SUPPLEMENTAL INFORMATION REPORT TO THE MIDDLE STATES COMMISSION ON HIGHER EDUCATION

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SUPPLEMENTAL INFORMATION REPORT OF THE UNIVERSITY OF PUERTO RICO AT HUMACO FOR THE MIDDLE STATES COMMISSION ON HIGHER EDUCATION

I. Background

On June 10, 2013 the Interim Chancellor at Humacao received a letter from MSCHE expressing concerns about the recent changes in governance and administration at the University and requested a response which specifically addresses three of the thirteen standards for Accreditation (Standard 4, Leadership and Governance; Standard 5, Administration; and Standard 6, Integrity) as well as a response to the MSCHE policies on “Public Communication in the Accrediting Process” and “Political Intervention in Education.” A second letter was received on June 24, 2013, requesting the unit to address “the impact on institutional leadership of the recent changes in governance and administration, and actions planned or taken by the University to ensure ongoing compliance with Standards 4, 5, and 6.”

The information relating to Standard 4, Leadership and Governance, has been prepared by the Office of the President at the central level and mailed separately to the MSCHE. The fundamental elements required for this standard relate to the Governing Board, which is the administrative structure that has recently evidenced more change than the Humacao campus as a result of the amendment to Article 3 of the University of Puerto Rico charter. The information relating to Standard 5, Administration, and Standard 6, Integrity, have been prepared by the offices of the Chancellor, the Dean of Academic Affairs, and the Institutional Planning, Institutional Research, Accreditation and Assessment Office at UPR Humacao.

II. UPR Humacao Institutional Overview

The University of Puerto Rico at Humacao (UPRH), founded 50 years ago, is a public, undergraduate institution classified as Bachelor/Diverse: Baccalaureate Colleges-Diverse Fields, according to the Carnegie Foundation for the Advancement of Teaching. It is located in the Southeastern region of Puerto Rico, approximately thirty miles from the capital city of San Juan.

UPRH, the most important university of the region, has five programs that are unique in Puerto Rico: Coastal Marine Biology; Wildlife Management; Physics Applied to Electronics; Computational Mathematics, which offers a separate sequenced curriculum toward a certificate in Actuarial Science; and Social Action Research. These programs are highly pertinent to the social and economic development of the coastal region in Humacao and in Puerto Rico. UPRH's location makes it accessible to the principal roadways. The region is distinguished from other parts of the island because of the diverse chemical-pharmaceutical, biotechnological, and electronics industries that
provide employment to the region. This notwithstanding, UPRH also serves one of the most financially constrained regions on the island.

UPRH offers 23 academic programs (UPRH Catalog): Eighteen of them lead to a Bachelor’s degree (English Elementary Level, English Secondary Level, Elementary Education with a Special Education Component, Social Work, Social Action Research, Nursing, General Biology, Industrial Chemistry, Physics Applied to Electronics, Computational Mathematics, Coastal Marine Biology, Microbiology, Wildlife Management, Accounting, Human Resources, International Business, Office Systems Administration, and Communication Technologies1), and four lead to an Associate’s degree (Electronics Technology, Chemical Technology, Physical Therapy, and Occupational Therapy). In 2012-2013, the UPRH Academic Senate approved a new Bachelor of Arts in Puerto Rican and Caribbean Studies, which will be submitted to University Board at UPR Central Administration level this August. Some of UPRH disciplines offer coordinated transfer programs with other units of the UPR System. In addition, to address the continuing education needs and demands of the external community, UPRH offers a wide range of courses and certificates through its Division of Continuing Education and Professional Studies.

UPRH is licensed by the Puerto Rico Council on Education and has been accredited continuously by the Middle States Commission on Higher Education (MSCHE) since 1965. Additionally, the following thirteen academic programs are professionally accredited: B.A. in Social Work; B.A. in Elementary Education with a Major in Primary Level K-3 and Special Education; B.A. in English with a Minor in Elementary Education; B.A. in English with a Minor in Secondary Education; B.A. in Management; B.A. in Accounting; B.A. in Human Resources; B.A. in International Business; B.A. in Office Systems Administration; B.S. in Nursing; A.D. in Nursing; A.D. in Physical Therapy; and A.D. in Electronics Technology. The Occupational Therapy Program is working toward re-establishing its accreditation status. The Library and the Interdisciplinary Department for Integral Student Development are also certified.

The Institution is affiliated to and has agreements with recognized educational and research entities which enrich faculty and student experiences and contribute to the achievement of institutional goals. Similarly, UPRH also maintains ties with alumni and retired faculty, thereby strengthening communication and interaction with the external community.

The total enrollment at UPRH for the first semester of the 2012-2013 was 3,603. Of these, 66% (2,358) are female. Incoming freshmen (704) represented 20% of the total enrollment, and of these, 74% (524) came from public schools. To this date, 830 freshmen have confirmed their registration for the semester starting in August 13, 2013. Of these 77% (643), have a GPA of 3.50 of more, which attests to the high quality of students we serve at UPRH.

For the 2012-2013, UPRH faculty totals 243, of which 54% are female. Fifty percent of the faculty hold doctoral degrees and the other fifty hold Master’s degrees. Forty percent are full professors. The Institution also has 369 non-teaching employees, of which 51% are female. Their academic

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1 This new program will begin in academic year 2013-2014.
preparation consists of the following: 1% doctoral degrees; 14% Master's degrees; 41% Bachelor's degrees; and 33% non-university education.

These statistics represent an overview of the offerings and composition of UPRH as an institution that demonstrates its importance for the region through its academic, research, and service activities. As evidence of the institution's relevance, this summer concluded the successful year-long celebration of our 50th anniversary which offered an extensive and varied program of activities that underscored our commitment to student success and our long-standing ties to the communities we serve. Similarly, the UPRH community completed the process of revising and approving its Strategic Development Plan 2013-14 to 2017-18, which restates the elements of our institutional mission in a way that highlights our student-centered endeavors in teaching, research and service. Our revised institutional vision also attests to our long-standing ambition to be a model of excellence recognized for its important contributions to the intellectual, social, economic, democratic, and cultural development of the southeastern region, Puerto Rico, and the Caribbean.

Over the course of the past two months, we have also been successful in providing continuity to ongoing projects and in establishing new ones that demonstrate UPRH’s vibrancy. Scheduled activities, such as graduation, summer academic session, admissions, student orientations, pre-registration, fiscal year closure, budgeting, Administrative Board and Academic Senate meetings, and the 50th anniversary closing activities, among others, continued as programmed and complied with projected expectations. University personnel has continued to provide all student services with their customary degree of excellence, and the corresponding offices have diligently continued complying with external audit requests. As we prepare for the new academic session, university administration staff also implemented the first phase of the Institutional Security Plan, based on recommendations submitted in May 2013 by the Institutional Security Committee; established a work plan for improving campus facilities; updated academic progress and registration protocols to optimize service to students in August; provided support to the process of recruiting teaching and non-teaching personnel; and is preparing the agenda for the upcoming year with UPRH constituents.

III. Standard 4: Leadership and Governance

A. The New Governing Board

The governance structure of the University of Puerto Rico is constituted by the following components: Governing Board, President of the UPR, and University Board (at the central level), and Chancellor, Administrative Board, Academic Senate, Faculty, and Students (at the campus level). The selection process, structure, composition, functions, and responsibilities of each body are described in Appendix 1.

The President’s report addressing Standard 4 discusses the events leading to the 2013 amendment of Article 3 of the University of Puerto Rico charter, which created a new governing board for the
The amendment responded to the requests of ten of the eleven campuses’ Academic Senates, including UPRH, for the resignation and/or dismissal of members of the Board of Trustees and the former University President. Resolutions of the Academic Senates point to a participatory process, much in line with the climate of “shared governance” described in Standard 4 of Characteristics of Excellence, and constituted a request that the Puerto Rico legislature found difficult to ignore. It is important to underscore that the changes to the composition and number of the newly appointed Governing Board fully comply and meet the fundamentals of Standard 4 and MSCHE’s expectations regarding governing boards; and that all the appointed members are highly qualified individuals who bring a broad expertise to the new Board.

In terms of the statement of “Political Intervention in Education,” the main concern of MSCHE specifically addresses: “Direct intervention by elected or appointed officials, political parties, or pressure groups in the selection of faculty, the determination of curricula, textbooks, course content, or in admissions or retention policies.” All these areas are strictly defined and protected by Law 1 of 1966, as amended, and by UPR internal bylaws. These documents are available to the public at the Governing Board webpage. UPR at Humacao and UPR at the systemic level have laws and regulations for the appointment of administrative and teaching positions, as well as for academic promotions in rank and non-teaching reclassifications, that establish clear, impartial, and objective criteria to avoid political intervention within the institution. In addition, throughout the years, both UPR regulations and UPRH’s unique character (a campus in a small metropolis that serves many communities with traditional small town cultural values, blended with the institution’s many internationally recognized academic contributions) have provided an environment for teaching and learning that explores information and ideas, maximizes citizens’ social obligation to question and dissent, and promotes opportunities for study, research and debate, all within a context free of political pressure. The majority of academic activities are guided by the principle of representative democracy, where an elected official presents and defends the interests of a group of peers.

For the purpose of guaranteeing effective communication with the campuses and broader university community, the Governing Board has a webpage (http://juntagobierno.upr.edu/) where all information regarding meetings, appointments, policies approved, and other relevant initiatives are posted. It is updated on a regular basis, in accordance with the MSCHE Policy on Public Communication in the Accrediting Process.

B. Campus Governance

Campus governance is shared by the Chancellor, the Administrative Board, the Academic Senate, the Office of the Dean of Administration, the Office of the Dean for Student Affairs, and the Office of the Dean for Academic Affairs (see organizational chart in Appendix 2). The Administrative Board and the Academic Senate are deliberative bodies with specific advisory roles and responsibilities, as described in Articles 21 and 22 of the university charter, and their respective bylaws. The Administrative Board and the Academic Senate continue working under the leadership of the
Interim Chancellor with their regularly scheduled meetings and tasks according to the established agenda and current events and necessities as they arise.

The campus system of governance remains unchanged, both in terms of university system-wide regulations and campus-specific rules and procedures. Individuals who are new to administrative and upper managerial positions are not new to the campus and will work effectively alongside permanent staff members. No interruption of continuity of processes is expected nor will be left unaddressed should events arise that require action. The qualifications of the new interim Chancellor, interim deans and associate deans are discussed in the section on Standard 5.

C. Closing Remarks

Administration, leadership, and governance have always been a primordial concern for UPRH as a result of the community's awareness of the institution's role in the region and the subsequent importance of the institution's development. An analysis of the Fundamentals of Standard 4 reveals that UPR and UPRH are in full compliance with Standard 4.

A well-defined system of collegial governance, including written policies outlining governance responsibilities of administration and faculty, is readily available to the campus community. Existing bylaws, rules and regulations remain in effect. There have been no major changes to report on campus governance since the 2011 Institutional Self-Study Report.
IV. Standard 5: Administration

Over the course of the past three years, constituents of different sectors of the UPRH community had voiced their strong discontent in different forums with administrative practices of UPRH former Chancellor, Dr. Carmen J. Hernández. Such expressions are an example of the freedom of speech that is respected and valued by the university community. They also reflected different shareholders’ firm belief that changes at the upper managerial level were needed and, in fact, overdue.

