

Monitoring Report
Submitted to
Middle States Commission on Higher Education

UNIVERSITY OF PUERTO RICO AT CAROLINA
September 1, 2010

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Special Team Visit
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Compact Disc (CD) Documents:

- UPRCA Catalog
- UPRCA Faculty handbook
- UPR Student handbook
- UPRCA Organizational Chart
- UPR Audited Financial Statements 2007, 2008, 2009
- UPRCA IPEDS Finance 2008-2009
- UPRCA Institutional Profile 2008-2009
- Appendixes :
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LIST OF ABBREVIATIONS

ACR	UPR - Administration of Regional Colleges
CEPED	Community Empowerment Program for Economic Development
CIAAPP	Institutional Committee of Accreditation, Assessment, Budget and Planning
DECEP	Continuing Education & Professional Studies
NEH	National Endowment for the Humanities
OSP	UPRCA Operational Strategic Plan
UNEX	Extended University
UPR	University of Puerto Rico
UPRCA	University of Puerto Rico at Carolina

Introduction

The University of Puerto Rico at Carolina (UPRCA) was founded as a Carolina Regional College under the UPR Administration of Regional Colleges (ACR) in September 1974 in Carolina, which is part of the San Juan metropolitan area. On July 1, 1999, administrative autonomy was granted and the College became the University of Puerto Rico at Carolina (UPR-Carolina).

The main governing system of the UPR consists of the Board of Trustees, the President of the University System, the University Board and Chancellor. The Chancellor is the highest- level authority and is assisted by an Academic Senate, and Administrative Board, and the Deans of Academic, Administrative and Student Affairs. The Chancellor appoints all academic department chairpersons after consulting with the members of the department.

UPRCA has been fully accredited since June 1978 by the Middle States Association of Colleges and Secondary Schools' Commission on Higher Education (MSA-CHE), a status that was reaffirmed in 2001 for the next ten-year period. At present, the institution is on probation and in the reaccreditation process for the next self-study visit in 2010-2011.

UPRCA offers six unique baccalaureate degrees within the UPR system. These are: Hotel and Restaurant Administration, Graphic Arts, Business Advertising, Multidisciplinary Studies with a major in Tourist Culture, and Criminal Justice with majors in Forensic Psychology, Law and Society. UPRCA also offers baccalaureate degrees in Office Systems and in Business Administration with majors in Finance and Management. In addition, seven associate degrees are offered and include Hotel Administration, Interior Design, Automotive Technology, Mechanical Engineering Technology, Instrumentation Engineering and Control Systems Technology, Physical Education and Recreation for the Disabled, and Office System.

Furthermore, the institution offers transfer programs in the areas of Education, Humanities, Natural Sciences, in addition to fifteen other transfer programs to the Medical Sciences, University of Puerto Rico – Río Piedras Campus, Social Studies, Secondary Education and Modern Linguistics. UPRCA offers federally funded programs such as Upward Bound and Student Support Services as additional academic options to students and the general community. The Division of Continuing Education also

sponsors short courses, certificate programs, seminars, and workshops without academic credit.

As of fall 2009, a faculty of 278 and 277 non-teaching personnel attends an enrollment of 4,321 students. The majority of our students come from the San Juan areas. As of fall 2009, the student body consists of 2,759 females and 1,562 males between 18 and 24 years of age.

The University of Puerto Rico at Carolina works under special quarter-term system, the only unit in the UPR system, which allows the students to obtain their bachelor or associate's degrees in a shorter period of time as compared to a semester. The quarter-term system consists of three ten week sessions that cover the entire academic year. The third quarter-term at Carolina started on April 12, 2010, nine days before initiating the stoppage on April 26, 2010.

The General Student Council celebrated an assembly on April 22, 2010 to discuss the moratorium on exemption, Certification 98 (2009-2010) of the Board of Trustees, and the reduction of the annual budget for the UPR system. As a result of the meeting, the students voted on a forty-eight stoppage on April 26 and 27 in disagreement of Certification 98 and reduction of the annual budget. On April 28, 2010 the students who supported the strike convoked an extraordinary meeting in the main entrance of the UPRCA Campus requesting an indefinite strike vote to support the students at the University of Puerto Rico, Río Piedras Campus and other UPR Campuses in stoppage as well. The students approved the indefinite strike.

The Chancellor, the Dean of Student Affairs and the Assistant Dean of Academic Affairs were present in front of the university to ensure compliance with administrative and academic goals. As well, they continued the dialogue process with students of the UPRCA. During the conflict the Chancellor guided and oversaw: The progress on the MSCHE Self-study report, the preparation and submittal of external funding proposals, the admission and orientation processes for new students, amendments to the academic calendar and the preparation of class schedule for the fall term among other tasks.

The Chancellor and Deans held meetings with directors, staff and other constituents to continue with administrative activities. For example, the admission process for new students, the development of two federal proposals, and reports were not interrupted. Also during the conflict the courses programmed by Continuing Education were offered

off campus at Angel Millán Public School in Carolina to comply with the contact hours required. (See Appendix 1-Email Continuing Education-DECEP)

Before reopening the university, an inspection of the facilities was made by the Chancellor, the Administrative Dean, the University lawyer, and the Carolina Police Captain to report damages on vandalism. The report included shattered glass of display cabinet, and official vehicle, broken doors and decorative fountain.

The university reopened on June 23, 2010 for the clean-up of the institution and administrative work. Faculty and students returned to classes on June 28, 2010 to continue with the courses and end the third quarter term on August 27, 2010. The Chancellor informed the beginning of classes on the press, by email and on the University Web Page. (See Appendix 2-Press Communications)

In a letter dated June 25, 2010, the Middle States Commission on Higher Education (MSCHE) placed the University of Puerto Rico at Carolina (UPRCA) on probation because of a lack of evidence that the institution was on compliance with Standard 4 (Leadership and Governance) and Standard 11 (Educational Offerings). The Commission requested UPRCA to submit 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) and, including but not limited to the development and implementation of clear institutional policies specifying the specific authority of the different governance bodies and their specific 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. Also, 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).

Standard 4: Governance and Leadership

Commission's Action

The Commission requested UPRCA to document evidence that has achieved and can sustain ongoing compliance with Standard 4 including but not limited to the development and implementation of clear institutional policies specifying the specific authority of the different governance bodies and their specific roles and responsibilities in shared governance.

Overview

This section of the UPRCA Monitoring Report links the Periodic Review 2006, the Monitoring Report 2009 and the current Leadership and Governance status; establishing past, present and sustained actions to Foster an Enhanced Institutional Climate and Identity, to Cultivate an Open University Culture and to Revisit and Empower Leadership and Governance of the UPRCA's. For each topic there will be a summary, a discussion and analysis of actions to sustain the standard compliance.

