



Assessment and Institutional Research Office – University of Puerto Rico at Cayey
2006-07 to 2010-11

Assessment Strategies, Findings, and Data Driven Decision-Making for Carrying Out Assessment Area II

Institutional Goal: Campus Commitment to Performance Excellence			
Operational Line (LO)	Assessment Strategy	Findings	Data-Driven Decision-Making/Outcomes
1 – Academic Offering	<p>Continuous assessment of academic offering</p> <p>Institutional research on the impact of class size on student learning.</p> <p>Assessment of course occupancy during the registration process.</p> <p>Assessment of students' academic requirements for degree completion</p> <p><i>Institutional Risk Assessment of Compliance with the UPR-Cayey Strategic Plan</i></p>	<p>The UPR-Cayey must reduce the total number of teaching compensations, by increasing class sizes without affecting the educational experience.</p> <p>Upon an assessment of grade distribution controlling multiple factors, the institutional researchers found that course capacity could be established at the maximum level for each type without hindering academic achievement, given that faculty members make continuous use of student learning assessment for the enhancement of student learning.</p> <p>Courses with occupancy of fewer than 75% adversely affect the institution's finances, except when students enrolled require the course for degree completion.</p>	<p>Course capacity was established at the maximum level permitted for each course type, without hindering academic excellence and student learning outcomes (see Figure 5).</p> <p>Courses with occupancy of less than 75% are closed except when the Registrar's Offices certifies that students graduating during that particular academic session are enrolled.</p> <p>Electives not forming part of program requirements and other related educational activities, will be offered through the Extended University (UnEx) and the Continued Education and Professional Studies Division (DECEP), which offers an opportunity for establishing a variety of tuition fees.</p> <p>The Chancellor has implemented a model for securing external funding which includes strengthening the interrelationship that the Alumni and Development Office, the External Resources Office, and DECEP must have to effectively serve as sources of external funding for institutional renewal (see Exhibit 10)</p>



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1 – Academic Offering	Graduation Rates Trends Analysis	<p>Graduation rates at the UPR Cayey were below 40% prior to the 2001 Cohort.</p> <p>The UPR-Cayey graduation rates trends are significantly higher than those of comparable private institutions.</p> <p>The UPR-Cayey recognizes that the demanding requirements of its Honor's Studies Program, whose students voluntary enroll in an extended curricular sequence, the higher number of students participating in research programs, and the increase in credit hours required to take the Uniform Certified Examination to 150 credit hours has increased the amount of time students remain at the institution, thus impacting graduation rates.</p>	<p>Revamping the academic offer, programming courses in blocks, and increase admission criteria have contributed to a steady increase in graduation rates (see Figure 6).</p> <p>By virtue of Academic Senate (AS) Certification 45 (2007-2008), academic advising is available to all students (see Exhibit 25).</p> <p>Although below UPR peers, as is shown in Figure 7, the UPR-Cayey is the only campus within the UPR System that has steadily increased its graduation rate without dramatic fluctuations.</p>
2 - Research	<p>External Resources Office's Work and Assessment Plan</p> <p>External Resources Office's Report on Proposals Submitted and Approved</p> <p>Analysis of the Institutional Funds for Research Development (FIDI)</p>	<p>Institution must strengthen its initiatives for alternate funding to increase external support for programs and operations through grants and private fundraising.</p> <p>The UPR-Cayey has to implement strategies to foster research and creative development in all areas.</p> <p>The Institution has to prioritize proposal submission contributing directly to academic excellence, faculty development and the institution's physical infrastructure, among others.</p>	<p>In 2007 the Policies for Research, Creation, and Community Service were approved (AS 45: 2006-2007; see Exhibit 26) establishing a recurrent budget of \$30,000 for the Institutional Funds for Research Development (FIDI), which was increased in 2008 to \$60,000. Proposal submission trends reveal an increase in FIDI proposal submission of 75%, from 2009-2010 (8 proposals) to 2011-2012 (14 proposals). In 2009-2010, eight proposals were approved, while in 2011-2012, six proposals have been approved and five are still under consideration (see Exhibit 27).</p> <p>In 2010, a Post-Award component was established at the External Resources Office in order to provide further administrative support for researchers and proposal development, as evidenced through the Researcher Needs Survey. Trends in new proposal approvals reveal an increase from 12 in 2008-2009 to</p>