On April 31, 2013, the day after Law No. 13 of 2013 was enacted, Dr. Hernández presented her resignation as UPRH Chancellor, effective May 1st. The Governing Board accepted her resignation and communicated it to the university community via email on May 9 (Appendix 3 - Certif. 8, GB, 2012-2013). Dr. Hernández, however, addressed the university community on May 1st via email. Her letter, which was also signed by Prof. Ruth Vargas, Dean of Academic Affairs; Dr. Moisés Cartagena, Interim Dean of Students; and Mr. Luis Lizardi, Interim Dean of Administration, outlined what her administration considered to have been the most noteworthy achievements during her tenure (Appendix 4 - Hernández’s resignation letter). Except for the Interim Dean of Administration, whose contract ended on June 30, the other former administrators returned to their teaching positions immediately.

The Governing Board acted promptly to ensure continuity of UPRH operations by naming Dr. Carmen A. Miranda as Interim Chancellor on May 13, 2013. Her appointment was informed to the university community the following day (Appendix 5 - Letter of the President; Appendix 6 - Certif. 29, GB, 2012-2013).

UPRH was the only campus where all upper management administrators resigned simultaneously. The vacancies left in the Office of the Dean of Academic Affairs and the Office of the Dean of Students were addressed by the Interim Chancellor as an absolute priority, and on May 21 the Interim Dean of Academic Affairs was appointed. The following day, so were the Interim Dean of Administration and the Interim Dean of Students.

A. Fundamental Elements of Administration

The description of the “Fundamental Elements of Administration” under Standard 5 of the Characteristics of Excellence in Higher Education provides a guide for an accredited institution to demonstrate its strength in the area of administration, particularly with respect to how it supports the institution’s organization and governance, fosters quality improvement and facilitates learning and research. This is the approach we will use to provide the supplemental information requested by MSCHE in the June 24, 2013 letter.

UPRH is properly administered and staffed according to both system-wide and campus-based bylaws. Administration is shared by the Chancellor, the three deanships (Academic, Administrative and Students), the chairs of academic departments, and directors of administrative offices. The
UPRH Organizational Chart clearly delineates the lines of organization and authority (Appendix 2 - Organizational Chart).

1. **A chief executive whose primary responsibility is to lead the institution toward the achievement of its goals and with responsibility for administration of the institution.** A chief executive with the combination of academic background and professional training appropriate to the institution and its mission.

   Article 7 of Law 1 of 1966, as amended, defines the scope of the Chancellor's academic and administrative responsibilities on each campus and his or her role in providing institutional vision and leadership. The Chancellor's responsibilities include developing and implementing institutional plans, staffing the organization, allocating resources and financial support, and directing the institution toward attaining its goals and objectives as set forth in its mission.

   As mentioned in the discussion of the Standard 4, the Interim President carefully considered the credentials of the candidates for the position of Interim Chancellor at UPRH. Dr. Carmen A. Miranda, the Interim Chancellor appointed as administrative head of our campus, was selected from among our constituents as the best candidate. It is evident from her curriculum vitae (Appendix 7 - Dr. Miranda’s CV) that she complies with the Governing Board’s requirement for such position with a doctorate degree in her field, the academic rank required, sufficient administrative experience (Appendix 8 - Certif. 99, BR, 2009-2010), as well as a solid academic background and extensive first-hand knowledge of campus matters.

   Dr. Miranda has served for almost 30 years in the UPR System at both the Río Piedras and Humacao campuses. At UPRH, she chaired the Communications Department and has participated in institutional committees such as Assessment, Curriculum, Academic Planning and Personnel, among others. She served on the UPRH Academic Senate and represented faculty on the system-wide University Board. She also served at evaluator for the Consulting Board of the Puerto Rico Higher Education Council. At UPR, Río Piedras, she was Assistant Director of the School Communication, Auxiliary Dean of Academic Affairs, and Associate Dean of Graduate Studies and Research. She was also one of the two faculty representatives on the Board of Trustees when Law 13 was approved in April 2013. She continued to serve on the newly-created Governing Board as Secretary until she was appointed Interim Chancellor of UPRH. Her experience in university governance has provided an additional benefit in her new administrative position at UPRH, as well as in the undergoing transition process.
Dr. Miranda has gained the respect of the UPR and UPR Humacao communities for her work and dynamic participation in varied institutional scenarios, adding to her proven commitment to the institution. Her designation was warmly received and praised by the students, whose approval was manifested by the President of the Student Council in the Humacao local press (El Oriental, May 15, 2013, p. 7).

Dr. Miranda will hold her interim position during this transitional period until the Governing Board officially appoints UPRH’s Chancellor, following established consultation procedures with the Academic Senate, staff and students. Based on the Governing Board’s Certification 18, 2012-2103, after holding the Interim Chancellor position she may not “participate nor be considered as aspiring in the consultation process, nor be named Chancellor” (Appendix 9 - Certif. 18, GB, 2012-2013).

During the transition into her new leadership, the Interim Chancellor met on two occasions with the former Interim Dean of Administration, Mr. Luis Lizardi, before his contract ended on June 30, 2013. The directors of the Budget and Human Resources offices, as well as the Interim Dean of Academic Affairs, participated in the first meeting (May 21). These meetings, which served to fully outline the status of current and pending administrative work, have been fundamental in guaranteeing continuity of the university’s work plan. In addition, Mr. Lizardi was requested to submit an exit report. A report by the former Chancellor to the President in December 2012, as well as the letter to the university community upon her resignation in April 2013, also included descriptions of ongoing projects. Widespread participation by academic and administrative university staff has also been instrumental in facilitating the transition process.

In this period all academic and administrative processes have smoothly run their course in a timely fashion. For example:

- scheduled meetings with the Administrative Board and Academic Senate took place in May and June;
- the final exam and registration of grades by professors for second semester 2012-13 proceeded smoothly and without incident;
- the summer 2013 academic session was offered, including pre-basic courses for incoming freshmen;
- admission of new students for the 2013-14 academic year;
- commencement exercises were celebrated on June 20, 2013 (El Oriental, June 26, 2013, p. 6);
- new students orientations were held (June 3-4)
- “El Búho” children’s summer camp was held;
- improvement plans for campus facilities continue;
the first phase of the Security Plan, as recommended by the Institutional Safety Community Report on the Implementation of the “Open Campus” at UPRH (May 2013) was implemented;
- the Institutional Animal Care and Use Committee (IACU) was reestablished;
- the Institutional Emergency Committee was reactivated;
- 2012-13 fiscal year closure and 2013-14 budgeting were successfully achieved;
- requests from internal and external auditors have been addressed;
- students’ academic progress were evaluated;
- participation of students in internship and summer research programs continued as planned;
- a proposal to reestablish the Honors Program was approved;
- the Research and External Funding office, as well as the Alumni and Public Relations office, were reinstated
- new and continuing proposals for external funding have been submitted.

The continuity of the community-wide process of discussion and approval of the Strategic Development Plan of the University of Puerto Rico at Humacao 2013-14 to 2017-18, which encompasses a restatement of the UPRH vision and mission, evidenced how under Dr. Miranda’s leadership the institution continues to move forward in achieving its goals.

The new Strategic Development Plan, in line with the system-wide planning document X for the Decade (The University of Puerto Rico Ten Challenges 2006-2016: An Agenda for Planning), clearly identifies UPRH's priorities for the next five years, and it provides guidance to current and future administrators that will ensure that UPRH complies fully with its mission and consistently moves toward achieving its vision. The new Strategic Development Plan is achievable, and includes key institutional metrics to assess institutional effectiveness and provides administrators with the information needed to make important decisions that ensure continuity and stability in the strategies, activities, and resource allocations at UPRH.

2. **Administrative leaders with appropriate skills, degrees and training to carry out their responsibilities and functions.**

UPR at Humacao has maintained the same administrative structure as the other ten units. There are three campus deans who assist the Chancellor and help advance the agenda of the unit and who collectively participate in guiding the institution to achieve its goals. These are: Dean of Academic Affairs, Dean of Students, and Dean of Administration.
These offices continue to work with the priorities and responsibilities pertaining to their daily tasks. As described in the previous section, all administrative and academic services have been offered without interruption, including student services and admissions, which are underway and ready to receive the new students in August. The fact that the Interim Chancellor has kept the existing management team leading departments and offices intact has been instrumental in providing continuity to all services. However, to fill the vacant campus dean positions, Dr. Miranda appointed the following faculty members: Dr. Ivelisse Rivera-Bonilla as Interim Dean of Academic Affairs; Dr. Esther Vega as Interim Associate Dean of Academic Affairs; and Prof. Wanda Rodríguez as Interim Dean of Students. Mrs. Mariolga Rotger, MBA, was appointed as Interim Dean of Administration upon the termination of the former dean's contract.

The Deans who support the administrative structure have previous experience with different campus initiatives, such as institutional and student learning assessment, accreditation processes, institutional planning, external funding, research, student mentoring, and academic counseling. Dr. Miranda has diligently selected individuals who have proven commitment in enabling learning and research, promoting quality improvement, and in supporting the institution’s organization and governance. The Interim Deans also have the appropriate skills, degrees, academic credentials and training to fully carry out their responsibilities and functions.

Over the course of the past two months, each Dean has held several meetings with the directors of the departments and offices they supervise. These meetings serve to give continuity to work already underway and lay down guidelines for the agenda of the new academic year.

Dr. Rivera-Bonilla, Interim Dean of Academic Affairs, is Associate Professor of the Social Sciences Department, where she has been Coordinator and Academic Advisor for the Social Action Research Program and chair of the Learning Assessment Committee. Based on her previous experience as Chancellor of American University of Puerto Rico and in accreditation and assessment processes, she was appointed in 2011 as a member of the UPRH’s Executive Committee, responsible for spearheading the institution’s MSCHE accreditation process. She also has extensive experience as faculty mentor to students engaging in participatory action research and in community service (Appendix 10 - Dr. Rivera-Bonilla's CV).

Dr. Esther Vega, Interim Associate Dean of Academic Affairs, is Full Professor of the Biology Department. She has been Program Director for the long-term, highly successful federally-funded Minority Access to Research Careers (MARC) and Bridges programs at UPRH. She has extensive research training in food microbiology and industrial microbiology and a proven record as a successful faculty mentor to students engaging in research. In addition, she served as the Biology Department’s representative to the UPRH Academic Senate from 2011 to 2013. She is also
Both professors appointed to the Deanship of Academic Affair comply with the Governing Board’s requirement for such position: they have a doctorate degree in their fields, the required academic rank, and administrative experience (Appendix 8 - Certif. 99, BR, 2009-2010).

