University of Puerto Rico at Aguadilla

2012 Monitoring Report to the Middle States Commission on Higher Education

Submitted by
Dr. Ivelice Cardona-Cortés, Chancellor

March 1, 2012
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<td>R</td>
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1 The accompanying links are an integral part of this report and expand on and support the information contained in the body of the report.
Members of the 2012MSCHE Monitoring Report Committee

Prof. Miguel A. González, Chair Monitoring Report Committee
Assistant Dean of Academic Affairs
MSCHE Accreditation Liaison Officer

Prof. Edwin Ríos
Co-Chair MSCHE Monitoring Report Committee

Mr. Ángel Velázquez
Student Senator & Member of the University Board

Dr. Sonia Rivera
Dean of Academic Affairs

Prof. Pablo Ramírez
Dean of Student Affairs

Mr. Héctor Vélez
Dean of Administration

Mrs. Eileen A. Vega
Budget Director

Mr. Gerardo Javariz
Office of Planning and Institutional Research Director
Introduction

Institutional Overview

Founded in 1903, the University of Puerto Rico System is the oldest and largest university system in Puerto Rico. A law reorganized the University of Puerto Rico, on January 20, 1966, granting complete autonomy to the Mayagüez, Río Piedras and the Medical Science campuses. During the period of 1966 to 1978 eight new regional campuses were established in Aguadilla, Arecibo, Carolina, Cayey, Bayamon, Humacao, Ponce and Utuado. The statute, Law 16 of June 16, 1993, created a Board of Trustees for the UPR System that would take on the duties of university governance that were previously performed by the Puerto Rico Council on Higher Education (PRCHE). From 1993 to 2010 the Council on Higher Education was the State's regulatory licensing body for public and private universities in Puerto Rico. Since 2011 the Puerto Rico Council on Education (PRCE) is the new licensing authority for private and public higher education, postsecondary non-degree granting, technical/vocational institutions, and also is the licensing authority and local accrediting entity for private and public k-12 schools that operate and confer degrees, diplomas or other academic credentials within the jurisdiction of the Commonwealth of Puerto Rico.

The UPR Central Administration oversees the operations of the eleven academic units. The UPR University Law confers on the President the highest authority and responsibility for leading the University system. In collaboration with the University Board, the President coordinates the academic, administrative, and financial tasks of the Institution. Dr. Miguel Muñoz was appointed President by the Board of Trustees in February 2011. Each unit is headed by a Chancellor who presides over the Academic Senate, the Administrative Board, and faculty meetings.

The University of Puerto Rico at Aguadilla (UPRAg) was established in 1972 as a Regional College (known as CORA, Spanish acronym for Colegio Regional de Aguadilla). In 1999, the Board of Trustees granted the institution its autonomy (Certification No.77 (1998-1999) from the Regional Colleges Administration. In April 2000, the Board's Certification No.103 (1999-2000) dictated that the College will be known as the University of Puerto Rico at Aguadilla (UPRAg) and authorized to initiate programs leading to bachelor's degree. The Chancellor, Dr. Ivelice Cardona, holds the maximum academic and administrative authority of the institution.

The UPRAg’s total fall enrollment for 2010-11 was 2,932. Ninety percent (90%) of the student population studied full time, 84% received financial aid, and 60% were female. Eighty percent (80%) of the student body was enrolled in bachelor's degree programs, 15% in transfer programs, and 5% for other options. The programs with the highest enrollment are related to Business Administration (28%) and Biology (24%), both four-year programs. The student body is served by 194 non-faculty personnel and 179 faculty members. Eighty two percent (82%) of the faculty members are full-time employees of the institution, 64% of whom are tenured. Full time faculty distribution by rank is as follows: 26% are Full Professors, 24% Associate Professors, 35% Assistant Professors, and 15% Instructors. Twenty three percent (23%) of the full-time faculty members possess a doctoral degree.
Institutional Context

Within the format agreed with the MSCHE Liaisons, the University of Puerto Rico Task Force, composed of the Deans of Academic Affairs and Accreditation Coordinators of the UPR System, the Second Assessment Report 2012, which complements UPRAg's Second Monitoring Report, provides further evidence of the effective implementation of the UPR Action Plan at System level in accordance with Commission's Requirement No. 4, “Evidence of further implementation of the UPR Action Plan, including evidence that the action plan is being assessed, and the data is used for improvements”, as well as with the remaining 6 Commission's Requirements.

The UPRAg has prepared this Monitoring Report in collaboration with the Vice-Presidency of Academic Affairs of the Central Administration. The report documents the evidence required in achieving further progress with the above mentioned elements of MSCHE Characteristics of Excellence in Higher Education. The report is the result of input received from representatives of diverse areas of UPRAg.

As mentioned in the past Monitoring Report, submitted to the Commission in March 2011, budget constraints have intensified the need to strengthen communication and to address faculty, students, and other constituents' concerns in a more effective manner. Initiatives included in the UPR Action Plan are in place and have proven useful in promoting a more suitable institutional environment. The UPRAg Chancellor has made use of a variety of mechanisms to maintain the university community up-to-date on the institution's financial constraints, as well as initiatives to manage the budget according to institutional priorities.

After reviewing the Monitoring Report of March 2011 the MSCHE acted to remove probation and to reaffirm accreditation of the institution. The Commission also requested that UPRAg submit another Monitoring Report by March 1, 2012 to document further progress in (1) strengthening institutional resources and developing alternative forms of income, including institutional pro-forma budgets that demonstrate the institution's ability to generate a balanced budget for fiscal years 2012 through 2014, including the personnel, compensation, and other assumptions on which these budgets are based (Standard 3); (2) steps taken to ensure timely production of audited financial statements for FY 2011 and subsequent years (Standard 3); and (3) further steps taken to improve communication and shared governance, especially in documenting how campus input is solicited and considered in decision making at the System level; (4) evidence of further implementation of the UPR Action Plan, including evidence that the action plan is being assessed and data is used for improvements; (5) evidence that steps have been taken to assure continuity and stability of institutional leadership, particularly in times of governmental transitions; (6) evidence that communication between the Central Administration and the institution, is clear, timely, accurate, and made available to all constituents; and (7) evidence of further progress in implementing a procedure for the periodic objective assessment of the Board of Trustees (Standard 4).
Progress to Date
Standard 3: Institutional Resources

Commission’s Requirement No. 1
Strengthening institutional resources and developing alternative forms of income, including institutional pro-forma budgets that demonstrate the institution’s ability to generate a balanced budget for fiscal years 2012 through 2014, including the personnel, compensation, and other assumptions on which these budgets are based.

Budget Overview and Projections

The President of the UPR, in consultation with the Chancellors, develop the UPR Budget Project with allocations for the System within the processes and regulations set in Certification No. 100 (2005-2006) of the Board of Trustees. Each Campus aligns its unit budget to their respective strategic plans and assessment results, in consultation with the Central Administration’s Budget Director. ²

Cost Control Measures

Both the current FY budget, as well as the 2012-2013 Budget Project, remain within the framework of the cost control measures established by the Board of Trustees and the President, in areas which do not materially affect the quality and continuity of academic offerings. Table 1 presents some of the measures that have been institutionalized through the Certifications of the Board of Trustees (See Appendix C for additional cost and expenses control measures).

<table>
<thead>
<tr>
<th>Certification Number</th>
<th>Links</th>
<th>Cost Control Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>143</td>
<td></td>
<td>Continue in force 5% compensation reduction for faculty in administrative duties</td>
</tr>
<tr>
<td>144</td>
<td></td>
<td>Eliminate the perquisites for the maintenance of uniforms for the Labor Federation (UPR-Mayagüez)</td>
</tr>
<tr>
<td>145</td>
<td></td>
<td>Continue in force elimination of the special bonus to employee’s member of HEEND</td>
</tr>
<tr>
<td>146</td>
<td></td>
<td>Continue in force the elimination of the perquisite of the Union</td>
</tr>
<tr>
<td>147</td>
<td></td>
<td>Continue in force elimination of payment for excess sick leaves</td>
</tr>
<tr>
<td>148</td>
<td></td>
<td>A pause in salary increase and adjustments in fringe benefits</td>
</tr>
<tr>
<td>149</td>
<td></td>
<td>Continue in force the reduction of 5% in the Chancellors and Deans salary</td>
</tr>
<tr>
<td>150</td>
<td></td>
<td>Continue in force elimination of perquisites to Chancellors and the President</td>
</tr>
<tr>
<td>151</td>
<td></td>
<td>Continue in force the elimination of special summer funds for faculty</td>
</tr>
<tr>
<td>152</td>
<td></td>
<td>Continue in force the reduction in the payment of compensation for additional courses</td>
</tr>
<tr>
<td>153</td>
<td></td>
<td>Each Campus shall establish a registry of faculty promotion to set priorities for future release of funds</td>
</tr>
<tr>
<td>154</td>
<td></td>
<td>Amendment to Article 4.9 of the General Student Council to require that student representatives must maintain the criteria to be eligible for elected positions throughout the period elected</td>
</tr>
</tbody>
</table>

² A continuous flow of information between the Central Budget Office and the units allows receiving their input and incorporating their recommendations, further assessing their needs and determining adequate allocations throughout the system. Once formulated, the President presents the proposal to the University Board for further review. The revised Budget Project is then presented to the Board of Trustees for final approval. Allocations of state revenues to the units are based on the previous year’s recurrent budget, plus additions to salary and benefit increases, operational expenses, and earmarks according to institutional planning.
The effectiveness of the cost control measures implemented thus far and the strategic reallocation of funds have allowed an increase in unit budget allocations for FY 2011-2012, with no obligations left pending from FY 2010-2011. Additional economies came from selective replacement of retired faculty and non-faculty personnel.

