

Recommendations regarding UPRC most recent accreditation by MSACHE .

	Self-Study 49 Recommendations (February 25, 2005)	Final report from evaluation team of MSACHE (May 12, 2005) <i>(the number in parenthesis indicates Standard #)</i>	UPR's response to MSACHE regarding Final Report (May 23, 2005)	UPRC Monitoring Report (March 29, 2007)	Status
Standard 1	1. Revise the Mission, Goals, and Objectives to integrate educational principles and practices that have recently been emphasized at UPRC, especially in connection with interdisciplinary activities, research, and community service.	That the institution ensure that the UPR Cayey mission statement, it's the mission, goals, and objectives guide all institutional programmatic and budgetary decision making processes. (1)	We provided sufficient examples...on how academic, administrative, fiscal and student support services are all mission-driven...Maybe the recommendation by the visiting team is intended to remind us that the new mission statement should continue guiding our decision making process.	As a result of a participative process, the UPRC reviewed its Mission and Goals Statement. ...concluded with the approval by the Academic Senate of a new mission statement in May 2006with corresponding institutional objectives. (page 1)	
	2. Continue to develop institutional-level assessment practices campus-wide, as stated in the Institutional Assessment Plan, in order to provide useful data for revising the mission.	<i>(was not mentioned)</i>	<i>(was not mentioned)</i>	"In January 2007 the Assessment and Institutional Research Office (AIR) was created as a unit responding directly to the Chancellor's Office". (page 2)	
Standard 2	1. Complete the database structure that will articulate institutional research activities that are needed to fully implement the Institutional Assessment Plan.	UPRC needs to develop policies and procedures in which decisions on resource allocation are made in relation to planning and assessment. Academic and personnel decisions should be supported with documented evidence of the relationship to the mission, goals and objectives of the university.(3)	<i>(was not mentioned)</i>	"(AIR)... has initiated the design of institutional database ... thus increasing the assessment capabilities of all units on campus." (page 2)	
	2. Initiate a process to update the Strategic Plan with all the assessment results that have been gathered through the implementation of the operational plans.	The operational plan should make more explicit the relationship between the strategic plan and budget allocations. (2) The proposed new UPRC strategic plan be developed and implemented utilizing a new format for reporting annual accomplishments based on sound assessment practices. (3) Complete new Strategic Plan, using widespread faculty, staff, and student participation and input. (7)	The Operational Plan is articulated precisely following the Strategic Plan and allows for resource and budget allocations as stated in Section 2.1 of the Self Study document.	"The UPRC achieved another major institutional milestone with the approval of the Strategic Plan 2006-20016 by the Academic Senate in November 2006." (page 1)	

		The University must bring salaries and benefits into a more acceptable/typical proportion with the operating budget. (2)	UPRC salaries and benefits are driven by system-wide collective bargaining.		
		UPRC should develop a plan for funding from its own budget the continuation of all operational activities supported by grants/soft money. (2)	The administration is aware of the importance of external funding... adjustments have been made to foresee the continuation of relevant initiatives.		
	1. Develop and implement a new Master Plan.	<i>(was not mentioned)</i>	<i>(was not mentioned)</i>		
Standard 3	2. Acquire or develop cost effective technological options, in order to minimize the increasing and recurring costs of maintaining access to technologies in both the administrative and academic areas.	<p>The University must develop a strategic plan for technology. (2)</p> <p>The University must develop goals and objectives for teaching with technology, goals that recognize the serious equipment and infrastructure issues related to course sites – faculty who build media-rich courses need first-rate equipment, as do the students who access these courses. (2)</p> <p>UPRC must develop an array of technology-related policies, including those related to replacement cycles and software support and acquisition. (2)</p> <p>The University should form a faculty advisory committee for computing. Such a committee might have representatives from each academic department. (2)</p> <p>The University should re-examine the reporting lines for academic and administrative computing with an eye to merging the two units under a chief information officer reporting at the chancellor level and achieving better utilization of human resources. (2)</p>	<p>Currently a Strategic Plan for technology is under development. The institution has technologically been empowered... (see Section 11.1 of SSR).</p> <p>The university has two advisory boards for technology.... Therefore the Faculty Advisory Committee for computing is not necessary.</p> <p>Beginning July 1, 2005 a person will be appointed to occupy the position of Chief Information officer.</p>		