Prof. Wanda Rodríguez, Interim Dean of Students, is Full Professor of the Biology Department. She was Associate Dean of Academic Affairs and Industry and Technology Coordinator at UPRH. Furthermore, she was Academic Advisor for the Biology Department for numerous years. Her long-term history of close, supportive contact with students makes her highly qualified to appreciate their concerns and perspectives. In addition, she has been peer reviewer for the Graduate Research Fellowship Program, Counselor of the International Student Exchange program, and has participated as Co-PI, director and counselor for successful local and federally-funded programs at UPRH (Appendix 12 - Prof. Rodríguez’s CV).

Mrs. Mariolga Rotger, MBA, Interim Dean of Administration, has assumed numerous administrative positions spanning a broad range of areas over a period of 18 years of service to UPRH. She has been Auditing Coordinator, Dean of Student Affairs, Director of Financial Aid, and Director of the Cultural Activities Office. In addition, she has teaching experience in Department of Business Administration and has been an active member in various institutional committees (Appendix 13 - Mrs. Rotger’s CV).

Appointees to the deanships of Students and Administration are not required to hold the same degree and academic rank qualifications as are those who are appointed to the positions of Chancellor and Dean of Academic Affairs. However, Prof. Rodríguez’s extensive experience as faculty mentor and as researcher and Mrs. Rotger’s many years of experience in university administration are strong assets to the development and continuation of UPRH’s teaching and research agenda.

3. Adequate information and decision-making systems to support the work of administrative leaders.

As a team, the Interim Chancellor and the deans have set target goals which they are accomplishing, according to the needs and demands of the current institutional context. They have adopted an open communication work style, which has facilitated continuity in addressing the workload. Moreover, the Interim Chancellor has maintained an open dialogue with university constituents about matters that
affect UPRH. Among previously planned activities that have been assured continuity and have been successfully completed, several bear specific mention:

- **Commencement**: The University Interim President commended the 2013 graduation’s organization, including the level of faculty attendance, and recognized that the event ran smoothly despite the high number of graduates (historically, UPRH’s largest class ever). The graduation also marked the end of the UPRH’s 50th anniversary celebration.

- **Submission of 11 proposals for external funding**, nine of which are new proposals and two are renewals ([Appendix 14 - Proposals submitted for external funding](#)).

- **Celebration of orientation activities for incoming freshman and planning for August welcoming activities.**

- **Submission to the University Board of the proposal for the new Bachelor of Arts in Puerto Rican and Caribbean Studies approved by the UPRH Academic Senate in March 2013 and submitted with final revisions by the Humanities Department faculty in June.**

- **Continuity of the Student Exchange Program’s work plan for incoming and outgoing students.**

- **Celebration of the 2nd Annual UPRH 5K**, an event that was part of the scheduled events to commemorate the 50th Anniversary of UPRH, was also carried out successfully according to existing plans ([La Esquina, 2nd ed., May 2013, p. 35](#)). The activity brought 500 registrations and thousands of attendees. Funds collected assigned to the Special Help Fund for UPRH Students.

- **Reestablishment of the contract between UPRH and the Humacao Swimming Team** after it had been cancelled by the previous administration 11 months ago, amidst widespread protest by both the internal and external university community. This reestablishes the relationship that UPRH has held for over 30 years with the team and provides local area swimmers the necessary facilities to train for local and international events, and strengthens the institution’s ties with the external community. This action has been received with overwhelming support and appreciation by the community and by athletes ([El Oriental, June 5, 2013, p. 8](#)).

- **Celebration of PREM, STEM, and Upward Bound summer camp and/or activities.**

- **Recognition of UPRH university students’ successful entrepreneurial initiatives through their first place win in the Puerto Rico ENACTUS competition, thus**
qualifying UPRH students to compete internationally. This win allows UPRH students the opportunity to represent Puerto Rico in the World Cup in Mexico in September 2013. This is the second time in five years that UPRH has the opportunity to compete at this level, and it is a source of great pride for UPRH and the Humacao community (ENACTUS press release; El Oriental, July 10, 2013, p. 4-5; El Oriental, July 17, 2013, p. 8).

The Administrative Board and Academic Senate continue working under the leadership of the Interim Chancellor through regularly scheduled meetings, accomplishing tasks according to agenda. To cite one example of the successful work being carried out, the *Strategic Development Plan of the University of Puerto Rico at Humacao 2013-14 to 2017-18* was approved by the Administrative Board after having previously been considered and approved through prescribed channels, which gathered widespread input from the university community.

Other administrative staff members, chairs of academic departments, directors of administrative and service offices, and the coordinators of educational related programs have remained in their positions. The only change in leadership positions that has taken place is in the offices of Financial Aid and the Physical Resources department, where one individual had been holding both positions on a part-time basis since 2010. This double workload and division of responsibilities was evaluated, and analysis revealed that the functions prescribed by the two positions were incompatible and so were the responsibilities and tasks inherent to each position. In May, a Financial Aid official with 16 years of service at the UPR system, of which ten have been at UPRH, was appointed Interim Director of the office. Similarly, in June, a licensed civil engineer and agronomist was recruited as Physical Resources Director.

In the academic departments, the two chairs who had resigned in April returned to continue in their functions at the request of their respective faculties (Social Work and Education). To fill the position of chair of the Social Sciences department, which had been vacant since April 1, Interim Chancellor Dr. Miranda appointed the faculty’s unanimous recommendation as Interim Chair. In addition, transition processes are underway in two academic departments. The Interim Chair of the Biology Department resigned after one year of service, effective on July 31, to return to his teaching position and to continue his research on entomology. A new Interim Chair, recommended by faculty, has already been appointed and invited to participate in meetings of Academic Chairs held during the summer academic session. In the Chemistry Department, the current Chair is retiring at the end of the summer and has submitted the transition report, as per the Interim Dean of Academic Affairs’ request in June 2013.

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2 Former Dean of Academic Affairs had been acting as Interim Director of the Department of Social Sciences until her resignation effective May 1.
B. Closing Remarks

We are confident that the University of Puerto Rico is in full compliance with Standard 5, as required by the Fundamental Elements of Administration. We have demonstrated the excellent academic background and professional training displayed by our Interim Chancellor, as well as the outstanding qualifications of our interim deans who assist in administration at UPRH, all of whom have a long history dedicated to serving our institution and advancing its mission of excellence in research and learning.

UPRH has maintained steadfast in pursuit of its established goals and agenda through long-standing, standardized processes which have remained unchanged. The minimal changes which have occurred respond to specific situations, such as vacancies, and to the internal and external university communities’ discontent. These changes serve to strengthen UPRH’s role as the leading higher education institution in the area and in the attainment of its mission to pursue educational and research excellence.
V. Standard 6: Integrity

A. Fundamental Elements of Integrity

The importance attributed to Integrity within the context of higher education is attested by its inclusion as one of the thirteen standards for accreditation established by the MSCHE. Integrity is a central, indispensable and defining hallmark of effective higher education institutions. The following analysis demonstrates adherence to ethical standards and UPRH’s own stated policies.

1. Policies are updated and in place.

The University of Puerto Rico has a system to actively update all information related to policies approved by the appropriate body at the campus level (such as the Academic Senate and the Administrative Board) and at the system level (such as the University Board and the Governing Board). Additionally, the information is readily available on our webpage. Policies are all in place, and the recent changes in governance have not affected institutional policies.

2. Sound ethical practices and respect for individuals, and a climate that fosters respect among students, faculty, staff, and administration for the range of diverse backgrounds, ideas, and perspectives.

UPRH administration fosters respect among all university constituents, regardless of their political, social, and economic background, ideas and perspectives. The Interim Chancellor and the deans have been forthright and transparent in taking charge of their duties. In addition, all policies, both at central and campus levels, guarantee the equitable, fair and consistent treatment of constituencies, in areas such as the application of academic requirements and policies, student discipline, student evaluation, grievance procedures, faculty promotion, tenure, retention and compensation, administrative review, curricular improvement, academic and intellectual freedom, and institutional governance and management. Since the administrative changes in personnel which occurred in May 2013, the UPRH has continued to pursue its programmatic agenda within a context of increased exchange of ideas and perspectives, as evidenced by the new administration's accessibility to both elected representatives of different sectors of the university community.
3. Fair and impartial practices in the hiring, evaluation and dismissal of employees.

UPR Humacao has clear systemic policies and procedures to ensure justice, equity and fairness in hiring, evaluation and dismissal of employees. UPRH, being a government institution, is governed by the Ethics in Government Act, ensuring sound administrative practices and respect for individuals in all processes. No employee has been separated or terminated from employment by recent administrative changes. In fact, despite financial challenges revealed in preparation for the new fiscal year and the 2013-2014 budget approval process, contract employees who were at risk of not being renewed, were re-hired, and thus were allowed to keep accumulated leave and other crucial marginal benefits. As it expected of institutions of higher education by MSCHE policy on “Political Intervention in Education,” political considerations are by no means a factor in recruiting personnel or faculty at UPRH. All recruitment of personnel has been based on the needs and demands of the academic department and offices. Each decision has been made based on careful analysis of and in accordance with the fiscal resources assigned to the institution.

4. Continuing student access to catalogs

Each year the campus reviews and updates the academic offerings included in the catalog, as well any new policy approved by the Governing Board or the Academic Senate. This is an effort that is coordinated with the UPR System VP for Academic Affairs, who oversees the database of all the programs and courses offered at all campuses. Recent administrative changes have had no effect on this practice.

The information in the catalog, which is available in our webpage, is organized so that students may access any data they need. The catalog is also helpful in presenting specific data of the required courses for any discipline or program that may be of interest to students. All the information required for student actions, such as requests for financial aid, admissions, calendars, due dates, and other information is also available in our webpage (www.uprh.edu). There is specific information regarding the admissions process, and students are welcome to print any information that might be of interest.

The UPRH webpage also makes information available on institution-wide assessments to prospective students, including graduation, retention, certification and licensing rates, accreditation, and other outcomes as appropriate to the programs offered.
5. **Changes and issues affecting institutional mission, goals, and programs are disclosed accurately and in a timely manner to the institution’s community, to the MSCHE, and to any other appropriate regulatory bodies.**

Any change to the community is informed via email and posted on the Institution’s website. A recent example is the adoption of the *Strategic Development Plan of the University of Puerto Rico at Humacao 2013-14 to 2017-18*. The plan, which has a reference the system-wide strategic plan *X for the Decade*, was conceptualized by a team with representative of all sectors in the university and external community. In addition, for the first time, public hearings were held as a direct consultation mechanism for garnering constituents’ participation. This conferred legitimacy and transparency to institutional planning processes.

Based on the findings of the last re-accreditation self-study in 2011, the process of elaborating the *UPRH Strategic Plan 2013-14 to 2017-18*, and following the fundamental elements of Standard 1, Mission and Goals, in May 2013 UPRH finalized the process of revising its mission statement, which began in 2000. The revised mission, recently approved by the UPRH Administrative Board, reads as follows:

> The University of Puerto Rico at Humacao, as the leading higher education institution in the eastern area of Puerto Rico:

> Establishes students as the center of university activity; therefore, the university's efforts are directed toward teaching, research, and services that foster ethical, cultural, aesthetic, humanistic, technological, and student intellectual development; furthermore, the university contributes to the formation of citizens that are instilled with knowledge and values that serve to strengthen participatory democracy, ecological sustainability, justice, and equity in the eastern region, Puerto Rico, and the Caribbean.