In addition to the control measures established by the Board of Trustees, the University of Puerto Rico at Aguadilla established internal cost control measures related to supplies, equipment, travel expenses and energy efficiency consumption. Also the UPRAg has identified the personnel that qualified for retirement for the next three years. Though not all personnel opt for retirement, based on past tendencies, the institution expects that at least 50% of qualified personnel do retire. Based on this assumption the institution expects at least $1.2 million savings in salary and fringe benefits expenses, in the three year period. For the specific personnel that qualified for retirement in the next three years see Appendix F.

It is important to establish that the academic area will not be affected because the academic courses offered by retired faculty will be substituted either by part time service contracts or by new tenure track faculty members, this will depends on the institutional priorities and needs stated in the UPRAg Strategic Plan.

In the past monitoring report, UPRAg proposed an administrative and processes reengineering to improved institutional efficiency. As an example, the Chancellor in collaboration with the Finance Department identified an over qualify personnel assigned to a non-essential service. These employees were relocated to areas which are responsible for the control of funds, allocations and audits processes. This redistribution was achieved by reallocating employees originally assigned to the Office of Property, Receipt and Delivery. Their duties in the Office of Property were absorbed by other employees in that office and from two service contract employees paid from external resources.

**Pro-Forma Budget**

The following distribution elements were considered in developing FY 2011-2012 UPR Consolidated Budget approved by Certification No. 141 (2010-2011) of the Board of Trustees: (1) a critical analysis of the mapping lines of the group of accounts was included in the overall allocations, payroll and operational expenses; (2) a thorough analysis of institutional commitments and requests from the units as presented in the budget process, vis-à-vis available resources.

The UPR receives the majority of its funds from legislative appropriations as stipulated by the UPR Law (Law No. 2 1966, as amended). Each year a 9.6% of the average total government revenues of the two previous years are assigned to the UPR. Tuition fees, are among the lowest in the nation, account for a very small part of the university’s fiscal resources. Table 2 presents the different sources of the UPR General Funds.
<table>
<thead>
<tr>
<th>Ref</th>
<th>Source</th>
<th>%</th>
<th>$</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Law No. 2 1966</td>
<td>72.23</td>
<td>685,564,743</td>
<td>Base formula that calculates funds to cover operating expenses of the UPR. The formula is the 9.66% of the average revenues obtained, by the Puerto Rico General Fund, in the two (2) fiscal years preceding the current financial year.</td>
</tr>
<tr>
<td>2</td>
<td>Legislative Appropriation</td>
<td>0.84</td>
<td>8,000,000</td>
<td>Cover medical services to the people that can’t afford health insurance. Those services are provided on the Medical Sciences Campus, RC No. 1527 of Sept. 7, 2004.</td>
</tr>
<tr>
<td>3</td>
<td>Slot Machines Law</td>
<td>7.37</td>
<td>70,000,000</td>
<td><strong>Law No. 36 of July 29, 2005</strong> of Slot Machines (45.45%). They are transferred by the Puerto Rico Tourism Company, responsible for determining the annual amount.</td>
</tr>
<tr>
<td>4</td>
<td>Legislative Scholarships</td>
<td>1.58</td>
<td>15,000,000</td>
<td>Legislative Scholarships - <strong>Law No. 170 on August 11, 2002</strong></td>
</tr>
<tr>
<td>5</td>
<td>Enrollment Fee</td>
<td>7.70</td>
<td>73,055,968</td>
<td>Guarantee the issuance of bonds UPR (public debt). Its fluctuation varies with the number of students enrolled.</td>
</tr>
<tr>
<td>6</td>
<td>Maintenance Fee</td>
<td>0.56</td>
<td>5,334,500</td>
<td>Guarantee the issuance of bonds UPR (public debt). Its fluctuation varies with the number of students enrolled. Construction fee $47 per semester.</td>
</tr>
<tr>
<td>7</td>
<td>Special Fee</td>
<td>4.42</td>
<td>42,000,000</td>
<td>Calculated with a base of 52,500 students x $800 per academic year as established by the <strong>Certification No. 146, 2009-2010 of the Board of Trustees</strong>.</td>
</tr>
<tr>
<td>8</td>
<td>Interest on investment</td>
<td>0.03</td>
<td>250,000</td>
<td>Investments in certificates of deposits that fluctuates according to the market. In March 2011 the interest was between .50 and .55 per cent, depending on the term for requested day.</td>
</tr>
<tr>
<td>9</td>
<td>Reimbursement on Indirect Costs</td>
<td>1.60</td>
<td>12,000,000</td>
<td>Reserve of resources to reimburse 75 per cent of the recovery of indirect costs for external unit’s funds projects, as established by the <strong>Certification No. 36, 2009-2010 of Board of Trustees</strong>.</td>
</tr>
<tr>
<td>10</td>
<td>Miscellaneous Income</td>
<td>0.49</td>
<td>4,650,000</td>
<td>Composed by transit and library fines, reimbursement of claims to the insurance, among others.</td>
</tr>
<tr>
<td>11</td>
<td>Cancellation of Obligations</td>
<td>0.17</td>
<td>1,600,000</td>
<td>Composed by the funds reserved to pay the purchase orders that at the end of the second year have not been paid. They are cancelled and the funds are redistributed.</td>
</tr>
<tr>
<td>12</td>
<td>Income from Non-traditional Programs</td>
<td>0.16</td>
<td>1,500,000</td>
<td>Reimbursement to the Campus for the income generated by the Extended University for Adults (UNEX) and Division of Continuing Education and Professional Studies (DECEP).</td>
</tr>
<tr>
<td>13</td>
<td>Reimbursement Exp for Grants</td>
<td>3.16</td>
<td>203,740</td>
<td>Is the .03 per cent of the total amount of the PELL Grant awarded tuition.</td>
</tr>
<tr>
<td>14</td>
<td>Credit Line</td>
<td>3.16</td>
<td>30,000,000</td>
<td>Credit line requested to the Government Development Bank.</td>
</tr>
</tbody>
</table>
As stated before, the UPRAg budget is aligned with the institutional mission and goals and the system planning initiatives. To achieve those goals the UPRAg resources are carefully allocated so that they are aligned with the Strategic Plan. The UPRAg has implemented internal measures to assure the continuity of all operations that support the institution’s Strategic Plan in harmony with the precautionary and control measures required by the Board of Trustees.

The reduction in the budget assigned during the past academic year 2010-2011 (see Figure 1) presented several operational challenges. However, the UPRAg administration, with the cooperation of the Central Administration, was committed to maintain the excellence in all academic activities and guarantee the stability of the operations.

Funds have been allocated to the different departments and offices, according to the institutional priorities, to assure the stability and sustainability of program offerings, by maintaining our academic infrastructure and necessary staff for the administrative support.

The Central Administration Budget Director coordinates as many meetings as necessary with the Chancellor and Budget Director to receive their input and consider their recommendations. In addition, individual meetings and communications via email or telephone with the UPRAg Budget Director allows the Central Administration to establish the operational budget for the fiscal year.

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FIGURE 1
Budget Distribution and Projections 2005-2015

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3See the following link with UPRAg Budget Distribution for the year 2010-2011 with the alignment of the UPRAg Strategic Plan with the UPR System Planning Agenda.

4Certification 2011-12-04 of the UPRAg Administrative Board presents the distribution of the Budget for the academic year 2010-2011.
Five-Year Financial Projections

The five-year financial projections have been revised with updated external and internal parameters and assumptions, while simultaneously developing the 2012-2013 Budget. As stated in the March 2011 Monitoring Report, the UPR Central Administration held extensive meetings and work-sessions with the Secretary of the Treasury, personnel of the Government Development Bank and local economist to identify reliable parameters for developing a five year budget projection.

In order to continue and improve the institution's ability to generate balanced budgets for the years 2012-2015, the original five-year financial projections have been revisited with updated external and internal parameters and assumptions, while simultaneously developing the 2012-2013 Budget. The revised financial projections on expected revenues for the five year period ending June 30, 2016 are based on the following assumptions:

1) Continuation of the 4% yearly increase in tuition costs established in Certification No. 60 (2006-2007) of the Board of Trustees.
2) Stabilizing enrollment to 60,000.
3) Continuing state support through the 9.6% formula with a projected 1% annual increase.
4) $45.2 M yearly revenue from the Stabilization Fee (Board of Trustees Cert. 146 (2009-2010).
5) Continuation of the cost control measures established by the President and Board of Trustees.

Though conservative projections were originally made regarding State funding, a recently implemented significant tax reform plus additional revenue measures have positively impacted local economy and government revenues (http://www.presupuesto.pr.gov). Therefore, the formula has generated more funding than projected during the current year and this trend is expected to continue for the following years, as described in Table 3.