Table 1
Actions taken by UPRCA to ensure institutional functioning during and after closure

Structure	Actions taken
Chancellor	<ul style="list-style-type: none"> • Continuous communication with the UPR President and with the Board of Trustees to discuss issues related to the student conflict. • Meetings with institutional leadership and with student representatives to keep them informed about closure's impact and to coordinate institutional processes. • Meeting with campus security personnel for coordinating strategies and procedures for addressing closure situations. • Track the progress on the MSCHE Re-accreditation (Self-study report). • Follow-up to the preparation and submittal of external funding proposals. • Continuous communication with freshmen students and their parents. • Disclosure of information to the press and to the university and external community concerning the institution's closure and related future actions.
Administrative Board	<ul style="list-style-type: none"> • Approval of amended calendar for the third term of academic year 2009 – 2010 • Discussion and approval of the Operational Budget 2010-2011. • Approval of amended calendar for the Administrative Board. • Considered special leaves, economical aids, permanencies and rank promotions.
Dean of Academic Affairs	<ul style="list-style-type: none"> • Recommendations to amend the 2009-2010 academic calendar in order to resume and complete the third quarter-term session. • Stipulation of directives for documenting student and faculty attendance. • Revision of dates in Institutional Faculty Personnel Committee calendar for evaluating records of rank promotion candidates. • Preparation of class schedules for the fall term, academic year 2010-2011. • Arrangements for the continuation of externally funded institutional projects and proposals. • Ensure the establishment of amendment to faculty contracts, to ensure the compliance with the contact hours.

Structure	Actions taken
Dean of Student Affairs	<ul style="list-style-type: none"> • Coordination and completing the admission process for freshmen 2010, including continuous orientation about procedures and required documents via e-mail, postings at the web page, phone calls, and regular mail. • Performance of adequate guidance to both freshmen and parents, and receipt of required documents at an out of campus location. • Provision of online counseling to students asking about admission, internships, transfers, special permits, economic assistance, medical insurance, and other questions. • Student participation in student governance elections.
Administrative Affairs Dean	<ul style="list-style-type: none"> • Performance of payroll schedule. • Assurance of proper vigilance of institutional facilities and property. • Implementation of scheduled maintenance plan of equipment and facilities. • Follow-up and monitoring the procurement of services for the fiscal year 2010-2011. • Ensure the establishment of amendment of contracts to ensure continuity of services. • Develop of the Operational Budget for fiscal year 2010-2011.

The UPRCA seeks to foster an environment that supports an Open University Culture that values diversity of ideas, guarantees and encourages freedom of speech and the right to dissent, while safeguarding the rights and responsibilities of all members of the University community with the continuity of the institutional education, research and service mission.

The Board of Trustees at its meeting on July 25, 2005, through the Certification #90, established an Institutional Policy about Aperture & Access to University Property. This policy establishes the dialogue and the communication as a mechanism to resolve university disputes, protecting the access to university property. Non-compliance with this certification affected temporarily and partially the operation of the UPRCA, when ten of the eleven campuses remained closed supporting the stoppage.

The main goal for the compliance rests on the fundament to optimize the flow and exchange of timely and accurate information and broaden opportunities for productive communication and input to all sectors of the University Community, to stimulate a climate of trust, collaboration, commitment and identification with the institution's mission, goals, and challenges.

The UPR General Bylaws defines roles and responsibilities of major administrative positions. But UPRCA through Certification 11 (2009-10) of the Academic Senate re-defined duties and responsibilities of the academics directors (See Appendix 3, Certification Number 11-2009-10, and Revised Director Duties). Once a year, the Dean of Academic Affairs evaluates performance of program's directors, as a tool to improve the academic offering, student services and the compliance of systemic, institutional and departmental vision and mission; and institutional and programs learning outcomes.

FOSTER AN ENHANCED INSTITUTIONAL CLIMATE AND IDENTITY

To ensure the compliance with this principle, the UPRCA's leadership and governance were evaluated based on three mayor objectives: to identify the institution's leadership and governance structures and determine their transparency and effectiveness; to determine how the decision and policy making processes ensure autonomy, integrity, identity and the participation of constituencies and; to determine whether there is effective performance of leadership and governance responsibilities and their consistency with mission and goals.

The UPR governance structure, as defined by the Law of the University of Puerto Rico (Law Number 1 of January 20, 1966, as amended), supports the creation of structures sustained on the principles of participation, establishing different governing bodies constituted by a representative system of units comprised of academic and service sectors. However decisions on institutional guiding principle and standards in core issues correspond to the higher governance body, UPR's Board of Trustees

At unit level, the governing structure is composed of the Chancellor, the Administrative Board, the Academic Senate, the Academic, Administrative, and Student deanships and the directors of offices and academic departments. The deliberative bodies serve as advisors to the Chancellor and rely upon the support of an administrative structure for the implementation of the certifications, resolutions, or agreements approved concerning institutional development.

The Chancellor is responsible for administrative and academic decisions. Recommendations for review of institutional bylaws and normative are discussed at the Academic Senate and at the Administrative Board as established in the UPR's General Bylaw. The Academic Senate is integrated by representatives elected by majority of votes of the constituents and chaired by the Chancellor as establish.

The Academic Senate is the official forum of the academic community. In it, the faculty participates in institutional processes, cooperating and collaborating closely in setting academic standards within the prerogatives established by the UPR law. The Academic Senate decisions are expressed through certifications and fully disclosed at unit level and systemically disclosed at Board of Trustees Certification Web Address.

The decisions, once approved by majority of votes, if they imply an administrative decision, are sent to the Administrative Board, a higher governing body. This board is constituted by deans, at least four academic directors, students and faculty representation, an academic senator, the Chancellor and the President. The President and the Chancellor are the authority to establish direction.

This board provides faculty and students with the opportunity to participate in the process of making recommendations on matters that affect them and to the entire institution. The UPRCA provides opportunities to faculty members and students to express their opinions and to take part with recommendations in the decision-making. Evidence of this is established in the minutes and records of the different participatory bodies. As soon as administrative duties continue, the Administrative Board is able to restart their work as usual; evidence of this is the citations and agendas for the last three meetings. [See Appendix 4, Meeting Call Numbers 1, 2 & 3-2010-2011].

The Chancellor is the higher academic and administrative official; this implies to guide and oversee the compliance with regulations and administrative decisions, guide and oversee the compliance of the mission and vision, develop and follow the operational budget, represent all the constituencies in other academic and administrative forums. Before, during and after the student conflict, the UPRCA's Chancellor and Deans had maintained an Open Door policy as a mechanism to promote communication with different constituencies.