	3. Create a committee to foresee and analyze the financial situation of UPRC and to present possible recommendations and solutions that balance current income and expenses in light of the difficult budgetary scenario.	An in-depth analysis of the fixed budget be undertaken to identify areas where reductions can be made in the fixed budget allowing for a shift of resources to the operating budget. Areas that appear to have potential for shifting funds are overload and released time.	This is what we had in mind when we made the third recommendation on the SSR. Our resource allocation priorities are clearly aligned with our academic orientation as a liberal arts college...The team DID NOT recognize that budget redistributions were made in order to handle the difficult fiscal situation...(see page 3... IMPORTANT)	Integrated into the UPRC strategic plan is budget allocation to key areas and priorities.... (pages 5 – 9)	
	4. Implement annual surveys to assess the effectiveness and efficiency of the physical, human and financial support provided to the entire community.		We accepted in the SSR that most of the current assessment reports are highly descriptive. ..UPRC has a clear picture of its challenges as evidenced by the specific recommendations made in Chapter 3 of the SSR		
	5. Strengthen the External Resources Office with trained personnel and additional funding to continue successful developments in grants and funding opportunities for the institution.	<i>(was not mentioned)</i>	<i>(was not mentioned)</i>		
	6. Complete on-line access to administrative procedures through all offices and programs.	<i>(was not mentioned)</i>	<i>(was not mentioned)</i>		
Standard 4	1. Study the possibility of offering academic credit for student participation in governance.	<i>(was not mentioned)</i>	<i>(was not mentioned)</i>		
	2 Study the adequacy of the current organization of all academic departments in three areas (arts, natural science and professional schools) that are specified in the current faculty by-laws; and consider potential alternative organizations that would enhance the academic environment in cost-effective ways.	<i>(was not mentioned)</i>	<i>(was not mentioned)</i>		

	3. Develop specific procedures for assessing the level of satisfaction of all university constituencies with their governance structure.	<i>(was not mentioned)</i>	<i>(was not mentioned)</i>		
Standard 5	1. Establish formal professional development experiences for all its academic and administrative leaders, so that updated knowledge and administrative skills may help them discharge their duties more effectively.	<i>(was not mentioned)</i>	<i>(was not mentioned)</i>		
	2. Continue to improve communication among all administrative structures.	<i>(was not mentioned)</i>	<i>(was not mentioned)</i>		
	3. Continue the evaluation process of the Chancellor, Deans, and Department Chairs.	It is recommended that UPRC puts in place a procedure for evaluating administrators. (4)	A procedure for evaluating administrators already exists (Section 5.5 of the SSR). UPRC is the only unit from the UPR that has initiated such a procedure...		
Standard 6	1. Improve timely dissemination of all policies regarding student grievances, research misconduct and other issues related to integrity. These should be explicitly stated in the institutions' catalog.	<i>(no recommendations)</i>	<i>(was not mentioned)</i>		
	2. Establish procedures to review all promotional materials before publication – for compliance with institutional standards, accuracy and consistency of the information.	<i>(was not mentioned)</i>	<i>(was not mentioned)</i>		

	3. Revise the composition and duties of its Institutional Ethics Committee, in order to develop a periodic assessment of integrity in institutional policies and procedures.	<i>(was not mentioned)</i>	<i>(was not mentioned)</i>		
	4. Incorporate a Code of Ethics in the revised Student Regulations and also in the Internal Faculty Regulations.	<i>(was not mentioned)</i>	<i>(was not mentioned)</i>		
Standard 7	1. Continue to provide leadership, training, and administrative support to increase campus-wide involvement in assessment.	Consider assigning responsibility for assessment to one individual... who would then serve to coordinate assessment activities and provide support to programs and units in conducting these activities. (7)	This plan is expected to be updated within the next 4 years by the newly appointed Faculty Committee in Planning and Assessment. The Chancellor has also proposed to appoint a person... who will be coordinating assessment activities...		
	2. Disseminate outstanding efforts and promising practices in institutional assessment, especially through annual plenary sessions in which faculty and administration participate actively in discussing the results of all major assessment initiatives.	<i>(was not mentioned)</i>	<i>(was not mentioned)</i>		
	3. Initiate a revision of the IPA to make necessary adjustments in content as well as implementation strategies.	Make explicit relationships among the Strategic Plan, Institutional Assessment Plan, and operational plans and take steps to ensure that the community at large understands these relationships. (7) Begin process through which non-academic units develop outcomes-based assessment plans that include direct performance measures, develop a time schedule... (7)	The linkages of the mission, the SP, OP and IAP plans will be guaranteed.... UPRC has already begun this process with non-academic units as shown in the SSR document (p.108)		
		Strengthen and make explicit linkages between planning, assessment, and the budget and take steps to ensure that the community at large understands these linkages... (7)	... and the community will continue having an active participatory role in this decision making process.	Alignment of Planning and Budgeting Processes at UPRC (pages 9 – 11)	