<table>
<thead>
<tr>
<th>TABLE 3</th>
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<tbody>
<tr>
<td>Operational Budget Distribution and Projections by Program</td>
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<table>
<thead>
<tr>
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<th></th>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction</td>
<td>$10,284,231</td>
<td>$10,567,393</td>
<td>$10,791,149</td>
<td>$11,014,974</td>
<td>$11,243,442</td>
<td></td>
</tr>
<tr>
<td>Research</td>
<td>220,595</td>
<td>226,669</td>
<td>231,468</td>
<td>236,269</td>
<td>241,170</td>
<td></td>
</tr>
<tr>
<td>Academic Support</td>
<td>2,559,386</td>
<td>2,629,855</td>
<td>2,685,540</td>
<td>2,741,242</td>
<td>2,798,100</td>
<td></td>
</tr>
<tr>
<td>Student Services</td>
<td>1,996,156</td>
<td>2,051,117</td>
<td>2,094,548</td>
<td>2,137,992</td>
<td>2,182,338</td>
<td></td>
</tr>
<tr>
<td>Institutional Support</td>
<td>2,441,782</td>
<td>2,509,013</td>
<td>2,562,139</td>
<td>2,615,282</td>
<td>2,669,527</td>
<td></td>
</tr>
<tr>
<td>Totals</td>
<td>$20,721,059</td>
<td>$21,291,585</td>
<td>$21,742,416</td>
<td>$22,193,388</td>
<td>$22,653,714</td>
<td></td>
</tr>
<tr>
<td>Enrollment</td>
<td>2,900</td>
<td>2,900</td>
<td>2,900</td>
<td>3,000</td>
<td>3,000</td>
<td></td>
</tr>
</tbody>
</table>
In the past Monitoring Report, the institution projected that the operational budget for 2011-2012 was going to decrease by 5.24%, from $20,386,520 to $19,317,503. In contrast, the operational budget assigned by UPR’s Board of Trustees remain almost unchanged, with a 1.64% increase, which means that went from $20,386,520 in fiscal year 2010-2011 to $20,721,059 in the current fiscal year 2011-2012.

The UPRAg enrollment projection (See Table 3) is aligned with the available resources to safeguard institutional commitment with both freshman and active students.

**Five Year Consolidated Budget Projections**

The consolidated budget includes additional type of revenues aside from the general or operational fund, which includes federal funds, (student grant, proposal grant) state funds, private funds and other types of revenues. The summary of the projected revenues by source of income is presented in Table 4.

| TABLE 4  
Summary of Projected Revenue for the Consolidated UPR-Aguadilla Budget |

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>$ 20,721,059</td>
<td>$ 21,291,585</td>
<td>$ 21,742,416</td>
<td>$ 22,193,388</td>
<td>$ 22,653,714</td>
<td></td>
</tr>
<tr>
<td>State Funds</td>
<td>$ 2,246,352</td>
<td>$ 2,313,743</td>
<td>$ 2,383,155</td>
<td>$ 2,454,649</td>
<td>$ 2,528,289</td>
<td></td>
</tr>
<tr>
<td>Private Funds</td>
<td>$ 26,000</td>
<td>$ 26,780</td>
<td>$ 27,583</td>
<td>$ 28,411</td>
<td>$ 29,263</td>
<td></td>
</tr>
<tr>
<td>Federal Funds</td>
<td>$ 19,495,529</td>
<td>$ 20,080,395</td>
<td>$ 20,682,807</td>
<td>$ 21,303,291</td>
<td>$ 21,942,390</td>
<td></td>
</tr>
<tr>
<td>Other Funds</td>
<td>$ 792,338</td>
<td>$ 816,108</td>
<td>$ 840,591</td>
<td>$ 865,809</td>
<td>$ 891,783</td>
<td></td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$ 43,281,278</strong></td>
<td><strong>$ 44,528,611</strong></td>
<td><strong>$ 45,676,552</strong></td>
<td><strong>$ 46,845,548</strong></td>
<td><strong>$ 48,045,439</strong></td>
<td></td>
</tr>
</tbody>
</table>

**FIGURE 2**
Projected Revenue for the Consolidated UPR-Aguadilla Budget
For the current fiscal year 2011-2012, external resources constitute approximately 52.1% of the current consolidated institutional budget. For the external resources funds the UPRAg actual increase was of 8% from $20,829,371 (2010-2011) to $22,560,220 for the present fiscal year 2011-2012. This is due to a more aggressive approach to generate alternative source of income, especially those funded (proposals) by federal and state agencies. The following section emphasizes the results of this approach.

**Action Plan to Secure Continuity and Institutional Effectiveness**

The University of Puerto Rico at Aguadilla (UPRAG), aware of the challenges that the assigned budget present, took efficient and responsible actions to find effective and more creative ways to secure continuity, to not affect the institution's effectiveness and to manage a balanced budget. The UPRAg initiatives and projects produced several alternative forms of external resources income.

The main source of these newly generated funds were those generated from collaborative projects or proposals with the Department of Education of the Government of Puerto Rico. The UPRAg initiatives and projects produced several alternative forms of external resources income. The main sources of these newly generated funds were those generated from collaborative projects or proposals, like CRECE21, with the Department of Education of the Government of Puerto Rico. Table 5 details the UPRAg projected budget and the additional forms of income that the institution received or generated. In March 2011, the UPRAg projected $6,787,879 for the fiscal year 2011-2012 in external funds generated from proposals. The actual funds were $11,169,638 (Table 5). That is $4,381,759 or 64.6% more than the institution projected. The biggest funds for this period came from the UPR System Initiative CRECE 21 and other projects related to the certification and recertification of school teachers and students.

<table>
<thead>
<tr>
<th>Name of the Project/ Proposal</th>
<th>Source of Funding</th>
<th>Date Approved</th>
<th>Assigned Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crece 21 (Teacher Certification) Traditional &amp; Online Projects</td>
<td>State Department of Education</td>
<td>March 2011</td>
<td>$6,846,000.00</td>
</tr>
<tr>
<td>CECIMAT – Second Generation</td>
<td>State Department of Education</td>
<td>June-2011</td>
<td>$600,000.00</td>
</tr>
<tr>
<td>Forja K-3 Proposal</td>
<td>State Department of Education</td>
<td>March 2011</td>
<td>$578,939.00</td>
</tr>
<tr>
<td>DECEP -Self Generated Funds</td>
<td>Private Funds</td>
<td>Jan-June 2011</td>
<td>$153,239.00</td>
</tr>
<tr>
<td>DECEP - Generated Funds</td>
<td>Private Funds</td>
<td>July-Dec 2011</td>
<td>$75,293.00</td>
</tr>
<tr>
<td>Work Plan 55: Spanish Skills (Teacher Cert)</td>
<td>State Department of Education</td>
<td>September-2011</td>
<td>$829,026.00</td>
</tr>
<tr>
<td>Work Plan #24: Spanish Skills (Teacher &amp; Students Certifications)</td>
<td>State Department of Education</td>
<td>August 2011</td>
<td>$489,210.00</td>
</tr>
<tr>
<td>work plan #56: Math Skills (Teachers &amp; Students Certifications)</td>
<td>State Department of Education</td>
<td>November 2011</td>
<td>$1,291,035.00</td>
</tr>
<tr>
<td>---------------------------------------------------------------</td>
<td>-------------------------------</td>
<td>---------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Coastal Dunes Restoration Project</td>
<td>NOAA</td>
<td>November 2011</td>
<td>$24,981.00</td>
</tr>
<tr>
<td>Marine Debris Recycle Project</td>
<td>Rip Curl Foundation</td>
<td>May-2011</td>
<td>$13,170.00</td>
</tr>
<tr>
<td>Collaboration Projects with UPR Mayagüez</td>
<td>NSF &amp; USDA</td>
<td>September 2011</td>
<td>$64,962.00</td>
</tr>
<tr>
<td>Fiesta XI</td>
<td>Puerto Rico Transit Safety &amp; Security Commission</td>
<td>October 2011</td>
<td>$72,683.00</td>
</tr>
<tr>
<td>Solar Energy Systems</td>
<td>PR Energy Affairs Authority</td>
<td>January 2011</td>
<td>$89,000.00</td>
</tr>
<tr>
<td>Farming Corals at Southwestern Puerto Rico</td>
<td>Department of Interior</td>
<td>January 2011</td>
<td>$25,600.00</td>
</tr>
<tr>
<td>Prevention of Violence Against Women</td>
<td>Collaboration with UPRH umacao</td>
<td>January 2011</td>
<td>$16,500.00</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td>Jan-Dec 11</td>
<td>$11,169,638.00</td>
</tr>
</tbody>
</table>

The UPRAg continue with the implementation of the initiatives presented in the March 2011 Monitoring Report and April 2011 Self-Study Report. Those initiatives call for a more efficient and effective uses of the funds available and the nurture of additional sources of funding to continue advancing excellence in education, service and research priorities. Some examples are:

1. Course occupancy established at the maximum level permitted for each course type (Board of Trustees No.135, 2009-10).
2. Consideration of placing on moratorium other programs with a sustained low demand.
3. Strengthening of the Evening Program Offerings - To achieve this statement the UPRAg recognizes that the trend is changing towards a student that works and study at the same time.

The Evening Program presents an opportunity to better serve the non-traditional students population with alternative offerings, and at the same time be more efficient in the use of our facilities. The UPRAg needs to address these challenges in order to be a better option to this increasing population. The evening program also presents us with an alternative source of funding. The institutional priority is to increase student registration and enrollment in the Evening Program. This growth is projected for both non-traditional populations and from high school students that prefers alternative evening offerings. As a result the academic sessions offered in the evening program has increase from 17 in 2007-2008 to 35 sessions, a 51% change.

The following figures (2&3) detail the trend of the UPRAg Evening Program in terms of enrollment and revenues.
The UPRAg commitment to the Evening Program Priority is starting to show positive results in total enrollment (Figure 2) and a 90% (Figure 3) increase in revenues, since 2008-2009. (See evidence details in the following link).
Endowment Fund

In partnership with the Central Administration Office of Development and Alumni (ODA) the UPRAg continues supporting and strengthening fundraising efforts and initiatives at the System and unit levels. This is a collaborative effort to promote donations and alliances with community, private and government entities to develop additional funding sources involving the Board of Trustees Development Committee, the Chancellors, unit Alumni and External Resources Offices.

UPR Assessment Based Planning Model (ABPM) 5.

Mid-Term Evaluation and Priority Resetting of the UPR Strategic Plan Ten for the Decade

In accordance with its role and responsibility of leading and monitoring institutional planning, in February 2012, the Vice Presidency for Academic Affairs launched the systemic mid-term evaluation and priority resetting of the UPR Strategic Plan based on a new Assessment Based Planning Model (ABPM).