As mentioned earlier, UPR's General Bylaw guarantees to faculty and students an equal representation in UPRCA's governing bodies, to ensure their participation and recommendations in all academic and administrative decision-making processes. However, faculty members, staff and student representation can be directly involved at departmental level and in other participatory organizations and bodies.

Faculty members have the opportunity to participate in faculty meetings which occur at least once per term, established in UPR's General Bylaws. At the same time, extraordinary meetings can also convene as needed. In addition, the institution provides departmental and institutional committees, which allows faculty, administrative personnel and students with opportunities to participate at various levels. The UPRCA Chancellor appoints committees, while department heads and supervisors appoint departmental committees.

Another body in which students, administrators, and faculty make recommendations regarding student discipline is the Disciplinary Board. This board is composed by: the Dean of Students' Affairs, two members of the Senate elected by their peers, and two student representatives, as stipulated by the General Student Bylaw. To channel students concerns, the Student Council was established to discuss issues affecting them, as well as to provide a forum in which they can express their ideas and initiatives for the UPRCA institution. The student Council is an official forum for the student community. Their members are elected every year and are the official student's representative in the UPRCA's main governing bodies. Students have representation on the Board of Trustees (one student), the University Board (one student), the Academic Senate (4 students) and the academic departments. They also have representation in the Accrediting Board for Student's Organizations.

Members of students' organizations and the students also have the opportunity to present ideas, issues and concerns to Program's Directors and to the Dean of Student Affairs. Student representations are present in institutional and faculty meetings, departmental committees, and others. As shaped by the UPR's General Bylaws, the University of Puerto Rico system is committed to the participation of all constituencies. The academy, the students and the staff are continually and actively participating in committees at departmental, institutional and systemic levels as a mechanism to integrate, improve teamwork and create a sense of commitment and identity.

Successful operation of an educational institution such as the University of Puerto Rico at Carolina requires competent administrative officials and staff members. Since they provide institutional leadership and manage the day-to-day activities at the university, they must possess the necessary skills, time and support to establish policies, procedures and standards, and to achieve institutional goals. The UPRCA's Acting Chancellor has appointed highly qualified, experienced and committed professionals to the different administrative positions such as Deans, Department heads and Support staff. Many of whom have worked in administrative positions in the past, ensuring continuity.

Administrative officials at UPRCA understand the importance of the decisions they have to make. Also, they have to strengthen the collegiate culture and climate and share responsibility through the creation for the intersectoral relationships. They know that they occupy leadership positions with significant responsibilities. Coordinating and interacting with faculty, students, parents, employees, community members, business leaders, local and United States policymakers can be fast paced and stimulating, but also stressful and demanding. However, the organizational structure at different levels (departmental, deanship, chancellorship) is appropriate to manage all the issues and needs, and support an environment that promotes freedom of speech and safeguards the rights and access to all constituents.

Foster and Enhanced Institutional Climate and Identity

The UPRCA is taking steps to approach and motivate more faculty members, students and staff to get involved within departmental and institutional activities through participation on forums, and community involvement initiatives. Many of these are listed in Academic Department's Annual Reports and the Chancellor's Achievement Report that are present at ordinary faculty meetings. The purpose is to create a working environment that promotes teamwork and consensus to foster empowerment and strengthen institutional identity to optimize the flow and exchange of timely and accurate information and broaden opportunities for productive communication and input to all sectors of the University Community, to stimulate a climate of trust,

collaboration, commitment and identification with the institution's mission, goals, and challenges.

Some of the actions that are in process to implement are: the disclosure of information to the university community concerning the institution's closure and related future actions, also the Chancellor is encouraging the discussions of institutional core problems at all academic and administrative levels. Another step to stimulate a climate of trust, collaboration, commitment and identity is the initiative to increase the participation of the representatives of all constituencies in planning and budgeting processes through designation of students, faculty, administrative and representatives of labor organization to a multidisciplinary committee and to a Task Force for the evaluation of the institutional effectiveness and efficiency.

At present, the Chancellor offers monthly reports to the Administrative Board and to the Academic Senate. At the end of every quarter-term, the Chancellor offers a complete report to faculty members, as a mechanism to promote sharing information. The Chancellor may also convene extraordinary meetings when deem necessary. Irregular situations, like the closure, required an extraordinary faculty meeting that was conducted on July 1st, 2010. At that meeting the faculty had the opportunity to discuss details of the revised academic calendar, the importance of complying with the lecture period, and the implications of probation by the MSCHE

However, the UPRCA's administration recognizes the need to reach the community opinions in a better way, like direct dialogue within committees and other mechanisms that may encourage a more ample participation. Also the administration identified a need to improve the diffusion of institutional issues through forums and bulletins to promote institutional problems discussions at classroom level.

Cultivate an Open University Culture

Although the communication bridges have been kept open and participation encouraged, the Chancellor has been creating and evaluating mechanisms to promote an open university at all levels. The Chancellor is taking steps to promote an Open University Culture ; the following actions have been identified: Notify and guidance on the Institutional Policy about Aperture & Access to University Property [Board of Trustees Certification #90 (2004-05)], Understand constituencies' opinions through dialogue committees and other mechanisms, which allow participation of the University Community in the recognition of problems and finding solutions, through discussion forums and surveys about institutional environment, among other mechanisms.

Other steps to promote an Open University Culture are the Improvement of the communication and diffusion of institutional issues through electronic forums, newsletters and bulletins; assess the efficacy of leadership and institutional governance

and establish calendars with different sectors of the community as a mechanism to achieve equitable representation of diverse sectors in university forums.

REVISIT AND EMPOWER LEADERSHIP AND GOVERNANCE

The main goal for the compliance rests on the process of revisiting the roles and responsibilities of all constituents of the institution's leadership and governance to foster an environment that stimulates and enforces compliance with the best practices in University rules and regulations, leadership, governance and institutional integrity accreditation standards, to ensure an empowered and committed leadership effectively supporting the accomplishment of the institution's mission in a manner appropriate to their charge.

The Chancellor is taking steps to ensure the compliance with UPR Law, the UPR General Bylaws, the requirement for institutional license an accreditation, and policies that govern institutional operational operations, roles and responsibilities of members in governance, leadership, and the advisory functions, and other recognized organizations by the institution. Some of the actions that are in process to implement are: Development of a series of trainings to Department heads in their duties, functions and responsibilities to reaffirm and require compliance with institutional policies, fomenting discussions of policies, procedures, duties, functions and responsibilities.