Standard 8	1. Continue to enhance assessment activities regarding student outcomes and to disseminate their results to prospective students.	Further study be conducted to examine the graduation requirements of all academic majors and determine if one standard total can be agreed upon. (8) Further examination of attrition data needs to be undertaken. (8)	Graduation requirements are the products of careful curriculum planning based on expected student learning outcomes... ...rest assure that sound retention efforts are under way at UPRC.		
	2. Establish a bridge program for incoming students, to help them integrate into university life.				
		Further analysis will determine whether or not the University has been successful in its retention efforts. (8)	Current annual reports of our retention and graduation rates will serve as standards to assess our success in this area.... We have found that most student dropouts occur between the third and fifth semester ... These results were not presented to the Visiting team because they were recently completed...		
		There has not been an evaluation of the admissions office. (8)	Will take place next year.		
Standard 9	1. Create a referral system for student orientation and support by Improving coordination among academic advisors, counselors and personnel from CEDE.	<i>(was not mentioned)</i>	<i>(was not mentioned)</i>		
	2. Develop specific mechanisms for the ongoing assessment of student satisfaction with the services provided.	The evaluation of student services area... may be very ambitious.	All offices in the Student Deanship will be assessed in the next two years, including student satisfaction and outcomes assessment.		

	3. Complete assessment of the Athletic Program, taking into consideration input from student athletes, trainers and recruitment guides in order to revise norms and procedures that will adequately address student needs.	Completion of the review... will be very important... Recreational programs need to be expanded if funding were to be identified...external fundraising may need to be developed. (9)	The assessment of the Athletic program will result in a redistribution of resources that will enhance the recreational programs on campus and intercollegiate athletics. Fundraising is going to be explored...		
	4. Provide better coordination among all student support services through the faculty Committee on Student Affairs.	<i>(was not mentioned)</i>	<i>(was not mentioned)</i>		
		The creation of a student newspaper... (9) The student handbook needs to be reviewed and up-dated... it needs to incorporate all university policies ... (9) The Bookstore and Cafeteria must be cited as being inadequate to meet student needs... review the contracts... as soon as possible. (9) Improvements need to be addressed in the Student Center facility. (9) New students need to have additional support through the orientation process in identifying housing within the community. ... on-campus housing... may need to explore commercial partners. (9)	Will incorporate this recommendation... through a web page... All university policies and procedures that affect student life are contained in the General catalog.... The revision process of the catalog is in the final stage.. (cafeteria and bookstore) Is not applicable since UPRC always follows institutional bidding norms and processes. (Student center) .. a specific budget allocation will be made in order to begin renovations next fall.		
	1. Evaluate and implement alternative methods of reducing the teaching overload, in a way that improves teaching quality and does not focus on downsizing the daytime student population.	UPRC should take immediate steps to reduce the number of faculty overloads. (10) UPRC should re-examine the issue of class size with an eye to increasing size without impairing the educational experience. (10)	Expenditures on faculty overload have been decreasing in the past years (chart included)... will continue effort to reduce faculty overloads.. (see important details on page 7) (class size) All our regular classrooms sit 25 – 30 students... Moreover, the Academic Senate has approved policy on this matter....		