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5 The ABPM capitalizes on the best practices validated by the successful development and implementation of the UPR Action Plan and Communication and Recruitment Plan, which have resulted in reaffirmation of accreditation; improved institutional communication, climate, and financial affairs; an increase in freshman applicants way beyond the original goal; and a record first to second session retention rate for the current academic year (AY), respectively, among others.
The mid-term evaluation entails: (1) the integration and realignment of the goals in Ten for the Decade, the UPR Action Plan and President’s Academic and Administrative Plan, entitled Towards a New University Reality (Figure 4); (2) the assessment at unit and System level of the implementation of Ten for the Decade, based on the key performance indicators in Certification No. 3 (2009-2010) of the Board of Trustees; and (3) the development of an Enrollment Management Plan embedded in the Strategic Plan.

**UPR System Enrollment Management Plan**

Operating revenues are correlative with enrollment. Ensuing the lessons learned and actions taken by the institution to address financial constraints in recent years and its commitment with maintaining the maximum enrollment that available resources allow, the University of Puerto Rico is approaching enrollment planning in new ways.

The University is in the midst of developing and institutionalizing a Systemic Enrollment Management Plan (SEMP) aligned with institutional planning initiatives already in place, as a means to further strengthening institutional planning and effectiveness, as well as fostering student success. The model being developed responds to an integrated approach where assessment, recruitment, retention, and academic data tied to budgeting factors are analyzed as the basis for educated enrollment projections. On April 12-13, 2012 an external enrollment management specialist will be offering a workshop to UPR leadership to further develop the SEMP. (See Second Assessment Report page 10 for more details).

**UPR Planning and Budgeting Model**

In order to facilitate and simplify planning and budgeting alignment and decision making throughout the development of the Budget Project in progress for an optimum use of resources, while gathering valuable information for the mid-term assessment of the Strategic Plan, the Central Budget Office and the Vice Presidency for Academic Affairs developed a revised Planning and Budgeting Model (PBM) in accordance with the ABPM. (See Second Assessment Report page 11 for more details).

Throughout this report the UPRAg has evidenced its commitment to securing continuity as an effective institution, by being creative, responsible, proactive, and demonstrating leadership and encouraging effective communication while maintaining high academic standards of excellence.
Commission’s Requirement No. 2
Steps taken to ensure timely production of Audited Financial Statements for FY 2011 and subsequent years

UPR System efforts and steady improvement towards assuring timely issuance of audited financial statements have been evidenced in all reports submitted to MSCHE since September 2010 to the present. Among other measures, an external firm with expertise in government accounting processes has assisted the units and the UPR Central Administration in reconciling and verifying information for external auditors. They have also provided support in troubleshooting problems in accounting processes and reviewing accounts receivable practices.

A firm of software specialists was also recruited to revise implementation of the University Financial Information System (UFIS), devise solutions to improve its performance and develop reports to facilitate access to the necessary financial information to draft timely financial statements. The firm developed an implementation schedule which is part of the recently approved UPR Information System Renewal Plan in Board of Trustees Certification No. 7 (2011-2012).

The Central Finance Office, in collaboration with the Vice Presidency of Research and Technology, organized a Task Force with key representatives from the System to address the findings and recommendations of the firms, expedite the necessary processes and implement the subsidiary modules to streamline the performance of the UFIS accounting system.

During the current fiscal year, the institution has made significant strides towards improving financial processes at System and unit level. Following the updating of the UFIS accounting system: (1) unit income and expense reports are now being produced to monitor their monthly and quarterly performance; (2) reports such as "Statement of Net assets", "Expenses vs. Budget", and "Statements of Revenues and Expenses" have been incorporated to UFIS to facilitate generating reports required by the Integrated Postsecondary Data System (IPEDS) and the Government Development Bank.

As a result of the system and unit level concerted efforts, a final draft of the FY 2011 Financial Statement has already been submitted to the auditors and the Audited Financial Statement is projected to be issued in March 2012. The Statement draft confirms the effectiveness of institutional measures to control costs, produce economies and generate additional sources of funding. Due to the effectiveness of UPR financial planning, cash management and debt collection efforts, the $100 M line of credit issued in 2010 by the Government Development Bank and expanded in 2011 to $125 M, has a current balance of approximately $70 M. Effectiveness of UPR System financial planning efforts have been commended not only by MSCHE Visiting Teams in March and September of 2011, but also by internal and external financial stakeholders.
Standard 4: Leadership and Governance

Commission’s Requirement No. 3
Further steps taken to improve communication and share governance, especially in documenting how Campus input is solicited and considered in decision making at the System level

The University of Puerto Rico Law and Regulations clearly define the institution's governing, executive, and advisory structure and respective roles and responsibilities in the development of policies and decision making processes. Decision making at the System and unit levels are regulated by applicable laws, University rules and regulations, complimentary bylaws, resolutions by the Board of Trustees, President's and Chancellors' directives, and rules and regulations adopted by each advisory body within their roles and responsibilities.

President Miguel Muñoz has evidenced his commitment to promote an open and transparent dialogue with representatives of all university sectors and to expeditiously implement actions towards achieving his goal. For example, the President meets periodically with student representatives from the UPR General Student Council to listen and to consider their concerns, provide feedback on the status of issues that affect them, and jointly seek new ideas and viable solutions to the institution's current challenges.

These periodic meetings have been institutionalized as part of the activities included the UPR Action Plan submitted with previous Monitoring Reports. The President and senior staff of the Central Administration have also conducted campus visits for holding face to face dialogues with constituents in order to receive their input on major institutional issues and concerns. He has made these visits a top priority in his agenda. Specific activities have been developed and implemented to advice and enforce clear institutional policies in place in the UPR, specifying the respective authority, roles and responsibilities in shared governance of the governing, executive, and advisory entities at campus and System levels:

1. Workshop bestowing a thorough review of the prevailing laws and regulations regarding the roles and responsibilities of all University officials, bodies, leaders and entities that constitute the Leadership and Governance of the University System, in alignment with applicable MSCHE Standards. As evidence of this activity, the following link presents the 9th workshop given by Dr. Miguel A. Muñoz, president of the UPR System, in one of the units during October 2011. The same workshop will be given to UPRAg personnel at the end of this Semester.

2. Workshops on Parliamentary Processes have been offered to Chancellors and President’s senior staff, student and faculty members of the University Board and Academic Senates. 6

3. All Chancellors and one member of the Board of Trustees, attended the National Summit for College and University Presidents on Campus Safety, hosted by the United States Department of

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6 A Workshop on Parliamentary Processes was given, on February 21, 2012, to the students and faculty members of the Administrative Board and Academic Senate of the UPRAg.
Justice Office on Violence Against Women in collaboration with the U.S. Department of Education, held on October 3-4, 2011 in Washington, DC.

(4) A workshop on Conflict Prevention and Resolution to be offered to the President's key staff, Chancellors and Deans will be given during the current academic year.

(5) Electronic Vote for students’ elections and assemblies - Enhancing communication opportunities for the greater majority of students to freely participate and provide input in decisions that directly affect them, not only advances the goal of fostering an enhanced institutional climate and identity, but also aim to empower student leadership to appropriately exercise their roles and responsibilities as a key element for their academic development.

Recognizing that over time student participation in assemblies and in the election of its leaders and representatives have steadily declined, that none of the campuses have adequate physical facilities to hold a substantial number of students, and that this generation mostly interacts with peers through virtual means, the UPR vigorously endorsed the approval of Law No. 128 of August 11, 2010, which amended the University Law to implement a secret and electronic vote mechanism for students’ elections and assemblies, in order to expand and facilitate opportunities for the greater majority of students to freely participate and provide input in decisions that directly affect them.

The President of the UPR submitted to the Board of Trustees the corresponding amendments to the General Student Bylaws in compliance with Law No. 128 of August 11, 2010. On December 20, 2010 the Board of Trustees approved the proposed amendments with Certification 60 (2010-2011).

(6) A pilot survey around the prongs and goals that guide Section I of the Action Plan is currently being developed and validated throughout the System by the Office of Planning and Institutional Research (OPIR) and the Vice President of Academic Affairs. This survey will be administered to faculty, students and staff during the current academic year. The results will be used to improve the institution (UPR Action Plan I.A.2).

Further steps taken to improve communication with UPRAg constituents: 7

Existing communication mechanisms and channels within the institution have been reinforced in order to ensure that information is readily available to all sectors of the university community. In order to broaden and strengthen the opportunities for effective communication, several forums have been and will continue to be held with the university community. Some of the Internal and External forms of communications are:

(1) The Dean of Academic Affairs carried out monthly meetings with academic department chairpersons to inform them and to receive their input on departmental and institutional issues related to academic planning and assessment, faculty and non-faculty actions, fiscal and physical resources, and others.

7 Sharing of communication also implies the sharing of responsibility and problems of the external community that surrounds the Aguadilla Campus by all the UPRAg constituents. Community service at University of Puerto Rico at Aguadilla consists of activities, which are carried out by the Institutions, and members or groups of the UPRAg community.
(2) Since August 2011, the monthly reports to the Academic Senate by the three Deanships and reports from the permanent Committees of the Academic Senate are available in the UPRAg web page. The Deanships and the Academic Senate Committees Reports are available to the internal and external community in the UPRAg web page (2011 and 2012). See also examples on Appendix B at the end of this report. Since 2011, and for the first time ever, all the constituents and the external community received the report of the monthly operations of all the Deanships in the University of Puerto Rico at Aguadilla. From now on those reports will always be available in our web page. For example the Dean of Students Affairs, Prof. Pablo Ramírez, wrote about the following topics in his December 2011 Report: Admission update, athletic activities in process, activities developed by the Counseling and Guidance Department and students that received their services, activities given to the external community and the results of the External Audits that Ernest & Young made to the Financial Aid Office and the use of Title IV funds. According to the Dean’s report, before leaving the campus personnel from Ernest & Young met with the Dean and the Financial Aid Director to share the key findings of the draft report. The Dean said that “…they informed us that we have followed the correct procedures and congratulated us on a job well done.”