Other initiatives to strengthening the Governance are the document assessment of the effectiveness of governance within the different institutional structures, improving assessment tools to determine the efficacy of functions and duties of deliberative bodies, developing a protocol for the implementation and evaluation of the best practices, establishing periodic assessment of the efficiency of leadership and governance of the institution and implementing evaluations for the work of the governing bodies.

ACTION PLAN**UNIVERSITY OF PUERTO RICO ACTION PLAN AT CAROLINA****STANDARD 4 – LEADERSHIP AND GOVERNANCE**

As a result of a critical self-assessment of the events and circumstances that surrounded the student conflict in context with the concerns and expectations contained in the Commission's Action, the related action by the US Department of Education, the internal and external environmental factors, and the relevant elements of Standard 4, the following action plan is organized in three prongs: **Foster an Enhanced Institutional Climate and Identity, Cultivate an Open University Culture, and Revisit and empower Leadership and Governance at all levels**

A. Foster an Enhanced Institutional Climate and Identity

GOAL: Optimize the flow and exchange of timely and accurate information and broaden opportunities for productive communication and input to all sectors of the University Community, to stimulate a climate of trust, collaboration, commitment and identification with the institution's mission, goals, and challenges.

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	CURRENT AND EXPECTED OUTCOMES
1- Disclosure of information to the university community concerning the institution's closure and related future actions.	1.1 Extraordinary faculty meeting 1.2 .Ordinary meeting of the Administration Board 1.3 Ordinary meeting of the Academic Senate	Chancellor Chancellor Chancellor	July 1 st , 2010 July 20, 2010 July 25, 2010	1.1 Amply discussion of current concerns and expectations. 1.2 Chancellor's Report on the current status of the MSCHE probation and current administrative situation. 1.3 Chancellor's Report and discussion on current academic situation.
2- Encourage discussions of institutional core problems at all academic and administrative levels.	2.1 Promote departmental meetings where contributing to the discussion of the institutional core problems and possible solutions.	Department Heads	1st quarter 2010-2011	2.1 Minutes and a Report summarizing main issues and possible actions.

B. CULTIVATE AN OPEN UNIVERSITY CULTURE

GOAL: Support an Open University Culture that values diversity of ideas, guarantees and encourages freedom of speech and the right to dissent, while safeguarding the rights and responsibilities of all members of the University community with the continuity of the institutional education, research and service mission.

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	CURRENT AND EXPECTED OUTCOMES
1- Notify and guidance on the Institutional Policy about Aperture & Access to University Property [Board of Trustees Certification #90 (2004-05)]	1.1 Submit Certification #90 to the university community.	Chancellor	1er quarter 2010-2011	1.1 Distribution of the Certification through institutional e-mails.
2- Know constituencies' opinions through dialogue committees and other mechanisms, which allow participation of the University Community in the recognition of problems and finding solutions.	2.1 Create discussion forums and surveys about institutional environment, among other mechanisms.	Dean of Academic Affairs and OPEI	2nd quarter 2010-2011	2.1 Substantial participation of all constituencies
3- Improve the communication and diffusion of institutional issues through forums and bulletins.	2.1 Design and implementation of electronic forums and the distribution of electronic newsletters and bulletins.	Dean of Academic Affairs, Information System Office and Title V Office	2nd quarter 2010-2011	2.1 Formal establishment of a communication mechanism.

C. REVISIT AND EMPOWER LEADERSHIP AND GOVERNANCE AT ALL LEVELS

GOAL: Revisit the roles and responsibilities of all constituents of the institution’s leadership and governance to foster an environment that stimulates and enforces compliance with the best practices in University rules and regulations, leadership, governance and institutional integrity accreditation standards, to ensure an empowered and committed leadership effectively supporting the accomplishment of the institution’s mission in a manner appropriate to their charge.

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	CURRENT AND EXPECTED OUTCOMES
1- Train Department heads on their duties, functions and responsibilities.	1.1 Chancellor’s statement to Department Heads and to the academic community to reaffirm and require compliance of institutional policies.	Chancellor	1er quarter 2010-2011	1.1 Policy informed and implemented
	1.2 Head Department meeting for discuss policies, procedures, duties, functions and responsibilities.	Dean of Academic Affairs	1er quarter 2010-2011	1.2 Faithful compliance with policies, procedures
2- Promote conservatories between Department heads on governance issues in their departments and how address these aspects.	2.1 Department Head Meetings	Chancellor and Dean of Academic Affairs	1er quarter 2010-2011	2.1 Faithful compliance with policies, procedures
	2.2 Development of protocols for the implementation and evaluation of best practices.	Chancellor and Dean of Academic Affairs	1er quarter 2010-2011	2.2 Protocols implemented

Standard 11: Educational Offerings

Commission's Action

The Commission requested UPRCA to document evidence that has achieved and can sustain ongoing compliance with Standard 11 including but not limited to a plan for assuring the rigor, continuity, and length of courses affected by the institution's closure.

Overview

After a prolonged closure, UPRCA with UPR's Central Administration established procedures to assure the fulfillment of its educational offering and Acting Chancellor's meetings with Faculty and non-teaching personnel. Even though the institution was closed, personnel of the UPRCA's Deanships joined in academic and administrative tasks to assure the Institution's academic rigor, length and continuity.

Guarantee Sustained Length, Rigor, and Continuity of Academic Offerings

As earlier stated, UPRCA was reinstated to operate fully and open after three days of intensive maintenance of facilities. In a Press Conference, on June 24, 2010, the President of UPR System stated that UPRCA would be the first of the ten units to open after the stoppage. The Chancellor announced through electronic mail, the University Web-page and the press that UPRCA would resume its third quarter-term on June 28, 2010. (See Appendix 5 -Press communications)

On June 28, 2010, the institution reopened to offer the students' academic offerings. In addition, the Chancellor convened an extraordinary meeting with the faculty on July 1 as a way to reaffirm UPRCA's commitment with its academic offerings (See Appendix 6-Extraordinary Meeting). On that meeting the Chancellor reaffirmed and required compliance of institutional policies. During the meeting, the chancellor informed about the conditions of the facilities after the stoppage and the Probation and its serious implications to the Institution if accreditation is removed.

The Chancellor and the Academic Dean requested amendment of the academic calendar for the third quarter term 2009-2010 for the approval of the Administrative Board. Among the possibilities considered in order to ensure required instruction contact hours in compliance with courses learning goals and objectives, rigor, and depth were to offer classes on holidays, increase ten (10) minutes per class, remove the period for final tests or continue as originally scheduled. If the regular calendar had been continued, it would have affected the academic calendar for 2010-2011 as well as impacted the 2010-2011 Budget.

