

## ACTION PLAN OF THE UNIVERSITY OF PUERTO RICO AT AGUADILLA

### 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.

**OBJECTIVE:** Develop and implement actions at all levels to support an institutional communication climate of collaboration, courtesy, respect and professionalism that assures the strengthening of the University identity.

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	ACTUAL AND EXPECTED OUTCOMES
1. Developed strategies for a timely and accurate delivery of information to internal and external community in a cost-effective method.	Broaden communication delivery channels including but not limited to, updates of the Campus web page “Uprag.edu”	Information Technology Office	Continuous	Improvement in the delivery of information to the internal and external community.
2. Broaden and strengthen the opportunities for effective communication between the administration and the university community	Conduct periodic on-line surveys about situations and issues that concern the internal and external community	Office of Planning and Institutional Studies	Continuous	On-line surveys developed and followed up of the action taken by the appropriate office.

**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.

**OBJECTIVE:** Extend the participation opportunities of the different sectors of the institutional community for input in the decisions that affect them and within the dispositions and frame of actions established in the University of Puerto Rico Law, General Bylaws and applicable institutional policies.

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	CURRENT AND EXPECTED OUTCOMES
1. Encourage commitment with an Open University Culture (OUC) that guarantee the rights and responsibilities of all the constituents of our Campus.	Require from all administrators and officers in the Campus a written commitment with an Open University Culture	Chancellor	Sept 2010	Governance explicitly committed with the OUC and with supporting sustained compliance with Certification 90
2. Developed strategies for sustained compliance with related accreditation and licensing requirements and Certification 90 (2004-2005) of the Board of Trustees, which mandates unbroken access to University premises at all times.	A. Disseminate the Code of Conduct contained in the Student's Regulations and its relevance to maintain eligibility for funding from the Higher Education Act and other external funds to advance the institutions' mission.	Dean for Student Affairs	October 2010	Student's code of conduct published electronically and posted in multiples visible locations across campuses.
	B. Evaluates the responsibilities of the University Guard and the need to deal with crisis situations, vandalism and security against the property and the safety of all the constituents of the Aguadilla Campus.	Dean of Administrative Affairs	Sept-Dec 2010	Revised the security protocols, roles and profiles of the regular university guards and the ones provided by the private guard agency.
	C. Harmonize the provisions of the Cert. 90 with the disciplinary rules and procedures (Chapter VI, part B, Article 6.2) of the Student's General Regulations, the responsibilities of the Disciplinary Committees and related groups.	Dean of Student Affairs	Sept-Dec 2010	Revised the rules and sanctions to guarantee access to university premises at all times.

**OBJECTIVE:** Extend the participation opportunities of the different sectors of the institutional community for input in the decisions that affect them and within the dispositions and frame of actions established in the University of Puerto Rico Law, General Bylaws and applicable institutional policies.

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	CURRENT AND EXPECTED OUTCOMES
3. Promote a better integration of the campus to their surrounding communities to facilitate continuous and secure access to the state university premises and services in alignment to the Open University Culture.	Develop and implement an Accessible University Plan	Dean of Administrative Affairs	Sept-Dec 2010	Sustained a secure access to the Aguadilla Campus

**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.

**OBJECTIVE:** Develop, define, revise, and align the dispositions, roles and responsibilities established in law and bylaws to ensure an effective and responsible participation within the prerogatives and defined spaces for action of each recognized organization and governance entity.

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	CURRENT AND EXPECTED OUTCOMES
1. Enforce compliance with the best practices in University rules and regulations and in the Student's General Regulations.	Reengineering institutional process in the participation of students in the decision making through Assembly of Delegates of Students in proportion to the total students per each Department.	Chancellor, Dean of Student Affairs, Academic Senate	May 2011	Integrate in the Student General Regulations the new rules for participation of students in the decision making process .

## 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 concerns 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 educational 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

OBJECTIVE: Establishment of actions, mechanisms and strategies to assure academic offering content, rigor, breath and length.				
ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	EVIDENCE OF ACTUAL AND EXPECTED RESULTS
1. Implement institutional policies in alignment with licensing and accreditation requirements to ensure content, rigor, breath and length of undergraduate and graduate courses, in order to comply to their specific learning goals and objectives.	Chancellor's statement to the academic community to reaffirm and require compliance of institutional policies.	Chancellor	Ongoing	Policy informed and implemented.
	Amended academic calendar to ensure required instruction contact hours, in compliance with courses learning goals and objectives, rigor and depth.	Administrative Board	June, 2010	Amended academic calendar
	Amended contracts of faculty and teaching assistants or implementation of any other acceptable mechanism to assure completion of required instruction contact hours and other related institutional obligations.	Chancellor	Ongoing	Amended contracts

**OBJECTIVE:** Establishment of actions, mechanisms and strategies to assure academic offering content, rigor, breath and length.

