Queensborough Community College
of the City University of New York

Pathways Implementation Plan

CUNY Pathways is an initiative involving the entire university that is intended to improve degree completion and student transfer. The first part of the project is the development of a common core across the university according to a common framework of required core courses, 12 credits, and flexible core courses, 18 credits.

Leadership and Planning

To develop and submit an implementation plan for the Pathways project, which is required by CUNY, several constituencies at Queensborough Community College (QCC) are collaborating to raise important issues, build consensus, and determine future action within the governance structures traditional to the college. These constituencies are:

- Governance leadership group
- Department chairs
- Curriculum Committee
- Special Committee of the Academic Senate on General Education
- Pathways liaisons to CUNY (see below)

The campus's governance leadership group comprises President Diane Call; Dr. Karen Steele, VP for Academic Affairs; Prof. Alexandra Tarasko, Faculty Executive Committee chair; Dr. Emily Tai, Academic Senate chair; Dr. Phil Pecorino, Curriculum Committee chair; Dr. Joe Bertorelli, Special Committee on General Education chair; and Dr. Lorena Ellis and Dean Arthur Corradetti, Pathways liaisons to CUNY.

The Special Committee of the Academic Senate on General Education was constituted in spring 2011 to assure that the integrity of QCC's principles as an academic institution are affirmed and upheld in the selection of a 30-credit required and flexible common core, and that students are still offered degree programs that will furnish adequate incentive to complete associate degrees prior to transfer. The committee is specifically charged:

- To serve as a forum on questions and concerns regarding Pathways
- To receive and review courses nominated for the required and flexible common core and curricular revisions submitted by QCC's academic departments
- Report to the Academic Senate the extent to which the courses and degree programs submitted are consistent with QCC's institutional mission, general education objectives, and learning outcomes of the Pathways Common Core.

In response to a request from the university to designate a liaison on each campus for the Pathways project, QCC named two liaisons—Dr. Lorena Ellis, the faculty representative, and Dr. Arthur Corradetti, the administrative representative. These liaisons are charged with attending all implementation meetings hosted by CUNY central and reporting information to the university and back to the campus and with facilitating the implementation on campus and the submission of course nominations to the CUNY Sharepoint site, which is the mechanism that the university has chosen for this process.

Communication to the Campus Community

In an effort to ensure campus awareness of the Pathways project and to build consensus, the college's leadership has met and organized activities and events on campus, as follows:

- Throughout the fall 2011 semester, discussions on the Pathways initiative were held in the standing governance meetings: the Academic Senate, the cabinet/ECP, the college's Personnel and Budget Committee, and the College Advisory Planning Committee. To engage the larger community, the president sent periodic emails on Pathways, and a special "Campus conversation" about Pathways was held on November 9, attended by over 60 faculty members.
- On December 8, governance leaders and the administration met to develop approaches to campus discussions, deliberations, and decision-making processes for implementation of Pathways.
- On December 21, governance leaders, including all academic department chairs, as well as the administration, convened to refine the processes and schedule for implementation.
- The governance leadership group met on January 18 to discuss the implementation plan for Pathways and the agenda for the annual Convocation of the College (see below).
- The Convocation of the College, held on January 26 and attended by over 200 faculty members, was devoted to Pathways.
- In early February, the vice president for student affairs and the vice president for academic affairs met with the Student Government Association Executive Board to discuss general education and Pathways in the context of student issues and concerns.
- An all-day off-campus was held on February 10 for academic department chairs and the administration for discussion of the Pathways common core as it relates to the college's associate degree programs and majors.

In addition to these special events, there have been, and will continue to be, regular updates on Pathways to the college's P & B, updates to the appropriate governance bodies, and emails to the campus community, as well as updates to the college's Pathways Web site (see below).