The statement on UPRH’s future expectations has also been reformulated according to the reconsideration of its mission and values. Accordingly, the vision statement is expressed as follows:

> The University of Puerto Rico at Humacao aspires to be a model of excellence recognized for its contribution to the intellectual, social, economic, democratic, and cultural development of the eastern region, Puerto Rico, and the Caribbean by expanding its academic offerings, including evening and graduate programs, which are in keeping with emerging technologies and the need for widespread education.
Information on the changes in the institution’s mission and vision was communicated to the university community through a post of the electronic newsletter, “UPRH Informa.”

This, far from being a reaction to recent changes, is evidence of the ongoing commitment by the institution to the advancement of excellence.

6. Periodic assessment of the integrity evidenced in institutional policies, processes, practices, and the manner in which these are implemented.

Regulations and certifications have been used as fundamental and essential reference for the decision-making process. Responsibilities have been shared with the Academic Senate and Administrative Board. An Executive Secretary was appointed to update the status of each certification referred from the Academic Senate and Administrative Board. In addition, strategies have been implemented to assess the institutional policies, process and procedures.

The Institutional Planning, Research, Accreditation and Assessment Office is responsible for keeping essential data to be used during the evaluation and decision-making processes and subsequent actions taken. As mentioned before, the Strategic Plan was recently approved by the Administrative Board. This Plan was made available to the public for input and recommendations prior to its approval, and the Plan experienced revision as a result of the community’s input.

All institutional electronic webpage information has been updated in order to inform students and the university community of any changes. This is an ongoing process, which means that students, faculty and the public will have more accurate information with regards to academic programs, offices, services, and other related information as it continues to develop over time. Personnel responsible for updating the information and ensuring its inclusion on the institution’s webpage have continued to comply with their assigned duties in this regard.

B. Closing Remarks

We are confident that the University of Puerto Rico is in full compliance with Standard 6, as required by the Fundamental Elements of Integrity, and MSCHE policy on Political Intervention in Education. As an institution we are unwavering in our commitment to adhere to the policies and regulations that guarantee the highest ethical standard in all academic and administrative processes. MSCHE policy on Political Intervention in Education states that: “Direct intervention by elected or appointed officials, political parties, or pressure groups in the selection of faculty, the determination of curricula, textbooks, course content, or in admission or retention policies, injects
factors which are often inimical to the fulfillment of an institution’s mission.” We appreciate the opportunity to clarify that recent changes have had no effect on these well-established policies, which we have mentioned throughout this report.
VI. Conclusion

Upon the completion of the celebration of UPRH’s 50th anniversary, we are confident in asserting that our institution continues to hold the public confidence that has made us the most important university of the Southeastern region of Puerto Rico for five decades. Continuity and change are at the core of academia. UPRH has a strong tradition and practice of adhering to and respecting the rules, regulations, policies, and charters that give coherence and direction to university endeavors. We are confident that upon the revision of the evidence submitted with this report, MSCHE will validate this appraisal.

Just as any other institution committed to higher education, UPRH is open to change, especially to those changes that are the result of the careful evaluation. The process of revisiting the goals and of assessing the achievements of our previous strategic plan, and collaboratively elaborating a new one, is a way of evidencing such perspective. So is the process of restating our vision and mission statements in light of how Puerto Rican society and the characteristics of community continue to change. The constant revision of our academic programs also leads to important changes that allow us to keep us updated and relevant. These changes and others, as is the case of the new Governing Board, highlight the value given to our constituents’ proposals and both institutional and student learning assessments. The university community has always demonstrated commitment and dedication to the institution, ensuring the continuity of administrative and academic efforts in periods of transition. We are confident that MSCHE will validate UPRH’s compliance with Standards 4, 5 and 6, as we enthusiastically prepare to start a new academic year.
APPENDICES
Appendix 1

Composition and Principal Functions of UPR Governance

Governing Board of the UPR

Composition: The Governing Board of the University of Puerto Rico will be made up of thirteen (13) members, of which one (1) will be a regular bachelor’s degree student; one (1) will be a regular student of one of the graduate programs of the University; two (2) will be professors holding tenure within the university system; one (1) will be the Secretary of Education, with ex officio status; one (1) will be a professional with broad knowledge and experience in the field of finances; one (1) will be a resident of Puerto Rico who has participated with distinction in social and community leadership; five (5) will be residents of Puerto Rico distinguished in artistic, scientific and professional arenas, of which three (3) will be graduates of any academic program of the University; and one (1) will be a citizen, resident of Puerto Rico, with ties to Puerto Rico communities outside of Puerto Rico. Except for the two (2) students and two (2) professors, the remaining members of the Governing Board will be named by the Governor with the advice and consent of the Senate. All members of the Governing Board will carry out their functions until their successors are named and take possession, and will be older than eighteen (18) years old, residents of Puerto Rico and will comply with the dispositions of Law 1-2012, known as the “Law of Governmental Ethics of Puerto Rico of 2011.”

No member of the Legislative Assembly of Puerto Rico nor any person that occupies a charge or employment in the Associated State of Puerto Rico or in any instrumentality or public corporation that is not the University of Puerto Rico can be named as a member of the Governing Board, except the Secretary of Education of the Free Associated State of Puerto Rico as an ex officio member. No employee, functionary, professor, official, director, shareholder, member, advisor, contractor or associate of any private institution of higher education in Puerto Rico can be named.

Without it being understood as a limitation of the tasks inherent to his position, the Governor can designate a committee to identify, evaluate and recommend candidates to the Governing Board of the University of Puerto Rico (Law Num. 13 of April 29 of 2013 - Amendment to the UPR Law).

President of the UPR

The President of the UPR is the main executive figure of the University System. The President, among other functions: designates, with the consent of the Governing Board, the chancellors of the units; represents the University in corporate affairs before the courts and government agencies; and is an ex officio member of all the colleges, the Academic Senate and administrative boards of the System.

The President is responsible for submitting the budget for the consideration of the Governing Board; the Institutional development plan and its revision; bylaws, contracts, and agreements that require the approval of the Governing Board; and the annual report.
University Board

The University Board is composed of the President of the University, the unit Chancellors, the Finance Director, three additional members assigned by the President with the consent of the Governing Board, one representative of the faculty of each Academic Senate, and one student representative from each unit. The Board, with the recommendations from the Academic Senates, is responsible for elaborating the general bylaws for the University, the student handbooks and the development plan for the university system. The Board also considers the consolidated budget of the System and constitutes the first forum of appeals for the decisions made by the Administrative Boards or the Academic Senates of the units.

Chancellor of UPRH

The Chancellor is the main executive official of the Institutional unit. His or her responsibilities include: presiding the Academic Senate, the Administrative Board and the meetings of the faculty; appointing the deans, department chairs, and university personnel; resolving any decisions resulting from appeals in consultation with the deans; representing UPRH in events, ceremonies and academic activities; and preparing, for the consideration of the President, the annual report of the Institution and the budgetary requests.

Administrative Board

The Administrative Board of UPRH is composed of 12 members: the Chancellor, who presides; the Deans; the Library director; four academic department chairs, representing the areas of Education, Arts, Sciences and Administrative Sciences; two academic senators elected among the academic representatives of the Academic Senate, who are ex officio members; and one elected student representative. The Board acts as a consulting body to the Chancellor, approves the developmental plan of the Institution, approves the proposed budget prepared by the Chancellor, and is responsible for granting tenure, promotions and licenses.

Academic Senate

The Academic Senate of UPRH is composed of 28 members: the Chancellor, who presides; the deans; the Library director; one elected representative from each academic department; one elected representative from the Library; one elected representative for the Continuing Education Division (DIDIE, by its Spanish acronym); and three elected student representatives. The Academic Senate has the authority to establish rules and regulations regarding all affairs of an academic nature.

Faculty

The Faculty is composed of the Chancellor, the Dean of Academic Affairs, the Department chairs, and the teaching staff of the university. The General Bylaws of the UPR and the Faculty Handbook define their functions, responsibilities, duties, and rights.

Students

The General Student Council represents the student body before the university administration. The students have representation in student organizations, the Departments, the Board of Discipline, the Academic Senate, the Administrative Board, the University Board, and the Governing Board.
University of Puerto Rico at Humacao
Organizational Diagram

Governing Board

Office of the President

Academic Senate

Office of the Chancellor

Administrative Board

Dean of Student

Casa Roig Museum

Information, Computation and Communication System

Dean of Academic Affairs

Office of the Journal Estegesis

Institutional Assessment Office

Planning, Accreditation and Institutional Research Office

Dean of Administration

Federal Projects

Academic Departments

Programs and Offices

- Athletics Activities
- Cultural Activities
- Financial Aid
- Interdisciplinary Department for Integral Student Development (Dide)
- Health Services
- Handicapped Population Services (Serpi)
- Student General Council
- Student Associations

- Business Administration
- Office Systems Administration
- Biology
- Social Sciences
- Communication
- Education
- Demonstrative Preschool Center
- Nursing
- Spanish
- Physics and Electronics
- Humanities
- English
- Mathematics
- Chemistry
- Physical Therapy
- Occupational Therapy
- Social Work

- Admissions
- Library
- Communication Competencies Center
- Continuing Education and Professional Studies Division (Decep)
- External Resources
- Registrar Office

- Central Archives
- Day Care Center
- Purchasing
- Finances
- Fiscal Financial Aid
- Accounting
- Accounts Receivable
- Accounts Payable
- Billing and Collection
- Payroll
- Merchandise Receipt and Delivery
- Budget
- Physical Resources
- Physical Plant Administration
- Building Maintenance
- Grounds Maintenance
- Repair and Remodeling
- Transportation
- Human Resources
- Health, Occupational Safety and Environmental Protection
- Security and Transit
- Graphics Arts
- Radio, Cinema and Television

Planning, Accreditation and Institutional Research Office (OPA)
Programmatic Planning Area
Revised: June 2013
Yo, Carmen Ana Miranda Rivera, Secretaria de la Junta de Gobierno de la Universidad de Puerto Rico, CERTIFICO QUE:

La Junta de Gobierno, en su reunión extraordinaria del miércoles, 8 de mayo de 2013, habiendo recibido y considerado la renuncia de la Dra. Carmen J. Hernández Cruz, Rectora de la Universidad de Puerto Rico en Humacao, acordó:

Aceptar la renuncia de la Dra. Carmen J. Hernández Cruz a la posición de Rectora, con efectividad al 1 de mayo de 2013.

Y PARA QUE ASÍ CONSTE, expido la presente Certificación, en San Juan, Puerto Rico, hoy 8 de mayo de 2013.

Carmen Ana Miranda Rivera
Secretaria
30 de abril de 2013

CARTA CIRCULAR NUM. 2012-2013-64

A TODA LA COMUNIDAD UNIVERSITARIA

Estimados compañeros:

Efectivo al 1 de mayo de 2013, renuncio a la posición de Rectora de la Universidad de Puerto Rico en Humacao que ocupo desde septiembre de 2010. Desde entonces he cumplido cabalmente con las funciones y atribuciones de mi puesto según lo establece el Reglamento General de la Universidad de Puerto Rico.