As a result of this analysis, the option of removing the period of final tests was presented to the Administrative Board for analysis and approval. This option does not affect the forty-five (45) required contact hours. In addition, only the First Quarter Term 2010-2011 was amended and it would not impact the 2011-2012 Budget. The Administrative Board considered the amendments on June 29, 2010 and ratified the amended Academic Calendar 2009-2010 as presented, by Certification Number 43, 2009-2010, and the First Quarter Term Calendar 2010-2011 by Certification Number 44, 2009-2010. (See Appendix 7- Amended Academic Calendars 2009-2010, - First Quarter Term Calendar 2010-2011)

In order to assure completion of required instruction contact hours and other related institutional obligations faculty contracts were amended. Prof. Rafael Gierbolini, Dean of Administrative Affairs, requested Human Resources Specialist Mr. Carlos J. Rivera to make an amendment to the contracts of part-time faculty. It would reschedule contact hours so that they may offer their courses when classes resume after the closure. (See Appendix 8-Amended Service Contract)

The University of Puerto Rico at Carolina has improved in the breadth and depth of the assessment of student learning since the last Self-Study. This process has been developed to closely support the UPRCA's mission by assessing student performance based on the characteristics of graduating students, and by providing information to generate strategic plans at departmental and institutional levels.

In the monthly meeting, the Academic Dean met with the Academic Program Directors to reaffirm continuity of courses and program assessment to ensure content, rigor, breadth and depth of academic activities. Since courses had not been completed, there were no final assessment reports. In that meeting the Academic Dean informed the department directors that assessment reports should be submitted by the end of the third quarter term 2009-2010.

In order to ensure content, rigor, breadth and length, actions were taken to fulfill the institutional commitment with undergraduate students. Third quarter-term courses that began in April and required internships continued during the closure. Students had already been assigned a practice Center and a supervisor. At first, Department Directors, Internship Coordinators, and Supervisors (Faculty), and students maintained communication through e-mail and telephone calls. The Coordinators clarified questions to the supervisors and students and reaffirm the importance of the continuity of the Internship. Meetings with supervisors were held to keep them informed about the procedures to follow with the continuation of the Internship. The Coordinators monitored the Internship by verifying the student attendance and the continuity of the experience in Internship. In addition, Coordinators and supervisors visited the Internship Centers and met with directors and supervisors to continue the internship and keep students informed.

The following Programs continued and finished the Internship in the scheduled time:

- Criminal Justice, Hotel and Restaurant Management (June 2010)
- Multidisciplinary Studies in Tourist Culture (June 2010)
- Graphic Arts (June 2010)
- Office System (June 2010)
- Legislative Internship Jorge A. Ramos Comas (January – May 2010)
- Córdoba Internship in Washington, D.C. (January - May 2010).

The staff of the project Community Empowerment Program for Economic Development (CEPED) continued meeting during the closure and distributed surveys to the participating community.

The following comparative total withdrawal table demonstrates an increase in the results of the last three quarter term periods.

Table 2
Total Withdrawals in the Last Three Quarter Term Periods

Academic Program	2007-08	2008-09	2009-10 Preliminary
Business Administration	24	26	37
Hotel and Restaurant Administration	12	15	30
Tourist Culture	3	5	12
Graphic Arts	1	3	7
Advertisement	5	4	11
Social Sciences	8	9	16
Office Systems	5	11	14
Engineering Technologies	5	12	21
Interior Design	9	3	11
Articulated transfers (Natural Sciences, Education, Humanities)	14	19	53
Total	86	107	212

A comparative analysis of the Department Courses Passing rates will be reported at the beginning of the first quarter term 2010-2011 since classes at our institution finish on August 27, 2010.

The following proposals were submitted on the assigned dates:

- Individual Expanding Student Opportunities and Options -Title V
 - Service of Virtual Reference to the students of Medical Sciences
- National Endowment for the Humanities (NEH) (May 4, 2010-June 26, 2010)
 - Humanities Initiatives Grant for the development of a new program in French
- Project for Sports Complex (May 24, 2010)
 - Proposal for the construction of a Sport Complex at the institution
- Extended University at UPRCA (June 2010)
 - Proposal for the approval of an Associate Degree in Hotel and Restaurant Management through UNEX
- Program for Special Funds assigned through the Office of Violence Against Women (April 26-30)
 - Request funds to strengthen services directed towards the prevention and intervention of violence and discrimination against women.

Research Projects

The following research projects were in progress to be completed at the end of this quarter term.

Table 3
Research Projects for the Academic Year 2009-10

Research Projects for 2009-10 Academic Year	
<i>Faculty member</i>	<i>Title</i>
Dr. Evelyn Ortiz Hernández	Writing proposal: <i>De escrito con análisis de las teorías de aprendizaje</i>
Prof. Jonathan Ramos	Research proposal: <i>“Las prácticas hoteleras y el desarrollo de destrezas gerenciales relevantes a la industria de hospitalidad y turismo: evaluación, expectativas y actitudes gerenciales y supervisores (Fase II)”</i>
Dr. Ángel L. Ortiz Díaz	Research proposal: <i>“Comencemos por las flores”</i>
Dr. Rafael Méndez Tejeda	Research proposal <i>“Trend in indexes of daily temperature extremes in Puerto Rico”</i>
Dr. José A. Peñalbert Ramos	Research proposal <i>“Preparación películas delgadas de AZO en SOL-GEL”.</i>
Dr. Giovanni Di Pietro	Research proposal <i>“Ensayos de literatura dominicana”</i>
Dr. Luis M. Ramírez-Suárez	Research proposal: <i>“La Influencia de la teoría de la evolución de Charles Darwin en la filosofía cosmológica de Charles Sanders Peirce”</i>

Dr. Santiago Román	Research proposal: "El espectro vivo de Lares: La conspiración del eje San Sebastián-Las Marías y las intenciones de regreso de Betances y Vizcarrondo durante la efímera república española en 1873" .
Dr. Carlos Sariol Machado	Research proposal: "Invisibilidad de los pueblos puertorriqueños en los periódicos nacionales" .
Prof. Noraida Domínguez Flores	Research proposal: "Archivo digital de la creación del conocimiento por docentes de la UPR en Carolina" .