(3) The Deanships monthly reports are supplemented with daily emails as necessary (Electronic releases postings at Cartero AC). All members of the academic community have assigned an email from http://correo.upr.edu. They are required to use the institutional website for all official communication. The Board of Directors, the Central Administration (President, Vice-presidents) and the Chancellor use this option of communication to ensure that information is available to all sectors of the university community.

The following appendices there are some examples of the Deanships e-mail sent to the UPRAg constituents: Deanship of Administration (Appendix G), Deanship of Student Affairs (Appendix H) and Deanship of Academic Affairs (Appendix I).

(4) The coordination of campus visits and meetings involving Central Administration officers, Board of Trustees members and the staff, faculty and students at UPRAg in order to ensure feedback on concerns and to jointly explore viable solutions to problems and face current challenges. Appendix S shows evidence of the letter from the Board of Trustees to coordinate meetings during 2011 and 2012, and the Chancellor’s letters to the members of the General Student Council and the Academic Senate. The Appendix included the names of the students and personnel that participate in those meetings.

(5) Chancellor and Deans periodically submit Special Reports to the faculty and students, through their representatives on the Academic Senate, reports, statistics and analysis of various topics in order to receive input and recommendations. Faculty and student representatives are responsible for keeping their peers informed of proceedings as well as to relay their input to forums, to ensure the back and forth flow of timely and accurate information. (See Appendix N for examples of the reports, also available in the UPRAg web page). Some of the special reports include the following topics:

a) Student Satisfaction, Graduation Rates, Admission Process, Institutional Assessment, Student Retention, Educational Process Effectiveness, Faculty Creative Work
b) **Profile of Admitted Freshmen Reports** – The statistics presented in these reports give a general picture of the freshman applicants. The data collected indicate the characteristics, expectations, needs and interests of the student. These are very important for this institution, because our overriding aim is to meet the needs of those students and guide them towards achieving their goals. To the extent that we achieve this goal and the students complete their degree, the UPRAg contributes to the education of our people.

c) **Final Year Undergraduate Student Survey Reports** - The data used in this report was provided by those students who applied for graduation and finally completed and received their degree in the University of Puerto Rico at Aguadilla. For final year undergraduate students, this survey ask whether degrees match expectations, whether staff are enthusiastic about teaching and whether good resources, support and advice are available to students during their course of study. Understanding students' experiences and satisfaction is important to UPRAg's efforts to enrich the student experience and to make us a more student-centered university. This effort provides an overview and serves as a diagnostic tool to make improvements to our programs and services.

Institutional, departmental and ad-hoc committees provide faculty and students with the opportunity to increase the richness of ideas to explore and to develop new ways of looking at things in order to make recommendations to the university management to find better solutions to the problems faced by the institution. The Chancellor, the Deans, and department Chairpersons appoint institutional working committees at their respective levels.(see Appendix K, J and O) Appendix L presents an evidentiary overview of the amount of faculty members that actively participate in different Committees at the departmental level. Appendix M presents evidence of the notification, agenda and minutes of the faculty meetings at the departmental level.
Commission’s Requirement No. 4

Evidence of further implementation of the UPR Action Plan, including evidence that the Action Plan is assessed and data is used for continuous improvements

On September, 2010 the University of Puerto Rico enacted the Action Plan for Ongoing and Sustained Compliance with the Leadership and Governance, Educational Offerings, and Institutional Resources Standards of Excellence. Through the Action Plan the University set forth an agenda of institutional change and improvement aligned with the prevailing values and expectations on higher education institutions, aimed to:

(1) foster an enhanced institutional climate and identity;
(2) develop an Open University Culture;
(3) revisit and empower leadership and governance at all levels;
(4) guarantee sustained length, rigor and depth of academic offerings;
(5) secure continuity and institutional effectiveness with available resources, and;
(6) maintain and nurture additional sources of funding to continue advancing institutional education, research and service priorities.

Documented systemic and units improvement outcomes for each Standard of Excellence, prong and goals as evidence of the success of the implementation of the UPR Action Plan from September 2010 to March 2012 is available in the Appendix Q with the Second Assessment Report of the UPR System.

Some of the indicators of successful implementation of the UPR Action Plan include:

(1) Ongoing self-assessment by the Board of Trustees that has resulted in: the drafting of their Action Plan for sustained compliance with applicable accreditation standards and expectations;
(2) Strengthened stability, leadership and institutional climate following the appointment of Dr. Miguel A. Muñoz as President;
(3) Improved communication with constituents, including the President’s meetings with student leadership and campus visits, campus visits by the Board of Trustees, the development of the 2011 Summer Policy and the Tuition Exemption Policy, Certification No. 50 (2011-2012) of the Board of Trustees, with broad unit participation, and the renewed webpage, among others informed throughout this report;
(4) Effective implementation of fiscal measures resulting, among others, in the ability to grant faculty promotions, negotiate employee benefits, closing of FY 2010-2011 with zero deficits in all units, and in increased Budget allocations to the Units in FY 2011-2012;
(5) No significant events affecting continuity of the institution’s operation have been experienced since the deployment of the UPR Action Plan.

Numerous periodic planning and working meetings of the Vice Presidency for Academic Affairs with the Central Administration Think Tank, composed of representatives of the Chancellors and President key staff, the UPR Task Force, composed of the Deans of Academic Affairs and accreditation coordinators of the UPR System, and institutional accreditation unit Committees, have been held in order to implement, monitor, gather outcomes evidence, evaluate and assess accomplishment of goals and objectives in the
UPR Action Plan. More details documenting UPR System improvement are detailed in the UPR Assessment Report accompanying the UPRAg Monitoring Report (Appendix Q).

The Deans assist the Chancellor, Dr. Ivelice Cardona, in implementing and assessing that the UPRAg Action Plan. They ensure that actions are being taken in a timely manner to assess their effectiveness. Assessment data is used for continuous improvement of the institution’s effectiveness. The UPRAg Action Plan, for sustained compliance with MSCHE standards, was included in the previous Monitoring Report submitted to the Commission in March 2011. Areas of emphasis were identified for each of these standards, under which actions and activities were projected together with the corresponding expected outcomes. The UPRAg Action Plan consists of documenting compliance evidence of 28 specific activities at campus level distributed under six goals. The Appendix E summarizes the Action Plan level of progress or compliance of the 28 activities in the UPRAg Action Plan that results from the analysis of the Implementation and Assessment Report. It shows that 24 or 86% of the proposed activities are already in compliance and the others are in progress.

**Commission’s Requirement No. 5**

*Evidence that steps have been taken to assure continuity and stability of institutional leadership, particularly in times of governmental transition.*

Like other higher education institutions, the UPR has undergone periodic changes in leadership while maintaining the necessary level of continuity and stability in key areas to carry on with its mission. A collateral, positive, effect of the Strategic Plan and the budget projections guarantee the continuation of critical administrative/academic functions in the event of retirement, resignation or dismissal of key personnel in the institution. Each Deanship, Chancellor or President prepares a Transition Report to the person who will be in charge of any of those key positions. The Transition Report allows the continuity of the administrative and academic activities as already planned.

On February 11, 2011, President José Ramón De la Torre presented his resignation for family reasons. To support the necessary institutional continuity and stability, critical at its present juncture, on February 14, 2011, the Board of Trustees appointed Dr. Miguel A. Muñoz as Acting President. On June 22, 2011, following the appropriate and consultation process, the Board of Trustees appointed Dr. Miguel A. Muñoz, President of the University of Puerto Rico.

His appointment supported continuity and stability in leadership provided that Dr. Muñoz credentials, experience as Chancellor of the Mayagüez Campus and former Acting President, rendered a transition period thanks to his full command of current issues and challenges faced by the Institution. Informal transition processes have traditionally existed in the UPR System. Nonetheless, the Board of Trustees is committed with developing a formal systemic transition or succession policy, based on the evaluation of the effectiveness of the search, consulting and transition processes in the University and best practices in other institutions (UPR Action Plan I.C.8).
In the process of transition and selection of new leadership, the University of Puerto Rico at Aguadilla reaffirms its commitment to academic excellence and the provision of services to the university community. Each officer with administrative responsibility and leadership, before leaving office, prepares a transition report which provides guidance to the person designated to assume such functions. This proves the stability and consistency in terms of personnel responsible for maintaining leadership and governance in the respective areas. It is also important to point out that middle-management in the administrative and academic offices, remained in their position (see table 7, next page) which give depth (experience) and stability to the transition process.

The mix of new personnel and seniors in administrative position also supports continuity in the University of Puerto Rico at Aguadilla. Moreover, the university does not neglect upgrading the skills and knowledge of the administrative staff with opportunities to attend workshops that are conducted inside or outside the university to further develop and enhance their skills, both academically and administratively. Regarding the administrative staff in the UPRAg the following tables present the stability of our personnel with data about the composition, date of appointment, years in the position and years in the University of Puerto Rico System.