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	EVIDENCE OF ACTUAL AND EXPECTED RESULTS
<p>2. Define strategies and actions taken and in progress to ensure content, rigor, breath and length of undergraduate courses and other academic activities.</p>	<p>Departmental and faculty meetings.</p> <p>Implementation and evaluation of strategies and actions taken and in progress.</p>	<p>Academic Dean and departmental directors</p>	<p>Ongoing</p>	<p>Departmental Reports of strategies and actions taken and in progress to ensure content, rigor, breath and depth of academic activities.</p>
	<p>Chancellor's communication to the deans and directors of academic departments requiring departmental reports of strategies and actions taken and in progress.</p>	<p>Chancellor</p>	<p>Ongoing</p>	<p>Campus Report of strategies and actions taken and in progress to ensure content, rigor, breath and depth of academic activities.</p>
	<p>Development of protocols for the implementation and evaluation of best practices.</p>	<p>Academic Dean</p>	<p>Ongoing</p>	<p>Protocols implemented</p>
<p>3 Achieve institutional student learning outcomes as defined for academic programs and courses.</p>	<p>Comparative analysis of student learning assessment data (i.e. pre and post tests, grades distribution, total and partial withdrawals, incompletes, and academic degrees granted) aggregated by courses and programs during second semester 2010 with those of the second semester of the previous year.</p>	<p>Office of Planning and Academic Research; Academic Dean, and Departmental Directors</p>	<p>August 2010</p>	<p>Comparative Analysis Report and actions taken based on assessment data.</p>

**OBJECTIVE:** Establishment of actions, mechanisms and strategies to assure academic offering content, rigor, breath and length.

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	EVIDENCE OF ACTUAL AND EXPECTED RESULTS
4. Implement measures to assure access to the learning and research resources, and availability of other essential student services.	Departmental analysis and on-line survey to define student needs.	Academic Dean Administration Dean	Jan 2011	Survey Report
	Extend service hours, as appropriate.	Departmental Directors		Measures implemented
5. Implement strategies and measures for guarantee continuity of processes such as: admission, registration, and financial assistant programs, and other essential student services.	Coordination of beginning and completion dates of the academic session between the units of the system and admission processes to allow transfer of students from one unit to another and fulfillment of course and program requirements.	Deans Registrars; Planning Office Director; Admission Director; Financial Assistant Programs Directors	Ongoing	Academic calendars articulated
	Agreements of collaboration for the use of external facilities for academic and administrative activities under extraordinary situations.	Chancellor; Academic and Administration Deans	Ongoing	Collaboration Agreements
	Alternatives for students who have been admitted to graduate schools, abroad or in Puerto Rico, and must comply with admission requirements, including the degree completion in very exceptional cases.	Chancellor, Academic Dean, Student Dean Registrar	Ongoing	Alternatives and protocols developed  Report of students admitted to graduate schools.

**OBJECTIVE:** Establishment of actions, mechanisms and strategies to assure academic offering content, rigor, breath and length.

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	EVIDENCE OF ACTUAL AND EXPECTED RESULTS
	Protocols developed to implement and evaluate best practices.			
6. Use assessment results to help prioritize the goals, objectives, and action steps articulated in its strategic plan and other planning documents	Examine assessment results to prioritize strategic objectives and action plans	Academic Departments, Academic Senate, Admin. Board	Continuously	Prioritized strategic objectives and action plans
	Implement action plans	Chancellor, Deans and all the campus constituents	Continuously	Implemented action plans

### 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

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

OBJECTIVE: To maintain the high quality of academic offerings and services through the implementation of a financial plan that permits the institution to sustain long-term operations adjusted to current fiscal restraints				
ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	CURRENT AND EXPECTED OUTCOMES
1. Revise and adjust the present planning guide at the University of Puerto Rico ( <i>Ten for the Decade</i> ) to the current fiscal situation.	Revise strategic plan of Aguadilla and align with the revised system planning guide and set priorities based on the fiscal situation and the institutional mission.	Chancellor and Deans	August-Dec 2010	Revised Strategic Plan
	Reinforce existing processes in our campus with prioritization and alignment of strategic directions and budget and to ensure that they respond to institutional effectiveness results.	Chancellor and Deans	Dec 2010	Budget alignment with the Systemic Financial Plan



**OBJECTIVE:** To maintain the high quality of academic offerings and services through the implementation of a financial plan that permits the institution to sustain long-term operations adjusted to current fiscal restraints

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	CURRENT AND EXPECTED OUTCOMES
2. Implement strategies to reduce short-term expenses that will result in greater long-term savings.	Implementation of fiscal efficiency measures identified in the financial evaluations conducted by the units.	Chancellor	Agust-Dec 2010	Comparative report from previous year that presents the savings or creative ways of doing the job.

**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.

**OBJECTIVE:** To increase external and internal funding sources in order to support the development of the institution.

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	CURRENT AND EXPECTED OUTCOMES
1. Strengthen the development of Continuing Education programs ( DECEP) so they serve as flexible mechanisms to develop funding sources and links with alumni, community, governmental and private entities.	Strengthen the development of proposals for staff development of external institutions and organizations.	Academic Dean and DECEP Director	Ongoing	Approved proposals
	Strengthen UNEX night and Saturday course offerings for programs leading to degrees .	Academic Dean and DECEP Director	Ongoing	Approved proposals and implementation of the process for the admission of new non-traditional students