	2. Further reaffirm the positive aspects of implementing the proposed evaluation system for the faculty, through articulated and effective methods.	The faculty evaluation plan should be completed and implemented. (10)	The Senate is currently planning a pilot for next fall.... Approve the new model and procedures by fall 2006.		
	3. Continue to engage faculty in submitting proposals to obtain external funds, in order to maintain the high quality of their work in research and community service.	<i>(was not mentioned)</i>	<i>(was not mentioned)</i>	Indicators of institutional support for research and creative work..... (page 4)	
Standard 11	1. Continue to promote the development of interdisciplinary courses and courses with interdisciplinary approach.	<i>(was not mentioned)</i>	<i>(was not mentioned)</i>		
	2. Continue promoting the integration of community service within courses.	<i>(was not mentioned)</i>	<i>(was not mentioned)</i>		
	3. Equip classrooms with multimedia presentation equipment.	UPRC should take steps immediately to develop and implement a plan for the maintenance and replacement/updating of all campus computers. (11)	UPRC assigns funds every year ... the plan will be a priority task undertaken by the CIO, as of July 2005.		
	4. Continue to integrate librarians in the teaching process and academic tasks of the Departments.	<i>(was not mentioned)</i>	<i>(was not mentioned)</i>		
		Each academic department should appoint a faculty member to work directly with the library to develop collections... (11)	In each academic department a faculty member is responsible with keeping the department's faculty and students abreast of all library developments.		

	5. Identify specific strategies to further promote the contribution of the museum as a learning resource.	<i>(was not mentioned)</i>	<i>(was not mentioned)</i>		
Standard 12	1. Continue disseminating the results from the General Education revision, in order to attract more faculty members to become involved in this important initiative.	That the "Project for the Transformation of general Education" be expanded and applied to all areas of concentration.... Assessment of the general education program is conducted... (12)	The findings and recommendations of our SSR indicated our intention to further expand the project but this process is being carefully planned, in response to ongoing assessment results.		
	2. Offer additional faculty development on alternative curricular structures, integrative models for teaching and learning, and assessment of students learning in order to adequately prepare them for the change process that is currently under way.	<i>(was not mentioned)</i>	<i>(was not mentioned)</i>		
	3. Develop a work plan for the Faculty General Education Committee to articulate current and future plans for curriculum renovation in this important component.	<i>(was not mentioned)</i>	<i>(was not mentioned)</i>		
	4. Complete the integration of information literacy skills in all general education courses.	<i>(was not mentioned)</i>	<i>(was not mentioned)</i>		
	1. Develop a tracking system to monitor at-risk students in order to individualize support for their academic and personal needs.	<i>(was not mentioned)</i>	<i>(was not mentioned)</i>		

	2. Incorporate the use of web-based technologies as teaching resources in preparatory courses.	<i>(was not mentioned)</i>	<i>(was not mentioned)</i>		
	3. Offer formal certificate programs, through the DCEPS, based on current need of private and public agencies.	<i>(was not mentioned)</i>	<i>(was not mentioned)</i>		
Standard 14	1. Complete the revision of student learning outcomes in all academic programs.	<p>All programs must state their goals and objectives in terms of student learning outcomes. (11)</p> <p>Develop time schedule for academic programs to submit student learning outcomes-based assessment that include direct measures of student learning outcomes, and adhere to that schedule. (14)</p> <p>Develop and implement a program review schedule for all academic programs, coordinating this schedule with required external certification or accreditation reviews as appropriate. (14)</p>	<p>Student learning outcomes in the academic programs will be a top priority in the agenda of the Dean of Academic Affairs for the academic year 2005-06.</p> <p>Every program will have an effective assessment process by the next Periodic Review Report by MSA (2009-2010).</p> <p>UPRC's Academic Senate has already approved that all academic programs will be assessed every 5 years.</p>		
	2. Continue faculty development on assessment techniques.	Consider bringing in an external consultant that can provide training workshops and expertise in the area of programmatic assessment. (14)	<i>(was not mentioned)</i>		
	3. Continue the comprehensive assessment of general education courses, disseminate the results, and share successful assessment practices with other institutions.	Develop and implement a programmatic assessment plan for General Education that includes direct measures of student learning. (14)	The IAP confirms that UPRC has a specific model for the assessment of its General Education Program (section 12.4 of the SSR).		

	4. Continue to provide administrative support in order to increase campus-wide involvement in student learning assessment.				
	5. Recognize and disseminate outstanding efforts and promising practices in student learning assessment at all levels.	All programs should assess student learning relative to their goals and use the results of those assessments to improve student learning as well as the effectiveness of the academic program. (11)			