Junto a mi equipo de colaboradores, los decanos Ruth Vargas, Moisés Cartagena y Luis Lizardi, hemos trabajado con ahínco y entusiasmo por nuestra Institución, la cual alcanzó su reacreditación por la MSCHE y le levantaron su probatoria. Con un presupuesto reducido por 15.6%, determinamos prioridades que redundaron en:

1. Presupuesto balanceado durante tres años consecutivos.

2. Implantación del programa de Bachillerato en Tecnología de la Comunicación.

3. Aprobación de la propuesta de Bachillerato en Estudios del Caribe del Departamento de Humanidades.

4. Acreditación de los programas de ADEM por primera vez por la ACBSP.

5. Reacreditación de los programas de Tecnología Electrónica por la ABET, el Programa de Bachillerato en Ciencias en Enfermería en el Grado Asociado en Enfermería por la National League for Nursing Accrediting Commission (NLNAC).

6. Creación de nuevos cursos.
7. Aprobación e implantación del Componente de Educación General, luego de 25 años de discusión.

8. Creación e implantación de la Secuencia Curricular en Ciencias Actuariales.

9. Actualización del master de cursos a nivel institucional.

10. Nombramiento de plazas docentes según acervo de candidatos.

11. Otorgación de ascensos en rango a la facultad correspondiente a la primera y segunda lista.

12. Ceremonia de Rango de Profesor Eméritos al doctor José Manuel García Leduc.

13. Lección Magistral impartida por el doctor Félix Castrodad.

14. Establecimiento de la primera Sala de Facultad.

15. Implantación del sistema de entrega de notas en línea.

16. Reactivación de los fondos institucionales para investigación (FOPI).

17. Distribución equitativa de los fondos provenientes de la cuota de tecnología para la actualización de laboratorios.

18. Celebración del Quincuagésimo Aniversario de la UPRH.

19. Actividad de Reconocimiento al Personal con más años de servicio por oficinas y departamentos académicos.

20. Actividad de Reconocimiento a Estudiantes Pioneros con motivo del Quincuagésimo Aniversario de la UPRH.

21. Programas Acceso al Éxito y RISE de la UPRH, a través de la Decep, subvencionan los costos de los cursos subgraduados a estudiantes de escuela superior a fin de promover el reclutamiento de estudiantes talentosos en las áreas de ciencias y matemáticas.

22. Enmiendas a los Traslados Articulados entre la Universidad de Puerto Rico en Humacao y la Universidad de Puerto Rico en Carolina y entre la Universidad de Puerto Rico en Humacao y la Universidad de Puerto Rico en Mayagüez.
23. Institucionalización de CDATA y CADA.


25. Nuevas facilidades de las oficinas del Registrador y Recaudaciones en el antiguo Centro de Estudiantes.

26. Reparación y modernización de la pista atlética.

27. Reparación y modernización de la piscina atlética.

28. Construcción del Nuevo Centro de Estudiantes, el cual contará con salas para reuniones informales, salones de juego, sistema de TV, música, conexión wireless, sofás, café bar y se comunicará con la Cafetería.

29. Pavimentación del área de estacionamiento al lado del Complejo Deportivo.

30. Establecimiento de áreas de estudios al aire libre.

31. Reactivación de la Oficina de Intercambio de Estudiantes universitarios provenientes de Estados Unidos, España y Latinoamérica.

32. Ampliación de la Sala de Asistencia Tecnológica para estudiantes de SERPI.

33. Adquisición de una flota de vehículos destinada a la transportación del estudiantado.

34. Compra de uniformes para los integrantes de la banda, porristas y atletas.

35. Incremento de normas de seguridad.

36. Revisión del Plan de Mejoras Permanentes.

37. Organización de la Oficina de Coordinación de Auditorías.

38. Construcción del cuarto limpio del Departamento de Física.

39. Instalación de paneles fotovoltaicos en el Edificio de Terapia Ocupacional que redundan en ahorros de energía.
40. Mejoras al sistema de acondicionador de aire de los edificios de Biblioteca, Letras y Administración. Como consecuencia, cada edificio tiene un sistema independiente, lo cual permite suspender selectivamente el servicio y ahorrar energía.

41. Instalación de chiller y reparación de sistemas de acondicionador de aire. Se instaló un chiller en el Edificio de SRIA (Biblioteca) y se repararon los sistemas de acondicionador de aire de Biología, Sistemas de Información, Computación y Comunicación (Centro de Cómputos), Recursos Físicos, y Servicios al Estudiante.

42. Reubicación y remodelación de las oficinas adscritas al Decanato de Estudiantes: Asistencia Económica, CORI, Oficina Fiscal de Asistencia Económica e Intercambio de Estudiantes, las que se encontraban ubicadas fuera del edificio de Servicios al Estudiante, con la finalidad de ofrecer un servicio más efectivo e integrado.

43. Equipamiento y ampliación del Gimnasio. Se equipó con máquinas trotadoras y levantamiento de pesas. Este lugar se ha convertido en un espacio con mucha demanda.

44. Inauguración del Edificio de Laboratorios del Departamento de Química.

45. Sellado de techo del Departamento de Terapia Física.

46. Ofrecimiento del Campamento de Verano bajo Decep. Esta acción administrativa permitió que dicho Campamento fuese autoliquidable y dejase beneficio a la Institución.

47. Desarrollo de nuevas formas de financiación. La UPRH llevó a cabo una actividad de recaudación de fondos denominada Bohemia para el Fondo Dotal.

Estas acciones concretas son prueba fehaciente de una sana administración que pone prioridad en la seguridad, integridad y desarrollo de su gente.

Ha sido un gran honor haber dirigido la Institución, donde me formé profesionalmente y donde he podido, a su vez, formar a otros profesionales. Esta posición me ha permitido trabajar con excelentes colegas que se distinguen por su verticalidad y valores.
Finalmente, esta servidora como los decanos les invitamos a continuar trabajando por esta gran institución para el beneficio de nuestro estudiantado, y como dice San Francisco de Asís: *Las palabras mueven, pero los ejemplos arrastran.*

Cordialmente,

Carmen J. Hernández Cruz, Ph.D.
Rectora

Ruth Vargas Scuotri
Decana de Asuntos Académicos

Moisés Cartagena Aponte
Decano de Estudiantes Interino

Luis Lizardi
Decano de Administración Interino
14 de mayo de 2013

A LA COMUNIDAD UNIVERSITARIA DE LA
UNIVERSIDAD DE PUERTO RICO EN HUMACAO

José A. Lasalde Dominicki, Ph.D.
Presidente Interino

NOMBRAMIENTO DE LA RECTORA INTERINA

Me complace informarles que la Junta de Gobierno de la Universidad de Puerto Rico, en su reunión de 13 de mayo de 2013, acogió favorablemente nuestra recomendación y aprobó la designación de la Dra. Carmen Ana Miranda Rivera como Rectora Interina de la Universidad de Puerto Rico en Humacao. Este nombramiento tiene efectividad inmediata.

Les exhorto a colaborar con la Rectora Miranda Rivera en las importantes gestiones que son necesarias realizar para adelantar la tarea universitaria académica, administrativa, de servicio y, además, promover la productividad investigativa y labor creativa de nuestra Universidad. Confío en que prevalezca entre nosotros la genuina tradición universitaria que siempre nos ha distinguido y les agradezco a todos su apoyo a la Universidad y a su misión.

Agradezco a la pasada Rectora, Dra. Carmen Hernández Cruz, su extenso trabajo administrativo y su contribución al desarrollo de la tarea universitaria en los pasados años, deseándole éxito en sus gestiones futuras.

Reciban mis saludos cordiales.

ivs

Appendix 5
Yo, Ledía. Ana Matanzo Vicens, Secretaria de la Junta de Gobierno de la Universidad de Puerto Rico, CERTIFICO QUE:

La Junta de Gobierno, en su reunión extraordinaria del 13 de mayo de 2013, habiendo considerado la recomendación del Presidente Interino de la Universidad de Puerto Rico, acordó:

Nombrar como Rectora Interina de la Universidad de Puerto Rico en Humacao a:

DRA. CARMEN A. MIRANDA RIVERA

Disponer que este nombramiento sea efectivo inmediatamente.

Reiterar expresamente que la persona nombrada como Rector Interino o Rectora Interina no podrá participar ni ser considerada como aspirante en las consultas, ni podrá ser recomendada ni nombrada Rector o Rectora en propiedad de la Universidad de Puerto Rico.

Y PARA QUE ASÍ CONSTE, expido la presente Certificación, en San Juan, Puerto Rico, hoy 13 de mayo de 2013.

Ana Matanzo Vicens
Secretaria
Appendix 7

DR. CARMEN ANA MIRANDA RIVERA
carmen.miranda1@upr.edu

Curriculum Vitae

ACADEMIC PREPARATION

Doctorate in Information Sciences September, 1993
Universidad de La Laguna
Islas Canarias, Spain

Master of Sciences in Broadcasting May, 1985
Boston University
Boston, Massachusetts
Creative Project: Chemistry: An Ally in our Lives
(pilot program that leads way to a television series)

Bachelor’s Degree in Public Communication June, 1980
Universidad de Puerto Rico at Rio Piedras
Rio Piedras, Puerto Rico

Certificates

Management and Leadership in Education June, 2001
Institutes for Higher Education, Harvard University
Cambridge, Massachusetts

Distance Administrator Certification Program June, 1999
Center for Distance Learning Research
Texas A & M University, Texas

Workshops

CGS New Deans Institute & Summer Workshop for Graduate Deans July, 2007
Council of Graduate Schools
Hotel Caribe Hilton, San Juan, Puerto Rico

Classroom Assessment (Parts I and II) March/April, 2005
Institutional Assessment Program
University of Puerto Rico at Humacao
Humacao, Puerto Rico
WORK EXPERIENCE

Professor 1987 to present
School of Communication, UPR-Río Piedras
Communications Department UPR-Humacao
- Teach the following courses at associate degree, bachelors and master’s degree levels:
  - Theory of Communication; Critical Analysis of Mediums; Introduction to Radio, Cinema and Television; History and Appreciation of Cinema; Scriptwriting; Basic Television Production; Production of Advertisements for Radio and Television; Educational Television; Supervised Practicum
- Work on Assessment, Curriculum, Alumni, Personnel and Academic Planning Committees, among others
- Work as reader and thesis/creative project director for department alumni.

Interim Chancellor UPR at Humacao May 2013 to present
- Function as highest academic and administrative authority on campus.
- Preside the Academic Senate, the Administrative Board and Faculty meetings.
- Promote compliance of faculty, technical, research, administrative and student activities with university objectives.

Faculty Representative
Board of Trustees of the University of Puerto Rico July, 2012-April, 2013
Governing Board of the University of Puerto Rico April-May, 2013

Academic Senator UPR at Humacao 2009-2012
- Represent the Communications Department in the Academic Senate.
- Represent the Academic Senate on the Administrative Board.
- Represent the Academic Senate on the UPR University Board.