The measures taken to guarantee continuity of admission, registration, and financial assistant programs for new students were:

- The Dean of Student Affairs continued uninterrupted communication with the Directors of Admission and Financial Assistance since the first day of the student conflict.
- The Director of Admissions used program software like ORACLE, UPR SIS, ADMISSION, Pell Grants (Software) in her personal laptop and was able to continue monitoring the selection process of new students.
- The Director of Admission sent notification letters to admitted students.
- The Dean of Academic Affairs requested the Directors of Admission, Financial Aid, and Medical Services to send a letter about the required documents to certify the admission, to apply for financial aid, and medical services.
- The Dean of Student Affairs coordinated with the Financial Assistance program and Admission's Office at UPR Headquarters the use of the facilities (offices, conference rooms) for the students of new admission to submit their documents to the corresponding office.
- Orientation letters about the required Admission, Financial Assistance and Medical Services documents were mailed.
- Students were notified by phone to submit the documents.
- Admission and Medical Services documents were submitted at the Biology Building at UPR Central Administration in the Conference Room from 8:00 a.m. to 12:00 m and from 1:00 p.m. to 4:30 p.m.
- The Financial Aid Office accepted documents until July 2010.
- The admission orientation process for new students took place from August 16-19, 2010.
- An extended payment plan will be implemented for those new students who were not able to complete the financial aid process to fulfill the admission process at the institution.

Student complying with graduation requirements at the end of the second quarter term were automatically certified by the Registrar Office as stated by the UPR System policies.

The following table demonstrates the final results of Associate and Bachelor Degrees conferred during the last three years. The table shows that the student conflict did not affect the natural course of the university. Therefore, the graduation rate was sustained and maintained during academic year 2009-10.

Table 4
Associate and Bachelor Degrees Conferred

Degrees Conferred	2007-08	2008-09	2009-10
	534	564	596

Once the institution returned to its regular campus activities, the Chancellor met with the academic community to reaffirm and require compliance of institutional policies. In order to promote on campus the vision of an Open University, discussion forums, electronic forums, newsletter and bulletins on institutional environment are being designed to implement them as mediums of communication with all constituencies.

Also a Task Force for the evaluation of the institutional effectiveness and efficiency is being designated to make recommendations to improve resources and services. New students continued and fulfilled their admission process normally on the reassigned new dates.

ACTION PLAN

UNIVERSITY OF PUERTO RICO ACTION PLAN AT CAROLINA

MIDDLE STATES COMMISSION ON HIGHER EDUCATION
 MONITORING REPORT SEPTEMBER 1, 2010

STANDARD 11: EDUCATIONAL OFFERINGS

AFTER A CRITICAL ANALYSIS OF THE CIRCUMSTANCES RELATED TO THE STUDENT CONFLICT AND ITS IMPACT ON THE ACADEMIC OFFERINGS, FRAMED BY THE RELEVANT ELEMENTS OF STANDARD 11, THE CONCERS AND EXPECTATIONS INCLUDED IN THE COMMISSION’S ACTION AND EXPRESSED DURING THE GUIDANCE VISIT, THE FOLLOWING PLAN OF ACTION WAS ORGANIZED IN ONE MAIN STRATEGY: **GUARANTEE SUSTAINED LENGTH, RIGOR, AND DEPTH OF THE ACADEMIC OFFERINGS.**

A. GUARANTEE SUSTAINED LENGTH, RIGOR, AND DEPTH OF THE ACADEMIC OFFERINGS

GOAL: GUARANTEE THE CONTINUITY AND THE APPROPRIATE CONTENT, RIGOR, COHERENCE AND LENGTH OF THE INSTITUTION’S ACADEMIC AND RESEARCH ENDEAVORS AT ALL TIMES, TO SUPPORT AN EFFECTIVE AND SEAMLESS STUDENT LEARNING PROCESS AND ADVANCEMENT TOWARD THEIR DEGREES IN HARMONY WITH THE OPEN UNIVERSITY CULTURE.

Actions	Activities	Responsible System and Unit	Timeframe	Current and expected Outcomes
1. Implement institutional policies in alignment with licensing and accreditation requirements to ensure content, rigor, breadth, and length of undergraduate courses in order to comply to their learning goals and objectives.	1. Chancellor’s e-mail to the academic community to reaffirm and require compliance of institutional policies	Chancellor		Policy informed implemented
	Extraordinary meeting with the faculty to reaffirm and require compliance of institutional policies.	Chancellor	July 1, 2010	Agenda, Faculty meeting attendance
	2. Academic Dean meeting with the Department Directors	Academic Dean	June 12, 2010	Agenda, Attendance

<p>3. Achieve institutional student learning outcomes as defined for academic programs and courses.</p>	<p>1. Comparative analysis of student learning assessment data (pre and post tests, grades distribution, total withdrawals, incompletes, and academic degrees granted) aggregated by courses and programs during third quarter terms of previous years.</p>	<p>Academic Dean Departmental Directors Office of Planning</p>	<p>September 2010</p>	<p>Comparative analysis Report and actions taken based on assessment data.</p>
<p>4. Implement measures to assure access to the learning and research resources, and availability of other essential student services.</p>	<p>Departmental Analysis to define student needs</p>	<p>Academic Dean</p>	<p>August 2010</p>	<p>Departmental Report</p>
<p>5. Implement strategies and measures for guarantee continuity of processes such as: admission, registration, and financial assistance programs, and other essential student services</p>	<p>Coordination and implementation of the continuing process of admission, registration, and financial assistant programs for new students</p> <p>Agreements of collaboration for the use of external facilities for the academic and administrative activities under extraordinary situations.</p>	<p>Chancellor; Deans; Registrar; Admission Director; Financial Assistant; Program Directors</p> <p>Chancellor; Academic and Administration Deans</p>	<p>- July 2010</p> <p>May - June 2010</p>	<p>Academic Calendars</p> <p>Collaboration agreements with the UPR Central Administration facilities Juan Millan Public School in Carolina</p>

Standard 3: Institutional Resources

Commission's Action

The Commission requested UPRCA to document evidence that has achieved and can sustain ongoing compliance with Standard 3 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.

Overview

The annual budget allocation process is consistent with systematic and existing internal policies and procedures. The University uses a centralized incremental approach to budgeting and resource allocation, as established by the UPR Board of Trustees and Central Administration's regulations and internal procedures. The budget is assigned according to the financial allocation of previous years, plus changes in expense priorities, which mainly consist of salary commitments.

After receiving the annual budget certification by the Board of Trustees, decisions on resource allocation are made. The Chancellor, the Dean of Academic Affairs, the Dean of Administration and the Budget Director distribute the resources and submit the distribution to the Administrative Board for Approval, following constraints established by Central Administration and the Board of Trustees.