The Convocation of the College, a traditional event at QCC that is attended by faculty and staff alike, was devoted almost exclusively to Pathways, with presentations by governance leaders on general education, the background on the project, the proposed implementation plan, and the course nomination process. The presentation specifically clarified aspects of the implementation plan and the roles to be played:

- A table of deadlines and activities was presented (see appendix).
- The critical role of the Curriculum Committee was discussed, as was the usual governance process for course and curricular revision (department to Curriculum Committee to Academic Senate).
- The role of the Pathways liaisons in the facilitation of communications to and from CUNY central was and the submission of course nominations after governance approval were presented (see appendix).
- The first major step toward implementation was announced: collecting a tentative course nomination list for the required and flexible common core for an initial review by department faculty across campus and to get a sense of the variety of the courses to be

> proposed and the degree to which the flexible core categories are covered; this tentative list also became the basis for discussion at the chairs' retreat on February 10.
> - Sample course nominations forms were displayed to point out the information that will be required and questions—about learning objectives, for example—that might arise.

Subsequent to the convocation, the charge to the Special Committee of the Academic Senate on General Education was revised to ensure a general overview and response to the development of the common core, as described above.

Course and Curricular Review

The implementation activities and deadlines also describe the processes for course nominations and curricular review of all degree programs at the college. In addition to steps specific to CUNY requirements, the nominations and curricular reviews will be conducted through the usual governance processes established at the college.

Course Nominations

The process for submitting course nominations to the Pathways common core is:

1) Preparation by the departmental curriculum committee
2) Approval by all members of the department
3) Submission to the college's Curriculum Committee for approval
4) Submission by the Curriculum Committee to the Academic Senate for approval
5) Submission by the Pathways liaisons of course nominations approved by the Academic Senate to the CUNY Common Core Review Committee for review via Sharepoint.
6) Update and maintenance of college's Pathways Web site (see below) by the Pathways liaisons, which includes posting course nominations and their status (nominated, approved, rejected).
7) Dissemination of CUNY Common Core Review committee decisions, requests for additional information and/or revisions, approval/rejection of course nominations, by Pathways liaisons and, if applicable, return of course nominations rejected by the Review Committee to the respective departments.

Revisions to existing QCC courses and newly proposed courses will undergo the same process above but will also require the submission of the appropriate forms to the Curriculum Committee that are always required in such cases, with subsequent approval by the Academic Senate and inclusion in the chancellor's report.

Departments will be responsible for updating all syllabuses for courses nominated for the common core to ensure that they conform to the latest requirements of the Curriculum Committee, including clearly stated learning outcomes and course activities and assignments that align with student outcomes.

As part of the process above, through a consultative process among academic departments, the Office of Academic Affairs, the Curriculum Committee, and the Special Committee of the Academic Senate on General Education, the college will ensure that at least one course in each Pathways common core category has no prerequisites and that the selection of common core offerings is commensurate with the general education objectives of the college.

Curricular Review

It is expected that all degree programs will have to be reviewed and revised. Discussion of this occurred at the chairs' retreat, and discussions will continue in the departments. All curricular

revisions will be approved through the normal departmental processes and will then be submitted to the Curriculum Committee and to the Academic Senate for approval. As usual, all changes will be reported, after governance approvals, in the chancellor's report.

The Special Committee of the Academic Senate on General Education will monitor this entire process and will report to the Senate at the end of the academic year on issues of institutional mission, general education, and the ramifications to these as a result of the common core nominations and curricular revisions.

Placement Policies and Strategies

QCC follows rigorous placement standards for English and Mathematics (following CUNY requirements) and for Speech and Foreign Languages. Pathways will in no way diminish or change these placement standards. Students will have to pass or be exempted from reading and writing requirements to take EN 101, the first course in the required common core (I.A). Students will have to pass or be exempted from mathematics requirements to take the first level of mathematics courses in the required core, I.B. All students will still be screened to determine if they need a remedial speech course. All students who wish or are required to take a Foreign Language course will be required to take a placement test to establish the level of proficiency. Heritage students who wish to study their heritage language will be placed in heritage classes.