![Table 6](#)

**Administrative Staff of the University of Puerto Rico at Aguadilla**

<table>
<thead>
<tr>
<th>Name/Deanship</th>
<th>Position</th>
<th>Date of Appointment</th>
<th>Years in position to date</th>
<th>Years in UPR System</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ivelice Cardona</td>
<td>Chancellor</td>
<td>January 20, 2010</td>
<td>2 year</td>
<td>12 1/2 years</td>
</tr>
<tr>
<td>Veronica Lopez</td>
<td>Exec. Assist. to the Chancellor</td>
<td>March 1, 2010</td>
<td>1 year 11 months</td>
<td>13 1/2 years</td>
</tr>
<tr>
<td>Cristina Diaz</td>
<td>Executive Secretary</td>
<td>July 1, 1996</td>
<td>12 1/2 years</td>
<td>15 1/2 years</td>
</tr>
<tr>
<td>Moraida Traverso</td>
<td>Academic Senate Secretary</td>
<td>Dec 14, 2001</td>
<td>10 years</td>
<td>27 1/2 years</td>
</tr>
<tr>
<td>Verenice Rodriguez</td>
<td>Director, CETEM</td>
<td>January 18, 2011</td>
<td>1 year 1 months</td>
<td>9 years</td>
</tr>
<tr>
<td>Gerardo Javariz</td>
<td>Director, OPEI</td>
<td>February 8, 2010</td>
<td>2 year</td>
<td>9 years</td>
</tr>
<tr>
<td>Carlos A. Jimenez</td>
<td>Director, OTI</td>
<td>March 5, 2007</td>
<td>4 years</td>
<td>15 years</td>
</tr>
<tr>
<td>Eileen A. Vega</td>
<td>Director, Budget Office</td>
<td>Sept 4, 2007</td>
<td>4 years</td>
<td>13 years</td>
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</tbody>
</table>

**Deanship of Academic Affairs**

<table>
<thead>
<tr>
<th>Name/Deanship</th>
<th>Position</th>
<th>Date of Appointment</th>
<th>Years in position to date</th>
<th>Years in UPR System</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sonia Rivera</td>
<td>Dean of Academic Affairs</td>
<td>January 20, 2010</td>
<td>2 year</td>
<td>19 1/2 years</td>
</tr>
<tr>
<td>Miguel A. Gonzalez</td>
<td>Assistant Dean of Acad. Affairs</td>
<td>July 6, 2010</td>
<td>1 year 7 months *</td>
<td>38 1/2 years</td>
</tr>
<tr>
<td>Sharon J. Rivera</td>
<td>Assessment Assistant to the Dean</td>
<td>Sept 20, 2010</td>
<td>1 year 5 months</td>
<td>4 years</td>
</tr>
<tr>
<td>Marisol Salas</td>
<td>Dean's Executive Secretary</td>
<td>May 1, 1996</td>
<td>11 1/2 years</td>
<td>15 1/2 years</td>
</tr>
<tr>
<td>Zaida Serrano</td>
<td>Director, Registrar Office</td>
<td>January 16, 2007</td>
<td>5 years</td>
<td>33 1/2 years</td>
</tr>
<tr>
<td>Ana E. Cuebas</td>
<td>Director, DECEP</td>
<td>October 1, 1988</td>
<td>23 years</td>
<td>46 1/2 years</td>
</tr>
<tr>
<td>Julio V. Montalvo*</td>
<td>Director, Social Science Dept.</td>
<td>January 16, 2008</td>
<td>4 years</td>
<td>25 1/2 years</td>
</tr>
</tbody>
</table>

*Prof. Gonzalez has held various administrative positions in the institution that allow the current institutional management to have his advice and experience: former Director of the UPR-Aguadilla (4 years), Academic Senate (4 years), member of the University Board (3 years), Business Administration Dept. Director (8 years), Dean of Administrative Affairs (1 year)
The Administrative Board and the Academic Senate Composition

The Administrative Board consists of deans, members of the Academic Senate, a student representative, and the President of the UPR System (ex-officio member) and operates under the authority of the Chancellor. The function of the Administrative Board is to advise the Chancellor in the execution of his duties, to devise projects and plans for the development of the campus, to review budgets, grant planning permission, authorize the granting of promotions as well as tenure, to faculty and technical personnel, in keeping with the General Regulations of the University of Puerto Rico.

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9 Dr. Julio Montalvo replaced Prof. Ricardo Villalón, who retired after 28 years in the UPR System and 10 years as Director of the Social Science Department.
10 Prof. Carlos Gomez replaced Prof. Sandra Quinonez who retired after 30 years in the UPR System
11 Mrs. Santiago replaced Mrs. Doris L. Roman, who retired after 27 years in the UPR System and 8 years as Director of the Financial Aid Office
12 Mrs. Diaz substituted Mrs. Carmen N. Lopez, former Executive Secretary, who passed away last year.
The faculty members on the Academic Senate or the Administrative Board presented a profile of:

1. An average of seventy percent (70%) with more than 10 years of service.
2. Sixty percent (60%) of them with a minimum rank of Associate Professor
3. Thirty to forty percent with a doctor degree

See Appendix A for more details of the distribution by years of service, rank and academic degree of the faculty members of the Academic Senate and the Administrative Board. Their years of service and experience allow the continuity and stability in key academic areas.

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**Commission’s Requirement No. 6**

*Evidence that communication between the Central Administration and the Institution*

*Clearly, timely, accurate and made available to all constituents*

Articulated system-wide efforts of the Central Administration have been developed, implemented and continuously evaluated with the participation of UPRAg's and the other units to optimize the flow and exchange of timely and accurate information to stimulate a climate of trust, collaboration, commitment and identification with the institution’s mission, goals, and challenges. In the framework of this goal, the Vice Presidency for Academic and Student Affairs, in consultation with unit Deans for Academic and Student Affairs developed and implemented a new UPR System Communication and Recruitment Plan.

The primary objectives of said Plan include: (1) reaffirm UPR as the leading institution of higher education in Puerto Rico and the Caribbean; (2) maintain and strengthen UPR's traditional volume of potential applicants to optimize the selection process (UPR is the only selective University in Puerto Rico). Activities and outcomes indicators are based on data-driven analysis and findings of focal groups with Deans of Academic and Student Affairs, validated surveys administered to high school students, school directors and counselors of feeder schools, institutional data and trends, and the evaluation and assessment of traditional institutional practices.

**Communication Strategies**

Strategies for timely and accurate delivery of institutional information to the internal and external community have been also developed and implemented, including broadening communication delivery channels capitalizing in the diversity of outlets available throughout the UPR system, newspapers, web pages and radio stations. Among the activities developed are the following:

1. Appointment of a new Special Assistant to the President for Press and Communications, a new Director and Board to the *Diálogo Newspaper* and the *University Press*.
2. Increased UPR presence in social networks, like LinkedIn, and Twitter and Facebook.
3. Periodic postings by Cartero AC (Central Administration Electronic Mailman) through UPR System network, with communications, announcements, press releases, TV, radio and press interventions, to keep University Community continuously informed and updated on relevant institutional announcements, events and issues.
4. Revamping of the UPR System webpage to make it more dynamic and friendly and keep the University Community abreast on news and events, [http://www.upr.edu/](http://www.upr.edu/).
Existing communication mechanisms and channels within the institution have been reinforced and exploited in order to ensure that information is readily available to all sectors of the university community. To broaden communication with all the UPR constituents about their concerns several forums have been and will continue to be held between the Institution and the Central Administration to allow timely and accurate communication.

Strategies that allow for an interchange of information and prove to be effective in enhancing the quality of communication, between UPRAg, the Central Administration and the rest of the System, are:

1. Monthly meetings of the Vice President for Students Affairs with the Deans of Students, Financial Aid Directors, and other student service officers. The Deans channel the relevant information to students through their elected representatives by means of periodic meetings and official communications.

2. Monthly meetings of the University Board which is chaired by the President and whose members include the Chancellors, and an elected faculty and student representative from each of the eleven units.

3. Regular meetings of the President and the Chancellors, held not less than twice a month.

4. Periodic meetings of the Deans of Administration with the President’s staff.

5. Periodic meetings of the Vice President for Academic Affairs with the units’ Deans of Academic Affairs, professional accreditation committees, Institutional Research and Planning Directors, accreditation coordinators, Registrars, Directors of the Divisions of Continuing Education and Professional Studies, as well as other committees, groups, university community members, and stakeholders.

6. An Awareness and Promotion Plan in coordination with the UPR System Development and Alumni Office, including newspaper, radio, bus shelters, social media, direct mail, emails and TV, to optimize the database, help for the advice on fundraising events, help for employment opportunities and news, facilitate donations and stimulate social links and discussion groups between alumni.

7. Electronic releases (postings at Cartero AC) from Deanship of Academic Affairs, Deanship of Student Affairs, and the Deanship of Administration. Also an assigned an email from http://correo.upr.edu to all the members of the academic community.

8. To allow alumni to search and find classmates, forming discussion groups, allow alumni find interesting employment opportunities, and keep them updated on important events and news the Central Administration revamping of the UPR System Alumni Office webpage.

9. Monthly reports of the three Deanships and reports from the permanent Committees of the Academic Senate are available in Appendix H. Since August 2010, the Deanships and the Academic Senate Committees Reports are available to the internan and external community in the UPRAg web page (Academic Year 2010-2011 and Academic Year 2011-12).
In order to support an objective periodic assessment of the Board of Trustees in meeting stated objectives and responsibilities, on February 10, 2011 the Vice Presidency for Academic Affairs developed and submitted to the President of the Board a rubric draft based on expectations contained in Characteristics of Excellence in Higher Education Standard 4, Leadership and Governance, and MSCHE publication Governing Boards.

On February 25, 2011 an External Consultant with extensive expertise in accreditation and experience as a Governing Board member met with the Board to assist them on refining the assessment rubric according to their particular profile, needs and priorities, and on launching the self-assessment process. Based on the statistical data and critical analysis of the findings with Board members, the External Consultant designed and offered workshops to assist the body in identifying areas of strength and areas in need for improvement. On June, 2011, a working document of the Board’s Action Plan 2011-2014 was produced for sustained compliance with applicable accreditation standards and expectations (UPR Action Plan I.C.7).