Associate Dean of Graduate Studies and Research 2007-2009
Graduate Studies and Research Deanship UPR-Río Piedras
- Implement the evaluation plan of the campus’s graduate programs.
- Support graduate programs in assessment and accreditation processes.
- Work on course creation, professional certificates, new academic programs and curricular revision.

Director, Communications Department 2002-2007
UPR at Humacao
- Develop the department’s academic vision and strategic plan and implement them through operational plans.
- Revise and complete the proposal for the creation of the BA program in Communications and achieve its approval within the campus.
- Supervise faculty and non-teaching personnel, provide student orientation, develop academic laboratories and others.

Director, Office of Distance Education 1999-2001
UPR, Central Administration
• Develop and implement a Distance Education policy for the UPR System and support the campus's academic initiatives.
• Implement a systemic culture for the development of this educational modality.
• Supervise the development of basic courses on-line for the Arroyo Virtual Center and its administration in various UPR campuses.

Assistant Dean for Academic Affairs 1997-1999
Academic Affairs Deanship
UPR-Río Piedras
• Work with the faculties of General Studies, Social Sciences and Education; supervision of Continuing Education, the Honor Studies Program and the Admissions Office.
• Work with course creation, professional certificates, new academic programs and curricular revision.
• Work in evaluation of newly-hired faculty.

Director of the Cinema and TV Area 1992-97
Center for the Development and Improvement of Teaching
UPR-Río Piedras
• Work in the administrative and creative areas of television and video program production.
• Write the proposal for external funds and the production of the television series Leamos, Amigos ($283,000 from the Puerto Rico Education Department).
• Work as Interim Director of the Center on various occasions.

Assistant to the Director 1990-91 and 1988-89
School of Communications
UPR-Río Piedras
• Work in curricular revision of the BA and MA programs.
• Organize a variety of workshops and seminars for faculty personnel.
• Elaborate class programs for teaching faculty and other administrative tasks.

EVALUATION OF ACADEMIC PROGRAMS

Evaluator for the Consulting Board of the Puerto Rico Higher Education Council for evaluating master’s and doctorate programs of private universities in the US interested in operating in Puerto Rico. (2005)


THESIS AND SPECIAL PROJECTS GUIDANCE

Director for doctoral thesis for Professor Norma Valle Ferrer: Voces de fuego: un estudio de radio recepción. (Approved in April 2004.)
Center for Advanced Studies of Puerto Rico and the Caribbean, San Juan, PR

Reader for master’s thesis: Estrategias de comunicación de las universidades en Puerto Rico para promover la Educación a Distancia, by the student Yubelkys Montalvo. (Approved in June 2001.) Communications Department, Sacred Heart University, San Juan, PR.
Reader for master's degree creative project: *Taller de consejería grupal en el desarrollo de competencias de recepción crítica de la televisión en niños de cinco a ocho años*, by the student Enid Rodríguez. (Approved in May 2001.)
Education Faculty, UPR-Río Piedras

Director for master's degree creative project: *El establecimiento en Puerto Rico del formato radial sólo noticias: WKAQ y su aportación al periodismo radial*, by the student Omar Marrero (Approved in July 1999.)
School of Public Communications, UPR-Río Piedras

Reader for the doctoral thesis of Professor Adeliza Rodríguez: *La representación de la mujer y del hombre en la publicidad de la revista Imagen.* (Approved in December, 1996.)
Universidad de La Laguna, Islas Canarias, Spain.

**CREATIVE WORK**

*Alto al Maltrato*
**Director and Executive Producer**
Documentary video about child abuse and how to avoid it.  
Produced by the Administration of Families and Children (ADFAN) and the Family Support Project.  
Duration: 22 minutes. Transmitted by Channel 6. 150 copies were distributed.

*Apoyando a nuestras familias*
**Director and Executive Producer**
Educational and promotional video, produced for the Family Support Project.  
Duration: 12 minutes. 50 copies were distributed.

*Leamos, Amigos*
**Director and Executive Producer**
Television series produced for the literacy campaign of the Puerto Rico Education Department.  
65 programs of 30 minutes each.  
Transmitted on Channel 40 and Channel 6.  
Copies were distributed in all of Puerto Rico’s public libraries.

*Marcando Pautas*
**Producer**
Promotional video for the UPR-Río Piedras campus.  
Duration: 12 minutes. 1,000 copies were distributed
Yo, Luis M. Villaronga, Secretario Ejecutivo de la Junta de Síndicos de la Universidad de Puerto Rico, CERTIFICO QUE:

La Junta de Síndicos, en su reunión ordinaria del 20 de febrero de 2010, acordó lo siguiente:

La Junta de Síndicos considerará para ocupar puestos en propiedad de alta gerencia en la institución tales como: Presidente, Vicepresidentes, Rectores, Decanos académicos, aquellos candidatos cuyo perfil académico o profesional incluya los siguientes criterios mínimos para ocupar el puesto: haber obtenido el grado de doctor o un título terminal equivalente en áreas que la capaciten especialmente para las materias que enseña, investiga o tiene a su cargo, tener, por lo menos, rango académico de catedrático asociado, y tener experiencia administrativa. La Junta también podrá considerar candidatos con méritos excepcionales con probado liderato en las áreas de la academia.

Y PARA QUE ASÍ CONSTE, expido la presente Certificación, en San Juan, Puerto Rico, hoy 24 de febrero de 2010.

[Signature]
Luis M. Villaronga
Secretario Ejecutivo
Yo, Carmen Ana Miranda Rivera, Secretaria de la Junta de Gobierno de la Universidad de Puerto Rico, CERTIFICO QUE:

La Junta de Gobierno, en su reunión extraordinaria del miércoles, 8 de mayo de 2013, acordó lo siguiente:

Por entender que de esta forma se sirve mejor todos los intereses institucionales, se dispone expresamente que la persona nombrada como Rector Interino o Rectora Interina no podrá participar ni ser considerada como aspirante en las consultas, ni podrá ser recomendada ni nombrada Rector o Rectora en propiedad de la Universidad de Puerto Rico.

Y PARA QUE ASÍ CONSTE, expido la presente Certificación, en San Juan, Puerto Rico, hoy 8 de mayo de 2013.

Carmen Ana Miranda Rivera
Secretaria
Ivelisse Rivera-Bonilla, Ph.D.
ivelisse.rivera4@upr.edu

Curriculum Vitae

EDUCATION

Ph.D. Cultural Anthropology, University of California, Santa Cruz, 2003.
Dissertation: *Divided City: The Proliferation of Gated Communities in San Juan*

M.A. Cultural Anthropology, University of California, Santa Cruz, 1995.

B.A. Latin American Studies, University of Puerto Rico, 1993 (Magna Cum Laude).

Student Exchange Program, State University of New York, Buffalo, 1989-1990.

CONTINUED EDUCATION

Decolonizing Methodology for Research and Teaching. UPR Río Piedras, April 2013.

Digital Humanities: The Integration of Information Technology to the Teaching of Humanities, UPR Río Piedras, Oct-Dec 2012.


PROFESSIONAL EXPERIENCE

Aug 08 – Present University of Puerto Rico (UPR) at Humacao, Social Sciences Department
Associate Professor

*Program Coordinator of the B.A. in Social Action Research (Aug 09 – Sep 11, Jan-May 12) and Academic Counselor (Aug 09 – Sep 11)*

Courses
- Introduction to Social Sciences I
- Introduction to Social Sciences II
- Puerto Rican Society and Culture
- Social Action Research Principles
- Introduction to Community Processes in Social Action Research
- Social Action Research Methodology I, II, III, IV & V
- Community Organizing and Development in the Caribbean
- Qualitative Research

Committees
- Social Sciences Department: Assessment Committee (Coordinator 2008-09, member 2009-10), Extracurricular Activities Committee (2008-10), Social Action Research Program Self-Study for the PRCHE licensing process (2009), Planning Committee (2009-10)

May 13 – Present  
**UPR at Humacao**  
*Interim Dean of Academic Affairs*

April 13 – Present  
**UPR at Río Piedras, Masters in Cultural Agency and Administration.**  
*Adjunct Professor*
- Cultural Agency and Community Development
- Cultural Studies Research Seminar: The Use of Oral Sources in the Research of Arts and Culture

Aug 05 – Aug 08  
**American University of Puerto Rico, Bayamón-Manatí, PR**  
*Chancellor*
- *Instructor*  
  - Introduction to Socio-Cultural Anthropology

July 04 – July 05  
**American University of Puerto Rico, Bayamón-Manatí, PR**  
*Arts and Sciences Faculty Director*

Jan – May 04  
**Taller Puertorriqueño, Inc., Philadelphia, PA**  
*Education Director*

May – Dec 03  
**Hispanic Association of Contractors and Enterprises’ Main Street Program, Philadelphia, PA**  
*Administrative Assistant*

Aug - Dec 99  
**UPR at Bayamón, Social Sciences Department**  
*Instructor*
- Introduction to Socio-Cultural Anthropology
- Introduction to Social Sciences

1997 – 1999  
**Theater Company Agua, Sol y Sereno, Inc., San Juan, PR**  
*Production Coordinator*

**RESEARCH**

**Collaborations**
May 12 to present
- Another Road Map for Arts Education/ Arts Education Histories Project. Member of the San Juan Working Group: *Ecologías del arte, la educación artística y creativa, y la acción comunitaria.* An initiative of the Institute of Arts Education of the Zurich University of the Arts, which includes working groups in 15 countries. Masters in Cultural Agency and Administration, UPR Río Piedras.

**Research Mentoring**
Jan 09-May12
- *Sistematización de la trayectoria artística de impacto comunitario del grupo de teatro Agua, Sol y Sereno.* Participatory action research project with student researchers (5) and Agua, Sol y Sereno. UPR Humacao.
Jan 11-May 12
RadioVieques “La voz del Este”: Construyendo nuestra radio comunitaria y participativa. Participatory action research project in collaboration with student researchers (4) and the community radio group. UPR Humacao.

Aug 11-May 12
Somos jóvenes y ahora, ¿quién podrá ayudarnos?: Estudio participativo sobre la realidad social actual y las posibilidades de transformación en los y las jóvenes del área este de Puerto Rico. Participatory action research project in collaboration with student researchers (3) and Taller Creativo para la Educación Popular. UPR Humacao.

Research Assistant
May 02 – July 03 Temple University, Center for Public Policy, Philadelphia, PA
- Administer The Philadelphia Survey of Work and Family to low-income Latina working mothers (both in English and Spanish.)
- Revise and correct translation of the survey.

Apr - Aug 99 UPR at Río Piedras, Social Research Center
- Coordinate academic forums for project Lo “culto” y lo “popular” en la música del Caribe del siglo XX.

1994 – 1996 University of California, Santa Cruz, Chicano/ Latino Research Center
- Coordinate international visiting professors’ travel arrangements and schedule.
- Write progress reports and grant applications (campus and extramural).
- Organize research clusters’ activities and coordinate Working Paper Series.
- Participate in Steering Committee, Advisory Board and newsletter staff meetings.
- Supervise work/ study undergraduate students.