The UPRCA Operational Strategic Plan (OSP) -2006-2011- was from its inception in 2006 aligned with the system-wide planning strategies set in the Ten for the Decade Operational Plan. In June 2007, the University of Puerto Rico's Board of Trustees issued new guidelines for determining budget priorities and allocations in all UPR-S units. Beginning with academic year 2008-2009, the goals and objectives of the OSP are being linked to specific budget allocations, following the model developed by the Central Administration in Ten for the Decade Operational. This new document from the CA provides a system-wide planning/budgeting alignment standard for all units under UPR-S and was initiated in the present academic year all UPRCA planning and assessment levels.

The OSP includes institutional priorities; the strategic needed to attain those priorities, the measures of their success, and multi-year budget allocations. Thus, it aligns all planning, assessment and resources needed to fulfill the university's mission. As a result of the new Board of trustees' directive and the interpretation and analysis of documents and data relevant to the writing of MR2009, the Institutional Accreditation, Assessment, Planning and Budget Committee was charged with revising the strategic plan and the institutional effectiveness plan in September 2008. The Committee made sure that explicit linkages to regular decision making,

key strategic areas and new budgeting strategies as well as appropriate measures of success are evident in the Operational Strategic Plan Revised. Underlying the revision process is Ten for the Decade Operational UPRCA: UPRCA Operational Directions and Spheres of Action, the Institution's budget-planning document developed by deans and CIAAPP. (See Figure 1)

As a result of the global recession which, according to Puerto Rico Planning Board figures, started impacting the Island's economy since 2006, PR Government Appropriations have steadily declined and currently reflects a reduction of approximately 14% in tax revenues which aggravates central government's deficit. Consequently, the UPR budget confronts a proportional decline for the current and upcoming fiscal years. Through Certification No. 135 (2009-2010), of the Board of Trustees the approved budget of the UPR for fiscal year 2010-2011 was disclosed. The approved budget for UPR-Carolina \$24,535,441.00, representing a \$ 4,800,000.00 decrease in funds as demonstrated when compared to the previous fiscal year's budget shown in table 5.

Table 5
Two Year Comparison of Budget Allocation

2009-2010	2010-2011	Difference/ Reduction
\$ 29,336,237	\$ 24,535,441	\$ (4,800,796)

UPR-Carolina Action Plan

The present financial circumstances will require the cooperation from all sectors of the University community. Reductions in operating expenses identified as non-essential, and identification of additional funding sources is essential. Presently, the University Administration is implementing a number of options to confront the budget decline. The UPR-Carolina Action Plan to preserve compliance with Standard 3 has two main dimensions: (1) Secure continuity and institutional effectiveness with available resources and; (2) Maintain and nurture additional sources of funding to continue advancing institutional education, research and research priorities.

Secure Continuity and Institutional Effectiveness with Available Resources

The UPRCA faces the future strengthened by the developments of the last decade, it is positioning itself to stand firm and emerge a superior institution from the challenge created by present adverse economic conditions. After extensive deliberations, the President and Chancellors have resolved to institute provisional system-wide measures to effect economic while assuring the excellence of the teaching-learning process.

The implementation of the systemic control measures translated into budget reductions for the UPR. In addition, the President required all units to make internal adjustments of expenses, including specified reduction in the assigned budget: .56% in 2008, 1.32% in 2009 and 2.01% in 2010. This money then allocated with the annual net budget increases to cover mandatory or

negotiated salary increases and other fringe benefits for faculty and administrative personnel. (See tables 6 & 7)

Table 6
Projected Budget for fiscal years 2010-2011 through 2014-2015

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
	\$ 24,535,441	\$ 23,307,703	\$ 24,104,996	\$ 24,647,718	\$ 25,207,509
Salaries	16,784,269	15,859,777	16,132,023	16,306,023	16,676,168
Fringe Benefits	5,556,355	5,259,504	5,284,551	5,300,559	5,420,881
Materials, Supplies, Services, Equipment	2,194,817	2,188,422	2,688,422	3,024,136	3,093,074
Travel Expenses	-	-	-	17,000	17,386

Table 7
Budget Distribution Summary by Program for 5 years

Programs	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Total	\$ 24,535,441	\$ 23,307,703	\$ 24,104,996	\$ 24,647,718	\$ 25,207,509
I. Instruction	11,438,261	10,711,418	10,979,580	11,106,619	11,359,027
II. Research	0	0	49,140	62,848	64,275
III. Academic Support	2,266,306	2,180,891	2,240,891	2,364,657	2,418,334
IV. Student Services	2,565,586	2,392,785	2,432,785	2,463,470	2,519,391
V. Institutional Support	4,181,953	3,992,205	4,002,206	4,027,018	4,118,431
VI. Facilities & Maintenance	4,083,335	4,030,406	4,400,393	4,623,108	4,728,052

UPRCA has taken measures of its own to ensure its fiscal solidity by promoting the development of proposals for external funding and developing initiatives' for collecting funds from activities, such as the renting of its facilities, the recuperation of funds for medical services from students who have private medical insurances and the collecting of transit fines on campus. (See Table 7)

To strengthen the University and ascertain its future advancement, UPRCA's Chancellor has launched several initiatives.

- To encourage research, the University is developing a research support plan.
- To encourage collaborative research and providing release time.
- To establish an External Funding Office.
- To train faculty on Research Proposal Development.

- To promote academic excellence, professional accreditation will continue to be pursued by all programs susceptible through revised plan of priorities.

Maintain and Nurture Additional Sources of Funding

The main goal of the second part of UPR-Carolina's action plan for continued compliance with Standard 3 is to continue existing initiatives and develop new ones to increase and diversify sources of funding to support the accomplishment of the institutional mission and goals.

The Chancellor has intensified efforts to increase and diversify sources of additional funding. Federal and state grants and other sources, such as alumni, parents, students, and private donors, provide the institution with resources to supplement revenues coming from state and tuition sources. The table below illustrates trends in this area.

Table 8
EXTERNAL FUNDING IN THE PAST 3 YEARS
ACADEMIC YEARS 2007-2008 TO 2010-2011

Source	2007-08	2008-09	2009-2010	2010-2011 Projected
State Funds	744,166.00	21,000.00	21,000.00	15,000.00
Federal Funds	2,058,266.00	2,012,435.72	2,035,348.00	2,335,300.00
Private Funds	567,322.42	860,962.35	281,687.00	450,000.00
TOTAL FUNDS	3,369,754.42	2,894,398.07	2,338,035.00	2,800,300.00

The UPRCA campus receives funding from: legislative Scholarship, Improvement Project for Hotel & Restaurants Administration Program Facilities, the Educational Services Program, Upward Bound, Title V, COOP I, COOP II, HUD Federal Government, CICUMAT, CEDEP-Continuing Education, library photocopies and printing, CTA Practical Intramural Catering, Recycling, HUD Matching Fund from CA, Vending Machines, Alumni, Office Against Women Violence.