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	<i>Institutional Risk Assessment of Compliance with the UPR-Cayey Strategic Plan</i> Researcher Needs Survey		<p>18 in 2009-2010. In 2010-2011 12 new proposals were approved, while 6 proposals are still under consideration (see Exhibit 28).</p> <p>In 2011, the Chancellor initiated the implementation of a new operational model for the External Resources Office to take on a more proactive stance whereby the Office will incorporate initiatives to write proposals, along with their traditional strategies of offering support to researchers interested in developing proposals.</p>
3 – Institutional Climate	Graduation Survey	<p>Since 2007 the UPR-Cayey has administered the Graduation Survey which gathers the institution's effectiveness in establishing the necessary conditions (i.e., institutional climate) to achieve specific institutional mission objectives related to providing an undergraduate experience of excellence and institutional effectiveness (see Table 15). In general, the UPR-Cayey has evidenced achievement of its institutional goals as perceived by its graduating students.</p>	<p>For those critical areas where student perception was low, decision-making for improvement included:</p> <ol style="list-style-type: none"> 1. Implementing the necessary steps between 2006 and 2009 to guarantee that as of the graduating class of 2009 all students had at least one formal experience in research, creative work or community service. 2. That as of 2008 academic advising is available to all students prior to enrollment. 3. That through the new General Education Model, implemented with the 2009 freshmen cohort, all students are offered interdisciplinary and research experiences, and student learning on cultural aspects.
4 – External Bonds and Relations	Annual Unit Achievement Reports <i>Chancellor's Initiatives for Alliances and Collaborative Agreements for</i>	<p>Through 2009-2010 the UPR-Cayey had established multiple research centers and community support centers including: COPREVI, Honor's Studies Program, the Ecological Center, Museum, and the DECEP. Student research alliances included: MD Anderson Institute, the García Rinaldi Foundation, and the Advanced Cardiology Center (see Exhibit 6, p. 6).</p>	<p>In an effort to increase alliances and collaborations for additional community services centers and increased external funding for institutional development, as of 2010-2011 the Chancellor has established multiple alliances, including (see Exhibit 11 for complete documentation):</p> <ul style="list-style-type: none"> • On-Campus establishment of the Institute of Research and Development for the Gifted. • Off-Campus establishment of the <i>Centro</i>



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	<i>Institutional Renewal Report</i> <i>Institutional Risk Assessment of Compliance with the UPR-Cayey Strategic Plan</i>		<p><i>Cayeyano Universitario</i>, with the support of Resident Artist Antonio Martorell and Health Specialist José Vargas Vidot, a community service center under development in a building donated to the institution by the Santander Bank.</p> <ul style="list-style-type: none"> • Alliances with: <ul style="list-style-type: none"> ○ Puerto Rico Industrial Development Company (PRIDCO) ○ Sports and Recreation Department ○ Coca-Cola and the Municipality of Cayey ○ Consumer Matters Department (DACO) ○ UPR-Medical Sciences for the onsite establishment of a wind-tunnel at Cayey.
5 - Informatics	<p>Annual Work Plan and Achievement Reports</p> <p>Brainstorming on behalf of the OSI</p> <p>Restructuring Committee with document analysis</p>	<p>The UPR-Cayey required a strengthened organizational structure for improving the institution's technological infrastructure, optimizing the campus' Web presence, offering support to faculty for academic endeavors, and assists the institution in the technological transference of all institutional processes.</p>	<p>The academic (Academic Technology Office, OTD) and administrative (Information Systems Office, OSI) structures for managing technology were integrated into the OSI reporting directly to the Chancellor as of 2010 (see Exhibit 29). The unit was reorganized to meet the institution's technological need.</p> <p>A new website was made available to the Campus Community in Fall 2010, which included an external area for stakeholders and prospective students, along with an internal campus portal (<i>Portal de la Comunidad</i>). This new format will be assessed in terms of its effectiveness during Fall 2011.</p> <p>Institutional processes, including the enrollment process, data request to the AIRO, and the Space Requests System of the Planning and Development Office, among others, are available online.</p>