Dec 92 - June 93 UPR at Río Piedras
- Conduct bibliographic research for project Foucault: de la identidad a la máscara.

Aug 92 - Aug 93 University of Puerto Rico, Medical Sciences Campus
- Produce an annotated bibliography of 1910-1925 news on the Puerto Rican labor movement.

1989 – 1993 Centro de Estudios de la Realidad Puertorriqueña (CEREP), San Juan, PR
- Perform research for collaborative project between CEREP and the University of Texas, Austin on how Puerto Rican television stations fulfill the FCC 1990 Children TV Act.
- Organize and conduct discussion groups and workshops on The Status of Higher Education in Puerto Rico Today.
- Participate in staff editorial debates.

FELLOWSHIPS AND GRANTS

American Anthropological Association Minority Dissertation Fellowship, 2001-2002 (also received Honorable Mention in 2000)
Center for Spatially Integrated Social Science scholarship to attend workshop Map Making and Visualization of Spatial Data in the Social Sciences, UC Santa Barbara, 2001

University of California Presidential Dissertation Writing Fellowship, 2000-2001


National Science Foundation Minority Graduate Fellowship, 1994-1997

Honorable Mention Ford Foundation Doctoral Fellowship Program for Minorities, 1994

Eugene Cota-Robles Fellowship; Anthropology Board Fellowship, UCSC, 1993

PRESENTATIONS

MSCHE Self-Study for Reaccreditation. UPR at Humacao (15 different presentations to students, faculty, the Academic Senate and the university community on different dates, Sept 2009-Nov 2010).

Agua, Sol y Sereno’s Community Service Trajectory (poster). IV World Congress on Children and Youth Rights, San Juan, Nov 2010


Invited commentator for Línea de Fuga’s program on youth and housing in Puerto Rico, TUTV-Channel 6, Puerto Rico, 2004.


The Spatialization of Difference: Gated Communities in San Juan, Puerto Rico. Anthropology/ Latin American Studies colloquium, University of South Carolina, Columbia, April 2001.


Mapping the “Imaginary” of Fear in San Juan, Puerto Rico. 118th Annual Meeting of the American Ethnological Society, San Juan, April 1996.

Participant of round table Cultural Studies in Latin America. 9th Annual Graduate Student Cultural Studies Conference, Santa Cruz, April 1995.


**WORKSHOPS OFFERED**

University Life (offered to high school students participants in Centro Universitario para el Acceso at UPR at Mayaguez and the non-profit organization Jóvenes del Barrio), UPR Humaco, March 2012.

Community Dialogue: Building our Community (and Web-Based) Radio, UPR Humaco, January 2012.


The Concept of “Student Success”, UPR Humaco, Dec 2009.

Workshop to Discuss the MSCH Fundamental Elements and to Evaluate the Inventory of Supporting Documents included in the Self Study Design, UPR Humaco, Nov 2009.

Student Learning Assessment: What is It? How to Do It? What For?, Department of Social Sciences, UPR Humaco, Nov 2008.

**SPECIAL TRAINING/CONFERENCES (selection)**

*Sistematización de experiencias*. Cantera, June 2012.

Demonstrative Workshop for Students and Professors: History through Art or the Art of Remembering in Cantera. Undergraduate Initiative for Research and Creative Activities, UPR Rio Piedras, March 2012.

Empathic Listening. Agenda Ciudadana Project, Cidra, June 2011.

Radio Production. Communications Departament, UPR Humacao, March 2011.

Connectivism. Centro de Desarrollo y Apoyo Tecnológico Académico, UPR Humacao, Feb 2011.


Ethics and Administration Strategies. UPR Humacao, Feb 2010.


Programmatic Assessment II. Comité de Avalúo Institucional, UPR Humacao, Jan 2010.


Digital Module Design. Centro de Competencias de la Comunicación, UPR Humacao, March 2009

Curricular Maps. UPR Humacao, Jan 2009.


The Ten Most Common Mistakes in Grant Writing. UPR Cayey, Sept 2008

Desarrollo de las destrezas de información y uso de las bases de datos. UPR Humacao, Aug 2008.


First General Education Congress. UPR-Arecibo, April 2008.


_Primer Congreso Interuniversitario de las Ciencias Sociales._ Universidad del Este, Carolina, PR, Nov 2005.


_Avalúo de destrezas de información._ AUPR, March 2005.


**VOLUNTEER WORK**

Radio Vieques: La Voz del Este, Programming Advisory Board, 2013 to present.

Asociación de Residentes de Villa Universitaria (Humacao), Sub-secretary of the Board of Directors,
2012-present.

Andanza (San Juan), Board of Directors, 2007-present.

Instituto de Investigaciones Interdisciplinarias (UPR Cayey), Consulting Board, 2007-2011.

Agua, Sol y Sereno, Inc. (San Juan), organizing committee of the company’s 15th anniversary celebration, 2009; President of the Board of Directors, 1999-2000.


Theater: street theater workshop (Philadelphia, 2003), San Jose’s International Art Festival (Costa Rica, 1992), Pregones Latin American Theater Festival (New York, 1990), and Bread and Puppet Theater workshops and plays (Vermont, Costa Rica and Puerto Rico, 1987-1992)
Appendix 11

Esther Zoraya Vega-Bermúdez

University of Puerto Rico-Humacao

Education/Training:

<table>
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<tr>
<th>Institution</th>
<th>Degree</th>
<th>Year</th>
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<tr>
<td>University of Puerto Rico, Río Piedras</td>
<td>Biology</td>
<td>PhD</td>
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<tr>
<td>Iowa State University-Ames, Iowa</td>
<td>Food Technology</td>
<td>MS</td>
</tr>
<tr>
<td>University of Puerto Rico, Río Piedras</td>
<td>Chemistry</td>
<td>BS</td>
</tr>
</tbody>
</table>

Personal Statement

I am Professor in the department of Biology at University of Puerto Rico Humacao. I have extensive research training in food microbiology and industrial microbiology, working in development of a DNA electrochemical probe to detect *Salmonella* in foods and the production of poly-hydroxybutyric acid, a bio-plastic, and oil using agricultural waste products as carbon source. I also have experience in the food and pharmaceutical industry. For the past 15 years, I have been teaching courses, to undergraduates, in the area of biochemistry, microbiology, food microbiology and responsible conduct in science. I have been mentoring, advising, and educating secondary school, undergraduate and graduate students with the goal of developing the next generation science work force in Puerto Rico and U.S. As a director of Bridges to Baccalaureate and MARC*USTAR grants, my mission and compromise has been to increase the number of Hispanic minorities which are train to become scientists, engineers and researchers closing the gap of disparities and increasing our role as part of the solution of unique problems that have a broad impact in our society.

Appointments

- Acting Associate Academic Affairs Dean- May, 2013-present
- Full Professor, UPR Humacao, 2007-present
- MARC Director, UPR Humacao, 2005-present
- MARC Director, UPR Humacao, 2003
- Bridges Program Director, UPR Humacao, 2001-2004
- Associate Professor, UPR Humacao, 2001-2007
- Assistant Professor, UPR Humacao, 1997-2001
- MARC Fellow, UPR Río Piedras, 1992-1996
- Instructor, UPR Río Piedras, 1991-1992
- Instructor, UPR Utuado, 1987-1988
- Fellow Economic Development of PR, Iowa State University, 1984-1987
- Microbiologist, UpJohn Pharmaceutical, 1984
Most relevant publications:


Synergestic Activities

- Academic Senate, UPR Humacao. 2011-2013
- Advisory Committee for the NSF-ESEE Project “Preparing Current and Future Researchers to Understand Ethical Parameters of Research, from Inception to Dissemination”. UPR-Río Piedras, 2008-2011
- Speaker: “La Biotecnología y sus Aplicaciones” as part of the ‘Premio Amgen a la Excelencia en la Enseñanza de las Ciencias’. May 14, 2010, Caguas, P.R.

Thesis advisees:


Graduate advisor:

Gary Toranzos, Biology Department. U Puerto Rico, Río Piedras.
Appendix 12

Curriculum Vitae

Prof. Wanda L. Rodríguez Toro
Biology Department
Humacao University College
Humacao, Puerto Rico 00791-4300
(787) 850-0000, ext.9191
Cel.(787) 644-8859  home (787) 744-2576
wlrodrigueztoro@gmail.com; wanda.rodriguez5@.upr.edu

EDUCATION

1984 – University of Puerto Rico, Río Piedras Campus – MS, Microbiology
1981 – University of Puerto Rico, Río Piedras Campus – BS, Biology, Magna Cum Laude

ADMINISTRATIVE AND ACADEMIC EXPERIENCE

August, 2004 - February, 2006 – Industry and Technology Coordinator
August, 2004 - January, 2005 – Academic Affairs Associate Dean
1986 to present – Faculty Member of the Biology Department – Full Professor since 2002

Offered 20 different courses, which include lectures and laboratories for undergraduate and graduate courses (General Biology, Biological Sciences, General Microbiology, Applied Microbiology, Microbial Ecology, Microbiology for Health Care, Clinical Bacteriology, Human Anatomy and Physiology laboratory, Botany, Undergraduate Research, Graduate Environmental Sciences courses, Graduate Thesis Seminar). Developed and executed scientific research projects in the areas of food microbiology and applied microbiology (air quality assessment, microbial ecology, food, soil and water microbiology, studying bacteria and fungi particularly); offer professional consulting and technical assistance to local food industries and food retailers (areas of expertise include: microbiology of processed foods and raw materials, safety hazards and economic losses due to microbial contamination, food plant sanitation, GMP, SSOP, food preservation, HACCP, food safety). Research assistant on a collaborative project with the Chemistry Department in the area of microbial transformation of organic wastes (1993-94). Former Director of the Summer Camp of Science and Engineering sponsored by the CRCI-UPR (1990) and PIVE Program (Summer Research Program) for 7th and 11th grade students. Counselor of the Student Microbiology Chapter (several years). Science Fair projects Counselor ( 1989 to present) and Judge in the regional and state Science Fair (environmental, microbiology, health and botany areas). Counselor for the Microbiology, Wildlife Management, Natural Science, Coastal and Marine Biology and International Student Exchange (Spain) programs at UPR- Humacao. Training resource for science teachers in project ALACIMA - Alliance for Learning of Science and Mathematics(2003-07). Coordinator of Industry and Technology for UPRH (2004 to 2007). UPRH representative to INDUNIV ( Educational Infrastructure Committee (2004-2007) . Coordinator of Pre-MARC component at UPR-H (2005 to 2010). Part-time faculty of the University of Turabo Environmental Science Graduate School (2002 to 2007) with several graduate courses. Director of AMC-UPRH-DE project (Mathematics and Science Alliance with Education Department of PR) (summer 2007). Training resource for science teachers in project ACM (Turabo University, UPRH). Graduate students’ mentor and thesis advisor for several students (UPR-Rio Piedras, RUM, UMET, Turabo University). UPRH representative to CES

PROFESSIONAL ASSOCIATIONS

1988 to 2010- ADCUH
1994 to 2006 – ASM, SMPR
1998 to 2003 – IAMFES, AFDO, NEHA, HACCP Alliance
2004 to 2010 – EDUCAUSE

RESEARCH INTERESTS

Food-borne pathogens and their presence in our tropical cuisine (Listeria, Salmonella, Campylobacter, Escherichia, Staphylococcus); Water Quality: natural and domestic resources; Biotransformation of organic wastes; Food Safety and Food Hygiene, HACCP
Phyllosphere microbiology quality (lettuce); Air quality; Marine and estuarine microbiology;
Fossils rock microorganisms; Microbiology of edible mollusks and crustaceans in the eastern area of Puerto Rico.