Pathways Information Dissemination

The college has developed a Pathways Web site that serves as the central electronic medium for information on Pathways guidelines, plans, and implementation status.

The Pathways Web site includes the following:

- CUNY updates (from the chancellor, executive vice chancellor *et al.*)
- Official CUNY documents (guidelines arranged latest to earliest)
- Pathways definitions and goals
- Pathways forms and templates
- FAQs
- Course nomination list (including status—submitted, approved, rejected)
- Programs of study—curricular revisions as they are approved
- Other resources (e.g., Curriculum Committee Web pages, Assessment Web pages, etc.)

The Pathways Web site will be maintained by the Pathways liaisons. On a regular basis, the liaisons will email the campus community to announce developments that may be found on the site. The Web site will be the principal medium for disseminating information about Pathways and changes to curriculum to the campus community. Ultimately, the Pathways Web site will become the nucleus of a new "Programs of Study" Web site. This will help to publicize the Pathways common core at QCC, defining the required and flexible core, and the major requirements associated with the degree programs.

As course and curriculum changes are being approved during 2012-13, a variety of administrative changes will be implemented such as the re-scribing of the degree audit program (DegreeWorks) to accommodate the changes. In spring 2013, as indicated in the appendix below, the college catalog will be completely updated, with information much as on the Pathways Web site. The Special Committee of the Academic Senate on General Education will

be consulted on the content and presentation of the common core and program requirements in this new version of the catalog.

In spring 2013, QCC will launch a massive outreach effort to the entire campus. This will include workshops specifically designed for student support areas like Advisement, Counseling, Financial Services, Registrar, and Bursar to ensure that all employees who deal directly with students are informed about the new requirements and procedures associated with Pathways.

Appendix: Implementation Deadlines and Activities

Date	Activity
Feb. 20	Draft implementation plan completed
February 29	Depart. curriculum committees submits list of courses (+ categories) to be included as common core offerings
March 13	Senate approves Pathways co-chairs draft
March	Department faculty meet 1) to finalize curricular worksheets for wider review (taking into consideration the work of the Transfer Majors Committee, where applicable) and 2) to complete the course nomination forms for the Pathways common core, to be submitted to the Curriculum Committee (course nomination forms and curricular worksheets will be provided). To help with aligning course objectives with Pathways learning outcomes efforts, departments may consult with their Curriculum Committee liaison, the OAA liaison, and/or the OAA learning outcomes assessment manager.
March	Before submitting completed curricular worksheets to the Curriculum Committee, department chairs send the worksheets to the Pathways co-chairs, who facilitate the distribution of documents to appropriate department chairs for review and comment.
March - April	Special Committee on General Education reviews submitted changes and comments/consults as needed.
March 31	Completed worksheets submission to CC for revisions and approval
April 1	Submission of QCC implementation for the approval of the Chancellor
May	Special Committee on General Education reports to Academic Senate.
May to early September	Pathways co-chairs submit course nomination forms to CUNY in batches as they become available after Senate approval. Curriculum Committee reviews curricular worksheets to be submitted to the Academic Senate
September Late October/for November Senate	Curriculum Committee meets in September and October to review; the curricular worksheets of revised curricula submitted by late October
November 13	Academic Senate votes on curricular worksheets in its Nov. meeting.
Ongoing but no later than the end of December	Depending on the CUNY guidelines developed, Academic Affairs works with the Curriculum Committee to appeal any courses denied common core status by the CUNY Pathways committee or any degree programs rejected by CUNY.
Early December	Deadline to enter new or modified courses for the Common Core and College Option in the Chancellor's University Report for courses to be available for Fall 2013 registration.
March-May 2013	In spring 2013, Academic Affairs works in consultation with the academic departments and the Special Committee of the Academic Senate on General Education to revise the college catalogue and Web site, which will include completely new formats for the curricular offerings and major revisions to the section on "Understanding Program Requirements."