The Administration at UPRCA has considered a number of strategies to increase both external and internal funding to deal adequately with the difficult economic situation.

- Course and workshop offerings by Continuing Education receive federal funding.
- Preventive maintenance plans have been developed as well as proposals to request external funding. These actions are supported by a policy of energy conservation as solar energy will be used in the Administration Building.
- Collaboration agreements will be renewed with the City of Carolina to asphalt campus roads and parking areas. Funding will be requested to the CA to build temporary parking facilities for students. A request to the Puerto Rico Metropolitan Bus Authority will be

made to install bus stops in front of our campus. The use of automated gates will generate savings in security expenses, and a parking fee will be charged to students.

- Campus security measures include street lighting maintenance and the installation of solar powered posts in roads and parking areas.

Despite continuing fiscal challenges faced by the UPRCA, the University has made great strides toward maintaining its financial position during the past decade. Enrollment planning and budget distribution, disciplined financial planning strategies, and identification of new ways to achieve operating efficiencies have all played a critical role in helping the university fulfill its mission and goals. A strong financial discipline has been established during the last years, which has become part of the institution's financial management policy.

ACTION PLAN UNIVERSITY OF PUERTO RICO AT CAROLINA

Standard 3: Institutional Resources

In the context of the concerns and expectations contained in the Commission’s Action, the internal and external environmental factors related to the institutional finances, and the relevant elements in Standard 3, the following action plan is organized in two strategies: **Secure continuity and institutional effectiveness with available resources and, Maintain and nurture additional sources of funding to continue advancing institutional education, research and research priorities.**

A. SECURE CONTINUITY AND INSTITUTIONAL EFFECTIVENESS WITH AVAILABLE RESOURCES AND, MAINTAIN AND Nurture Additional Sources of Funding to Continue Advancing Institutional Education, Research and Research Priorities.

GOAL: Secure continuity and effective accomplishment of the institutional mission and goals with the available resources by developing and implementing the appropriate financial measures.

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	CURRENT AND EXPECTED OUTCOMES
<p>1. The 2006-11 Strategic Plan sets the future course for UPRCA. Implementation of 2003-2009 Strategic Plan provided the tools and vision for the 2006-2011 plan ongoing revision process.</p> <p>2. UPRCA uses strategic planning for institutional decision-making. Data collections and analysis provide the necessary information to establish institutional goals. A systematic evaluation and renewal of academic offerings and strategies used in the teaching-learning process is expected. Development of new academic offerings is assessed according to labor market demands.</p>	<p>Use strategic planning to achieve goals:</p> <ul style="list-style-type: none"> • Sustained ties with student body. • An academic culture of currency, experimentation, and renewal. • Competitive research, investigation, and creative work. • Leadership in community investment and cultural initiatives • Dedication to the university into the world at large. • Efficiency and in both natural and built spaces. • Technological currency. • Administrative and managerial optimization 	<p>Chancellor</p> <p>Dean of Administration</p> <p>Budget Office</p> <p>Finance Office</p>	<p>2010-2012</p>	<ul style="list-style-type: none"> • At this time a Strategic Plan is being developed to provide continuity to the current one until 2011. • Awaiting approval of Title V proposal with the Medical Sciences Campus • DECEP Continues its academic offering to internal and external community.

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	CURRENT AND EXPECTED OUTCOMES
	<ul style="list-style-type: none"> • A strengthened institutional identity. • A culture of institutional assessment and evaluation. <p>Review, modify, and update the Permanent Improvement Plan according to academic, student, and administrative needs.</p> <p>Complete connection of 15% of areas to the current wireless network.</p> <p>Continue with conversion of traditional classrooms into electronic classrooms.</p> <p>Appoint, coordinate, and support effective implementation of assessment, accreditation, planning, and budget through the development of mechanisms that allow and encourage an institutional culture of efficiency and renovation.</p> <p>Promote integration and use of technology.</p> <p>Lease of facilities.</p> <p>Recover funds through medical services.</p> <p>Transit fines.</p> <p>Selling of parking permits to students.</p>			

B. MAINTAIN AND NURTURE ADDITIONAL SOURCES OF FUNDING TO CONTINUE ADVANCING INSTITUTIONAL EDUCATION, RESEARCH AND RESEARCH PRIORITIES

GOAL: Continue and develop initiatives to increase and diversify sources of funding to support the accomplishment of the institutional mission and goals.

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	CURRENT AND EXPECTED OUTCOMES
<ol style="list-style-type: none"> 1. Preventive maintenance plans have been developed as well as proposals to request external funding. These actions are supported by a policy of energy conservation as solar energy will be used in the Administration Building. 2. Collaboration agreements will be renewed with the City of Carolina to asphalt campus roads and parking areas. Temporary parking facilities for students will be built. A request to the Puerto Rico Metropolitan Bus Authority will be made to install bus stops in front of our campus. 3. Campus security measures include street lightening maintenance and the installation of solar powered posts in roads and parking areas. 4. A training plan for staff will be developed to prevent health risks and avoid injuries at work. 5. Periodical inventories over property. 6. Digitalization of documents 7. Maintain the following cash flow: <ol style="list-style-type: none"> a. Finance b. Operational Plan c. Continuing Education d. Photocopying documents at Library e. Catering f. Recycling Account g. HUD Matching Fund from CA h. Vending Machines i. Ex Alumni j. Educational Services k. Upward Bound l. TitleV 	<p>Proposal writing. Collaboration agreements with the City of Carolina Staff training plans Expand DECEP course offerings</p>	<p>Chancellor Dean of administration Dean of Academic affairs Finance Office Budget Office DECEP</p>	<p>2010-2012</p>	<p>At this time DECEP is offering short courses through federal proposals The Dean of administration will implement a policy of energy conservation as solar energy will be used in the Administration Building. The use of automated parking gates will generate savings in security expenses</p>

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	CURRENT AND EXPECTED OUTCOMES
m. Coop I n. Coop II o. HUD Federal Gov p. Program No more Violence Against Women q. NASA Investigation Project r. Pacific Convivention s. Cicumat				

CONCLUSION

This historic process experienced for the first time at UPRCA has led to retrospection, reflection and evaluation of the commitment of the administration, faculty, employees and the majority of students. As an Institution of higher education, UPRCA pursues to continue offering excellent academic programs to fulfill its mission and vision. UPRCA is looking forward and moving towards overcoming this difficult situation and removing the probation. It has always been considered an excellent educational institution by the community and is willing to maintain its prestige.