PUBLICATIONS

Thesis – “Investigación de resistencia térmica en bacterias que afectan alimentos acídicos enlatados” - Food Technology Laboratory and UPR-Río Piedras, 1984.


Abstract - *Listeria monocytogenes in Environmental and Food Samples of the Eastern Region of Puerto Rico* by Lizbeth Rodríguez and Prof. Wanda Rodríguez at the Flora and Fauna Symposium of PR – UPRH, 2007

Abstracts - for the 4th Symposium: Frontiers in Environmental Microbiology, a deep look into nature-Universidad de Turabo, 2011

- *Study on the presence of microorganisms in fossil rocks of the southern karst zone of Puerto Rico*, María Alvira Piñero, Sandra González Vázquez, Edwin Ruíz Serrano, Dr. Francisco Fuentes and Prof. Wanda L. Rodríguez Toro
- *Study on the presence of pathogens in the phyllosphere of lettuce (Lactuca sativa) varieties*, Christy Suárez Mercado, Eunice M. Villaña Castro, Joel Morales Pagán, Liz Sepúlveda and Prof. Wanda L. Rodríguez Toro
CURRICULUM VITAE

EDUCATION

Turabo University, Master's degree in Business Administration with major in Management, 1992.

University of Puerto Rico, Bachelor's degree in Business Administration with major in Marketing, Magna Cum Laude, 1989.

ADMINISTRATIVE EXPERIENCE

May 2013 to present  Interim Dean of Administration, University of Puerto Rico at Humacao

May 2011 to present  Auditing Coordinator-Administrative Official II, University of Puerto Rico at Humacao

2009 -2011  Interim Dean of Administration, University of Puerto Rico at Humacao

2009  Special Assistant to Interim Chancellor, University of Puerto Rico at Humacao

2003-2009  Director of the Financial Aid Program Office, University of Puerto Rico at Humacao

2002-2003  Administrative Official- Student Deanship, University of Puerto Rico at Humacao

1998-2001  Interim Dean of Students, University of Puerto Rico at Humacao

2000-2001  Director of Cultural Activities Office, University of Puerto Rico at Humacao

1999-2000  Emergencies Coordinator for Student Services Building, University of Puerto Rico at Humacao – “Ad Honorem”

1998  Substitute Payee, Accounts Payable Office, University of Puerto Rico at Humacao – “Ad Honorem”
1996-1998  Assistant to the Dean of Students  University of Puerto Rico at Humacao
1995-1996  Promotion and Recruiting Official, University of Puerto Rico at Humacao
1994-1995  Admissions Official, University of Puerto Rico at Humacao
1989-1994  Institutional Promotion Official, Turabo University, Gurabo, Puerto Rico

ACADEMIC EXPERIENCE

1994  Instructor, Business Administration Department, University of Puerto Rico at Humacao

UNIVERSITY SERVICE

2011  Coordinator Charitable Campaign for Public Employees UPRH
2009  Member of the Committee for Accreditation with the Middle States Commission on Higher Education
2008  Functional Expert- Uploaded the UPR-Humacao into the Financial Aid module of the pilot project PATSI
2005  Member “Blackbelt” Committee for Financial Aid Implementation Module in Oracle –Proyecto PATSI

   Member of the Committee for the Accreditation with the Middle States Commission on Higher Education
2002-2003  Committee Member: Law 51

   Member for the Self-Study of the UPR-Humacao
   Member of the Administrative Council, Interuniversity Athletic League (LAI)
   Ex-Oficio Member of the Academic Senate and Administrative Board, University of Puerto Rico at Humacao.
2001-2002  Member of the Institutional Committee for Student Appeals

   President of the Accrediting Board for Student Organizations, University of Puerto Rico at Humacao
   President of the Discipline Board, University of Puerto Rico at Humacao
   Member of the Academic Progress Committee, University of Puerto Rico at Humacao
2000-2001  President of the Executive Committee for Graduation, University of Puerto Rico at Humacao

2000  Member of the Committee for the Evaluation of Merits and Candidate Recommendation for the Manuel A. Pérez prize of the University of Puerto Rico at Humacao

Member of the Committee for the Accreditation of the UPR-Humacao for the Middle States Commission on Higher Education

1996-2002  Coordinator for Achievement Night, University of Puerto Rico at Humacao

1996-1997  Representative of the University of Puerto Rico at Humacao to the Committee for Marketing of the University of Puerto Rico System.

1996  Collaborator in the design and preparation of the course Integration to University Life Workshops, University of Puerto Rico at Humacao

1995  Member of Student Day Committee, University of Puerto Rico at Humacao

1994-1996  Member of Institutional Committee for Promotion and Recruitment of New Students, University of Puerto Rico at Humacao

COMMUNITY SERVICE

2003  Presenter at activity Relay for Life – American Cancer Society, University of Puerto Rico at Humacao

WORKSHOPS AND PRESENTATIONS

2008  University of Puerto Rico at Humacao, Incoming New Students Workshop on Financial Aid

2004  University of Puerto Rico at Humacao, Workshop/Orientation on Financial Aid for Parents of Incoming New Students

University of Puerto Rico at Humacao, Workshop for Janitors and Teachers of the Public and Private Schools of the Humacao and Fajardo educational regions.

COURSES AND TRAININGS ATTENDED

2009  How to Face and Manage Crisis Situations in my Work Area

Understanding Violence on the Job

2008  “Federal Student Aid Conference” Las Vegas, Nevada
<table>
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<tr>
<th>Year</th>
<th>Event</th>
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<tr>
<td>2007</td>
<td>Conference on “Reasonable Accomodations to the Americans with Disabilities Act of 2008”</td>
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<td>Workshop “Solving Conflicts”</td>
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<td>2006</td>
<td>Higher Education Reconciliation Act (HERA) Training – Federal Student Aid Conference “Healthy Workplace Coexistence”</td>
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<tr>
<td></td>
<td>Course The Impact on Self-Esteem in Ethics and Workplace Environment</td>
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<td>Training “How to Identify Dangerous Situations of Domestic Violence, Agression and Stalking in the Workplace and How to Channel Them”</td>
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<td>2005</td>
<td>National Association of Student Financial Aid Administrators Conference (NASFAA), New York City</td>
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<td></td>
<td>Seminar on Detection of Errors in Tax Returns prepared by Students</td>
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<td>2004</td>
<td>Training “Assertive Communication”</td>
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<td>Training “Disciplinary Measures”</td>
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<td></td>
<td>Course Norms and Healthy Public Administration and Values</td>
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<td>Workshop Leadership: Facilitating Change</td>
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<td>2003</td>
<td>Training “Basic Elements of Supervision”</td>
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<td>Training “Enhancing the Work Environment Using FISH! Philosophy”</td>
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<td>2002</td>
<td>Training “How to Intervene with Victims of Sexual Aggression” offered by the Women’s Center of East Los Angeles and California Coalition Against Sexual Assault</td>
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<td>2001</td>
<td>Workshop Architectural Barriers (ADA Law)</td>
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<td>2000</td>
<td>Seminar Business Etiquette and Social Refinement</td>
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<td>Motivation: The Route to Personal and Professional Success</td>
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<td>1999</td>
<td>Workshop: The New Supervisor and the Need to Exercise Quality Leadership</td>
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<td>1998</td>
<td>Training “Developing Leadership and the Culture of Transformation through a Work Team”</td>
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<td>1992</td>
<td>“Dale Carnegie Training”- For the Better Satisfaction of our Clients</td>
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</tbody>
</table>
PROFESSIONAL ORGANIZATIONS

2003-2009 Association of Student Financial Aid Administrators of Puerto Rico (NASFAA)

CIVIC ORGANIZATIONS

1987 Lion's Club of Puerto Rico

REFERENCES

Available on request.
# Appendix 14

## University of Puerto Rico at Humacao

### Proposals Submitted for External Funding (July 2012 – June 2013)

<table>
<thead>
<tr>
<th>Department</th>
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<td>Dr. Maximiliano Dueñas</td>
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<tr>
<td><strong>Biology</strong></td>
<td>Dr. Lilliam Casillas Martinez</td>
<td>&quot;REU Site: Training of Undergraduate Students in Natural Products from Genes to Enzymes and Secondary Metabolites&quot;</td>
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<td><strong>Physics</strong></td>
<td>Dr. Héctor L. Ayala del Río</td>
<td>&quot;Collaborative Research: Biological Weathering of Deep Regolith at Luquillo Critical Zone Observatory&quot;</td>
<td>National Science Foundation</td>
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<td>Dr. Héctor L. Ayala del Río</td>
<td>Improving K-12 Science Education of Underrepresented Minorities through the Hands-on Inquiry-based curriculum of the Amgen Bruce Wallace Biotechnology Lab. Program&quot;</td>
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<td><strong>Physics</strong></td>
<td>Dr. Carmen J. Hernández Cruz</td>
<td>Minority Biomedical Enhancement at UPRH (RISE)</td>
<td>National Institute of Health</td>
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<td><strong>Physics</strong></td>
<td>Prof. Idalia Ramos</td>
<td>&quot;Experiencias de Investigación en Ciencias de Materiales y Nanotecnología para Maestros(as): Alianza entre PREM-UPRH y Distrito Escolar Las Piedras (Alianza Nano)&quot;</td>
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<td>Dr. Luis G. Rosa</td>
<td>&quot;E-beam lithography fabrication for hybrid multiferroics and ferroelectrics functional heterostructure: From chemical and materials synthesis to device fabrication and electrical characterization&quot;</td>
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<td>&quot;RUI: Homogeneous and heterogeneous photosensitized oxidation of polyols by porphyrins&quot;</td>
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<td>Dr. Gabriel Barletta</td>
<td>&quot;Non-toxic and stable nano-carriers for delivering an antitumor agent in vivo&quot;</td>
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<td>Chancellor Office</td>
<td>Prof. María del P. Rodríguez</td>
<td>&quot;Programa de Prevención de la Violencia hacia las Mujeres de la UPRH&quot;</td>
<td>Oficina de la Procuradora de las Mujeres, Estado Libre Asociado de PR</td>
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**Status Propósito:**

A: Approved
R: Not approved
P: Pending

CONF-Conference
V-Travelling
EQ-Equipment
SV-Services
I-Workshop-Teaching
C-Cancelled

Preparado por: Sra. Coriemar Morales Rodríguez, Secretaria Adm.
19/septiembre/2012; 19/diciembre/2012; 1/abril/2013; 26/abril/2013; 24/junio/2013

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