As a result of this process, among others, the Internal Bylaws of the Board were updated and approved, and its orientation process for new members strengthened. In addition, its Conflict Interest Policy is currently under review, including validating its compliance with recently established public policy applicable to governmental corporations and public entities. On November 23, 2011 further analysis of assessment findings and discussion of areas contemplated in the plan were performed in order to define short and long term priorities.

In September 2011 the previous President of the Board, Ygrí Rivera, Esquire, and three appointed members of the Board completed their terms as established by Law. New members were appointed by the Governor, and a new President, Luis Berrios Amadeo, Esquire, who has been serving as Board member since June 2010, was elected by his peers. The new President is fully committed with the continuity of the self-assessment and planning process in progress and with actively involving the newly appointed reagents. To support the institutional commitment with an Open University Culture, strengthening communication and evidencing transparency in the assessment process embedded in the UPR Action Plan, President Berrios has led visits to the units to listen and consider ideas and concerns from the University Community.

On November 2, 2011, the Board of Trustees, after a very detailed consideration of its current Internal Regulations, approved in principle all articles in its new Internal Regulations. That same day, the Board charged its Committee on Law and Regulations (the Committee) to further review the provisions dealing with its policy on conflict of interest in light of the amendments being made to the Government Ethics Law by the PR Legislative Assembly.

On January 3, 2012, a new Government Ethics Law was approved (Law No.1, January 3, 2012), which incorporates numerous and detailed amendments to the former statute, and apply to the conduct of all members of the Board of Trustees. Given the nature and application of the new provisions, the Board’s
legal staff analyzed the new statute and is in the process of issuing a legal memorandum to the Committee advising on the changes made by the new law and recommending the several amendments that must be made to the provisions in the Internal Regulations in light of its dispositions. The President of the Board, who also chairs the Committee, projects to finalize updating the Internal Regulations, including the new conflict of interest policy, before the end of the current fiscal year.

On February 17-18, 2012 the Board of Trustees, with the participation of the President and senior staff, the Association of Governing Boards (AGB) Guest Speaker, and the External Consultant, held a retreat to continue the self-assessment process and the development and implementation of the resulting action plan, provide orientation to new members, and address key issues for the Board and the institution. The goal is to promote an integrated vision of the University System and its Board for the effective accomplishment of its mission and goals, in compliance with institutional accreditation applicable standards of excellence and expectations. In his intervention, the President of the University presented the Board with:

1) A comprehensive institutional profile, highlighting UPR’s strategic advantage among higher education institutions in the Island, successes, challenges, and potential for development as a leading Hispanic Serving Institution.

2) The implementation of the new Assessment Based Planning Model, including: (a) the mid-term revision of the UPR Strategic Plan, its realignment with the President’s Academic and Administrative Plan, and the development of an Enrollment Management Plan, leading to a streamlined operational plan (New University Reality Framework); (b) the implementation of a revised Planning and Budgeting Model that facilitates and simplifies alignment of planning and budgeting and decision making for an optimum use of resources.

Assisted by the External Consultant and the AGB Guest Speaker, the Trustees reviewed accomplishments of their Action Plan thus far, including:

1) Completed the search for the System President by appointing Dr. Miguel Muñoz.
2) Elected the new President of the Board, Luis A Berrios, Esquire.
3) Strengthened the orientation process for all members.
4) Significant progress achieved towards updating the Board’s Internal Regulations, including the Conflict of Interest provisions in alignment with the recently approved new Government Ethics Law, with the goal of having it in place no later than June 2012.

The Board also recognized the need to focus on strategic and policy issues and leave the management of the University to the System President and Chancellors. In May 2012 the Board will conduct further assessment of their effectiveness by administering a self-assessment rubric.
CONCLUSION

Through this Monitoring Report, the University of Puerto Rico at Aguadilla (UPRAg) presents evidence that is responding to the items requested by the Middle States Commission on Higher Education in their letter dated June 24, 2011. The Report shows that the Institution has made progress in responding to the issues identified by the visiting team. The Report presents further steps that have been taken place to assure stability of institutional leadership and also presents several positives steps that has been developed to strengthen institutional resources, improve communication and shared governance.

The Monitoring Report also confirms that communication with Central Administration is clear, timely, accurate and made available to all constituents. Both the UPR System and institutional governance and leadership have been dedicated to implementing their respective action plans for strengthening governance as well as the institutional climate and identity. Specific evidence shows significant progress in the implementation of these plans through all the UPR System and UPRAg.

Current financial difficulties have provided UPRAg with an opportunity to recognize its strengths and challenges, to review its priorities, and to enhance academic and administrative procedures. In doing so, the UPRAg has addressed all challenges diligently and promptly, and is committed to continuing these efforts.

This report concisely demonstrates how our Institution has addressed its effort to strengthening its educational quality, financial stability and effective institutional leadership as achieve compliance with the Standards of the MSCHE Characteristics of Excellence. This continuous self-study process allows us for a Systemic and Institutional-wide understanding by UPRAg’s constituents of the meaning and the need of consistent integration and coordination of mechanisms, resources and efforts for assessment and renewal.
February 29, 2012

Dr. Tito Guerrero III
Middle States Commission on Higher Education
3624 Market Street
Philadelphia, PA 19104-2680

Dear Dr. Guerrero:

Enclose is the University of Puerto Rico at Aguadilla March 2012 Monitoring Report to the Middle States Commission on Higher Education. You will find links along all the Report of evidence that sustained the further steps taken to meet the seven Commission Requirements.

If further information is required, please contact our Accreditation Liaison Officer and Chair of the 2012 Monitoring Report, Prof. Miguel A. Gonzalez by email at miguel.gonzalez20@upr.edu

Cordially,

Ivelice Cardona-Cortés, Ed.D.
Chancellor
June 24, 2011

Prof. Ivelice Cardona Cortes
Acting Chancellor
UPR - Aguadilla
P.O. Box 6150
Aguadilla, PR 00604-6150

Dear Prof. Cardona Cortes:

At its session on June 23, 2011, the Middle States Commission on Higher Education acted:

To accept the monitoring report, to note that an evaluation visit took place, to remove probation, and reaffirm accreditation. To request a monitoring report due by March 1, 2012 documenting further progress in (1) strengthening institutional resources and developing alternative forms of income, including institutional pro-forma budgets that demonstrate the institution's ability to generate a balanced budget for fiscal years 2012 through 2014, including the personnel, compensation, and other assumptions on which these budgets are based; (2) steps taken to ensure timely production of audited financial statements for FY 2011 and subsequent years (Standard 3); (3) further steps taken to improve communication and shared governance, especially in documenting how campus input is solicited and considered in decision making at the System level; (4) evidence of further implementation of the UPR Action Plan, including evidence that the action plan is being assessed and data is used for improvements; (5) evidence that steps have been taken to assure continuity and stability of institutional leadership, particularly in times of governmental transitions; (6) evidence that communication between the Central Administration and the institution, is clear, timely, accurate, and made available to all constituents; and (7) evidence of further progress in implementing a procedure for the periodic objective assessment of the Board of Trustees (Standard 4). To further request an additional monitoring report, due April 1, 2013 documenting (1) implementation of a documented assessment process for quantitative reasoning, including evidence that assessment results are used to strengthen quantitative skills and improve teaching and learning (Standard 12); and (2) further development and implementation of learning goals and appropriate outcomes assessments in all the programs, including evidence that assessment results are used to improve teaching and learning (Standard 14). The Periodic Review Report is due June 1, 2016.

Enclosed for your information is a copy of the Statement of Accreditation Status for your institution. The Statement of Accreditation Status (SAS) provides important basic information about the institution and its affiliation with the Commission, and it is made available to the public in the Directory of Members and Candidates on the Commission's website at www.msche.org. Accreditation applies to the institution as detailed in the SAS; institutional information is derived from data provided by the institution through annual reporting and from Commission actions. If any of the institutional information is incorrect, please contact the Commission as soon as possible.

Please check to ensure that published references to your institution's accredited status (catalog, other publications, web page) include the full name, address, and telephone number of the accrediting agency. Further guidance is provided in the Commission's policy statement Advertising, Student Recruitment, and Representation of Accredited Status. If the action for your institution

The Middle States Commission on Higher Education accredits institutions of higher education in Delaware, the District of Columbia, Maryland, New Jersey, New York, Pennsylvania, Puerto Rico, the U.S. Virgin Islands, and other locations abroad.
includes preparation of a progress report, monitoring report or supplemental report, please see our policy statement on *Follow-up Reports and Visits*. Both policies can be obtained from our website.

Please be assured of the continuing interest of the Commission on Higher Education in the well-being of UPR - Aguadilla. If any further clarification is needed regarding the SAS or other items in this letter, please feel free to contact Dr. Tito Guerrero, Vice President.