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6 - Communications	Media Presence Analysis Unit Annual Achievements and Work Plan Reports	The UPR-Cayey has had significant presence in the media both nationally, in the US and internationally as a result of its achievements with awards to its Museum, Ecological Center, and Student Theatrical Arts' prizes, among others (see Exhibit 6, p. 6).	UPR-Cayey has continued supporting student representations in national and international activities. UPR-Cayey has continued disseminating in the PR Media the institution's achievements and academic, research, creative, and community service endeavors. The impact of these efforts have been evidenced through the Freshmen Survey (2009 – 2011) reasons for selecting the UPR-Cayey (see Table 16) and inclination to select the UPR-Cayey as their first option among Institutions of Higher Education (3 year average of 83%; see Figure 8).
7 – Continuous Improvement and Budgeting	Ad hoc Committee for the Assessment of Institutional Finances Job classification questionnaire analysis and unit personnel needs assessments Financial trends assessment Assessment of the financial impact in relation to the Roles and Responsibilities	91% of the budget is allocated to salaries and benefits 9% of the budget is allocated to operational costs 2.5 million dollars more is spent on salaries for administrative staff than faculty due to differences in group sizes. The institution needs to significantly increase the annual net income on behalf of the Continued Education and Professional Studies Division (DECEP) by generating more projects and short courses, while increasing programmatic offerings for professional development and certification. Compensation categories required revision as some functions requiring less work load were being overcompensated in comparison to those requiring greater time and effort. The institution is in need of establishing strict policies regarding course repetitions, estimated at 2% of the	Since 2007, and as a result of the development and implementation of the budget allocation process in alignment with the 2006-2016 Strategic Plan which relies on assessment initiatives and findings, the institution began to adopt measures to reduce its budget allocation to salaries and fringe benefits, initially with the Chancellor's determination that only essential vacant non-faculty positions be reinstated. Implementation of additional internal control measures, aside from those mandated by the President's Office and Board of Trustees, to assure the continuity of all operations that support the institution's Mission, Goals, and Objectives, which will be evidenced through institutional exhibits, including: <ul style="list-style-type: none"> • Restructuring administrative offices, redistributing tasks, and revising executive positions (see Exhibit 30), on the basis of the Human Resources Offices assessment initiatives: <ul style="list-style-type: none"> ○ Offices have been restructured and tasks have



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	<p>required for the different compensations categories.</p> <p><i>Institutional Risk Assessment of Compliance with the UPR-Cayey Strategic Plan</i></p>	<p>2007-2008 instructional costs.</p> <p>Reduce the administrative staff payroll by 10% through projected retirements, maintaining our cautionary measure of not recruiting additional staff.</p>	<p>been redistributed to make more efficient use of personnel (e.g., Information Systems Office and the merging of the Planning and Development Office with the Assessment and Institutional Research Office). Personnel in areas with exceeding human resources and financial knowledge have been transferred to the Finance Office for improved procedural effectiveness.</p> <p>Amendment of Faculty Compensations Practice for faculty overload in non-instructional activities (Administrative Board's Certification 42, 2008-2009; see Exhibit 31).</p> <p>Development of a Five Year Financial Plan setting the general framework for budget distribution, so that the percentage assigned to operating expenses¹ is projected to increase from 7.54%, in fiscal year 2011, to 12.64%, in fiscal year 2014-2015. Salaries and fringe benefits are projected to decrease from 92.50%, in fiscal year 2010-2011, to 87.36%, in fiscal year 2014-2015.</p> <p>The Alumni and Development Office is being restructured to increase effectiveness in fundraising activities and in promoting philanthropy.</p> <p>The services offered by the Extended University (UnEx) and the Continued Education and Professional Studies Division (DECEP) are under revision to provide additional funding for institutional renewal.</p> <p>Approval of Building Energy Retrofit for \$200,000, financed by the PR Administration for the Funding of Infrastructure (AFI) to replace the air-conditioning and</p>

¹ Operational expenses include the following categories: materials, services and supplies, travel expenses, and equipment.



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			lighting in one building leading to an annual savings of over \$88,465 a year (see Exhibit 32).
7 – Continuous Improvement and Budgeting	Programmatic assessment following original UPR-Cayey Quinquennial Evaluation Process and Board of Trustees' Certification 43	UPR-Cayey programs in the areas Arts in Economy, Elementary Education with a Concentration in Social Studies, Secondary Education in Social Sciences and the Associate's Degree in Office Technology and Administration had a potential demand for admission is inferior to its capacity potential demand for admission is inferior to its capacity.	Baccalaureates of Arts in Economy, Elementary Education with a Concentration in Social Studies, Secondary Education in Social Sciences and the Associate's Degree in Office Technology and Administration have been placed on moratorium following these guidelines, while other programs identified as not mission critical, and that exhibit low programmatic effectiveness (e.g., low graduation rates) are under evaluation (see Exhibit 33).