some form of financial aid. Continued research on retention, student success, and student satisfaction will help recruitment and better understand external issues. Residential and community life have become increasingly important and have made significant investments in building community. Currently, increases in undergraduate enrollment are constrained by residential capacity, and an enrollment management assessment may emerge. The diversity and breadth of the Universities programs affect it’s ability to present a vision, and notable opportunities have emerged to combat that.

40 percent of undergrads have an international study experience, and fits the common theme that characterizes undergraduate education.

The six overseas centers currently operated by SU Abroad range from freestanding programs to partnerships. SU Abroad in London meets the standards of the Middle States Commission and should meet the standards for quality of instruction. More than 80 percent of the students in the program are from Syracuse, and they said they were satisfied with their experience.

Syracuse University offers a rich and diverse set of graduate and professional programs.  The University self-study focused in particular on recruitment and financial aid, student services and the educational environment, and the impact of RCM and engagement with the world on graduate experience.  The newly instituted process for regular review of doctoral programs is a particularly important initiative by ensuring continuing program development, and in monitoring the impact of RCM.  Students expressed strong satisfaction with their programs, the Graduate School, and the University.

They felt that Syracuse has delivered on the promises made when they enrolled. Students found the Graduate School to be responsive to their needs and supportive of their development as scholars and teachers. A reflective process is in place to monitor the impact of RCM on graduate and professional education, including the potential impact in graduate offerings and graduate student funding.  The University has also been equally careful in considering the impact of engagement with the world on the graduate and professional programs.

Syracuse University is thoughtfully considering how it can both amplify and document the impact of its scholarship on the world, in local, national, and international arenas.  The Chancellor's attention to these issues has helped catalyze a vigorous conversation among students, faculty, staff, alumni, trustees, and donors about how the products of a great research university- its teaching and its research-can best be used to engage the broader community. Although it is far from concluded, it is clear that this discussion is already having an impact on Syracuse.  It has greatly energized the community- the students have been exhibiting great excitement from this.  It has also excited donors, alumni, and trustees, motivating them to deepen their involvement with the University. At the same time, conversation is also causing faculty to rethink some of their own scholarly activities.

Although these have been great things to hear, some faculty have raised some concerns because they fear that the emphasis on engaged scholarship may come at the expense of traditional scholarship.  New members seek to understand the relationship between the University's commitment to engagement and career development.