Sincerely,

Michael F. Middaugh, Ed.D.
Chair

c: Dr. Miguel Munoz, Acting President, University of Puerto Rico Central Administration
   Mr. Justo Reyes-Torres, Executive Director, Puerto Rico Council on Higher Education
STATEMENT OF ACCREDITATION STATUS

UPR - AGUADILLA
P.O. Box 6150
Aguadilla, PR 00604-6150
Phone: (787) 890-2681; Fax: (787) 891-3455
www.uprag.edu

Chief Executive Officer: Prof. Ivelice Cardona Cortes, Acting Chancellor

System: University of Puerto Rico Central Administration
Dr. Miguel Munoz, Acting President
G.P.O. Box 4984-G
San Juan, PR 00936
Phone: (787) 759-6061; Fax: (787) 759-6917

INSTITUTIONAL INFORMATION

Enrollment
(Headcount): 3332 Undergraduate
Control: Public
Affiliation: State
Carnegie Classification: Baccalaureate - Diverse Fields
Degrees Offered: Associate's, Bachelor's
Distance Education Programs: No

Accreditors Approved by U.S. Secretary of Education: National Council for Accreditation of Teacher Education


Instructional Locations

Branch Campuses: None
ACCREDITATION INFORMATION

Status: Member since 1976
Last Reaffirmed: June 23, 2011

Most Recent Commission Action:

June 23, 2011: To accept the monitoring report, to note that an evaluation visit took place, to remove probation, and reaffirm accreditation. To request a monitoring report due by March 1, 2012 documenting further progress in (1) strengthening institutional resources and developing alternative forms of income, including institutional pro-forma budgets that demonstrate the institution's ability to generate a balanced budget for fiscal years 2012 through 2014, including the personnel, compensation, and other assumptions on which these budgets are based; (2) steps taken to ensure timely production of audited financial statements for FY 2011 and subsequent years (Standard 3); (3) further steps taken to improve communication and shared governance, especially in documenting how campus input is solicited and considered in decision making at the System level; (4) evidence of further implementation of the UPR Action Plan, including evidence that the action plan is being assessed and data is used for improvements; (5) evidence that steps have been taken to assure continuity and stability of institutional leadership, particularly in times of governmental transitions; (6) evidence that communication between the Central Administration and the institution, is clear, timely, accurate, and made available to all constituents; and (7) evidence of further progress in implementing a procedure for the periodic objective assessment of the Board of Trustees (Standard 4). To further request an additional monitoring report, due April 1, 2013 documenting (1) implementation of a documented assessment process for quantitative reasoning, including evidence that assessment results are used to strengthen quantitative skills and improve teaching and learning (Standard 12); and (2) further development and implementation of learning goals and appropriate outcomes assessments in all the programs, including evidence that assessment results are used to improve teaching and learning (Standard 14). The Periodic Review Report is due June 1, 2016.

Brief History Since Last Comprehensive Evaluation:

November 16, 2006: To accept the Periodic Review Report and to reaffirm accreditation. To request a progress letter, due October 1, 2008, documenting the use of appropriate assessments of the attainment of learning goals at the program and course level. The next evaluation visit is scheduled for 2010-2011.

November 20, 2008: To accept the progress letter. The next evaluation visit is scheduled for 2010-
June 24, 2010:

To note receipt of the voluntary information report. To place the institution on probation because of a lack of evidence that the institution is in compliance with Standard 4 (Leadership and Governance) and Standard 11 (Educational Offerings). To request a monitoring report due by September 1, 2010, documenting evidence that the institution has achieved and can sustain ongoing compliance with (1) Standard 4 (Leadership and Governance), including but not limited to the development and implementation of clear institutional policies specifying the respective authority of the different governance bodies and their respective roles and responsibilities in shared governance; and (2) Standard 11 (Educational Offerings), including but not limited to a plan for assuring the rigor, continuity, and length of courses affected by the institution's closure. In addition, the report should document evidence of the development and/or implementation of a long-term financial plan, including steps taken to improve the institution's finances and the development of alternative funding sources (Standard 3). An on-site evaluation will follow submission of the report. The purpose of the on-site evaluation is to verify the information provided in the monitoring report and the institution's ongoing and sustainable compliance with the Commission's accreditation standards. To further direct a prompt Commission liaison guidance visit to discuss the Commission's expectations for reporting. To note that the institution remains accredited while on probation. To note that the next evaluation visit is still scheduled for 2010-2011.

November 18, 2010:

To note that the Commission liaison guidance visit took place. To document receipt of the monitoring report and to note the visit by the Commission's representatives. To continue the institution's probation due to a lack of evidence that the institution is in compliance with Standard 3 (Institutional Resources) and Standard 4 (Leadership and Governance). To request a monitoring report due by March 1, 2011, documenting evidence that the institution has achieved and can sustain ongoing compliance with Standards 3 and 4, including but not limited to (1) five-year financial projections for the UPR System including information from audited financial statements for fiscal year 2010; (2) institutional pro-forma budgets that demonstrate the institution's ability to generate a balanced budget for fiscal years 2012 through 2015, including the personnel, compensation, and other assumptions on which these budgets are based (Standard 3); (3) evidence of implementation of clear institutional policies specifying the respective authority of the different governance bodies and their respective roles and responsibilities in shared governance; (4) evidence that the Board of Trustees assists in generating resources needed to sustain and improve the institution; (5) evidence of a procedure in place for the periodic objective assessment of the Board of Trustees in meeting stated governing body objectives and responsibilities; (6) evidence that steps have been taken to assure continuity and stability of institutional leadership, particularly in times of governmental transition; (7) evidence that the UPR Action Plan is implemented, that it is assessed, and the data are used for continuous improvement of the institution's processes; (8) evidence that steps have been taken to improve shared governance, especially in documenting how campus input is solicited and considered in decision
making at the System level; and (9) evidence that communication between the Central Administration and the institution and within the institution, is clear, timely, and accurate, and that the sources of such communications are clearly defined and made available to all constituents (Standard 4). To note that the institution's evaluation visit will take place as scheduled in Spring 2011 and that this visit will include consideration of this report. To note that the institution remains accredited while on probation.

Next Self-Study Evaluation: 2012 - 2021


Date Printed: June 24, 2011

DEFINITIONS

Branch Campus - A location of an institution that is geographically apart and independent of the main campus of the institution. The location is independent if the location: offers courses in educational programs leading to a degree, certificate, or other recognized educational credential; has its own faculty and administrative or supervisory organization; and has its own budgetary and hiring authority.

Additional Location - A location, other than a branch campus, that is geographically apart from the main campus and at which the institution offers at least 50 percent of an educational program. ANYA ("Approved but Not Yet Active") indicates that the location is included within the scope of accreditation but has not yet begun to offer courses. This designation is removed after the Commission receives notification that courses have begun at this location.

Other Instructional Sites - A location, other than a branch campus or additional location, at which the institution offers one or more courses for credit.

Distance Education Programs - Yes or No indicates whether or not the institution has been approved to offer one or more degree or certificate/diploma programs for which students could meet 50% or more of their requirements by taking distance education courses.

EXPLANATION OF COMMISSION ACTIONS

An institution's accreditation continues unless it is explicitly suspended or removed. In addition to reviewing the institution's accreditation status at least every 5 years, actions are taken for substantive changes (such as a new degree or geographic site, or a change of ownership) or when other events occur that require review for continued compliance. Any type of report or visit required by the Commission is reviewed and voted on by the Commission after it is completed.

In increasing order of seriousness, a report by an institution to the Commission may be accepted, acknowledged, or rejected.

Levels of Actions:

Grant or Re-Affirm Accreditation without follow-up

Defer a decision on initial accreditation: The institution shows promise but the evaluation team has identified issues of concern and recommends that the institution be given a specified time period to address those concerns.

Postpone a decision on (reaffirmation of) accreditation: The Commission has determined that there is insufficient information to substantiate institutional compliance with one or more standards.
Continue accreditation: A delay of up to one year may be granted to ensure a current and accurate representation of the institution or in the event of circumstances beyond the institution’s control (natural disaster, U.S. State Department travel warnings, etc.)

Recommendations to be addressed in the next Periodic Review Report: Suggestions for improvement are given, but no follow-up is needed for compliance.

Supplemental Information Report: This is required when a decision is postponed and are intended only to allow the institution to provide further information, not to give the institution time to formulate plans or initiate remedial action.

Progress report: The Commission needs assurance that the institution is carrying out activities that were planned or were being implemented at the time of a report or on-site visit.

Monitoring report: There is a potential for the institution to become non-compliant with MSCHE standards; issues are more complex or more numerous; or issues require a substantive, detailed report. A visit may or may not be required.

Warning: The Commission acts to Warn an institution that its accreditation may be in jeopardy when the institution is not in compliance with one or more Commission standards and a follow-up report, called a monitoring report, is required to demonstrate that the institution has made appropriate improvements to bring itself into compliance. Warning indicates that the Commission believes that, although the institution is out of compliance, the institution has the capacity to make appropriate improvements within a reasonable period of time and the institution has the capacity to sustain itself in the long term.

Probation: The Commission places an institution on Probation when, in the Commission’s judgment, the institution is not in compliance with one or more Commission standards and that the non-compliance is sufficiently serious, extensive, or acute that it raises concern about one or more of the following:

1. the adequacy of the education provided by the institution;
2. the institution’s capacity to make appropriate improvements in a timely fashion; or
3. the institution’s capacity to sustain itself in the long term.

Probation is often, but need not always be, preceded by an action of Warning or Postponement. If the Commission had previously postponed a decision or placed the institution on Warning, the Commission may place the institution on Probation if it determines that the institution has failed to address satisfactorily the Commission’s concerns in the prior action of postponement or warning regarding compliance with Commission standards. This action is accompanied by a request for a monitoring report, and a special visit follows. Probation may, but need not always, precede an action of Show Cause.

Suspend accreditation: Accreditation has been Continued for one year and an appropriate evaluation is not possible. This is a procedural action that would result in Removal of Accreditation if accreditation cannot be reaffirmed within the period of suspension.

Show cause why the institution's accreditation should not be removed: The institution is required to present its case for accreditation by means of a substantive report and/or an on-site evaluation. A "Public Disclosure Statement" is issued by the Commission.

Remove accreditation. If the institution appeals this action, its accreditation remains in effect until the appeal is completed.

Other actions are described in the Commission policy, "Range of Commission Actions on Accreditation."