

Universidad de Puerto Rico
Recinto Universitario de Mayagüez
Decanato de Asuntos Académicos
Oficina de Estudios Graduados
Apartado 9000
Mayagüez, Puerto Rico 00681-9000



University of Puerto Rico
Mayagüez Campus
Dean of Academic Affairs
Office of Graduate Studies
P.O. Box 9000
Mayagüez, Puerto Rico 00681-9000

September 19, 2011

Dr. Darnyd Ortiz
Dean of Academic Affairs
University of Puerto Rico
Mayagüez Campus

Dear Dr. Ortiz:

As requested by you during the directors' meeting held on August 17, 2011, I am including the Annual Report of the Office of Graduate Studies (OEG), which lists the activities concluded during the 2010-2011 academic year, as well as those undertaken thus far during the 2011-2012 academic year. The report follows a format that encompasses nearly all of OEG's activities undertaken, while at the same time highlighting its strengths, limitations, and projects in progress.

In the preparation of this attached report, the Director of the Office of Graduate Studies acknowledges the contributions made by all staff members of the Office of Graduate Studies who worked as a team (Dr. Betsy Morales, Dr. Carmen Figueroa, Ms. Lucy Serrano, Ms. Madeline Cabán, and Ms. Omayra López).

Please do not hesitate to let me know if you need some additional information about the Office of Graduate Studies.

Sincerely,

Anand D. Sharma, Ph.D.
Director & Associate Dean

C: Dr. Jorge Rivera Santos
Acting Chancellor

ANNUAL REPORT (2010-2011)

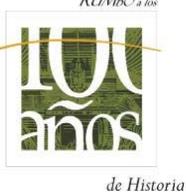
THE OFFICE OF GRADUATE STUDIES

UNIVERSITY OF PUERTO RICO, MAYAGÜEZ

I. INTRODUCTION

Recruitment of well-qualified graduate students to all graduate programs at the University of Puerto Rico, Mayagüez (UPRM) is an issue of utmost importance to the Office of Graduate Studies (OEG in Spanish). The Office of Graduate Studies functions as an autonomous unit under the Dean of Academic Affairs, which is fully responsible for all decisions including graduate admissions, approving assistantships, acceptance and approval of all theses and dissertations, proposals, and the final certifications of completion. Providing adequate financial support in the form of assistantships to potential graduate students is an important element in attracting graduate students to our programs. The decisions on awarding research assistantships (using external funds) and teaching assistantships (using institutional funds) are made by the respective academic departments and they play a critical role, especially in the case of international graduate students. However, the decision to award these assistantships is based on academic merit without regard to any other considerations, and is governed by the Academic Senate Certification 05-62 for subsequent years.

In terms of the recent data on new incoming students, during the first semester of the 2010-2011 academic year, out of 389 applicants (applications fully completed), a total of 294 (or 75.58%) were admitted, and from this, a total of 198 (or 67.35%) were enrolled. Likewise, for the second semester of the 2010-2011 academic year, out of 259 applicants, 151 (or 58.30%) were admitted, and from these, only 80 (or 52.98%) actually enrolled. While there is generally a drop in the number of completed applications received in the second semester when compared with first semester, this drastic percent reduction in the number of applicants enrolled from those admitted may be attributed to the implementation of the \$800 stabilization quota during the second semester. For the first semester of the 2011-2012 academic year, out of 266 applicants, a total of 205 (or 77.07%) were admitted, and from this, a total of 136 (or 66.34%) actually enrolled. It is interesting to note that while for the two recent consecutive semesters the number of applications that were completed (259 and 266) was comparable, the number of applicants who were admitted (151 and 205) and who actually enrolled changed greatly (80 versus 136). A table with data for *applications to admitted* conversion, and *admitted to enrolled* conversion for the previous years is provided later in Table III on page 5 in the report. Discarding the enrollment of the second semester of the 2010-2011 academic year as an outlier, this naturally would be an area where additional steps could be taken to augment the number of applicants.



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Another important area that needs attention is diversifying the incoming pool of international applicants to include countries from different geographical locations. In terms of those successfully completing their graduate degrees, during the 2010-2011 academic year there were 145 master's and 15 doctoral degrees granted by the University of Puerto Rico at Mayagüez.

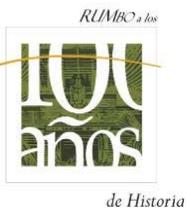
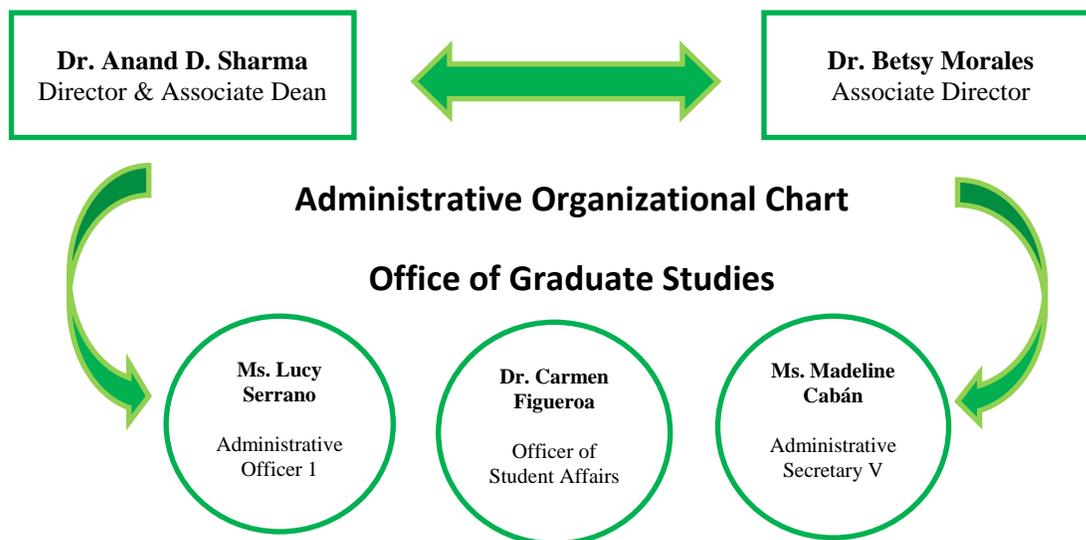
II. MISSION

The mission statement of the Office of Graduate Studies appears in the Assessment Plan, which was developed on March 24, 2006. The plan is available at:

<http://grad.uprm.edu/planavaluu.pdf>. The mission statement reads as follows:

- Attract the best students from Puerto Rico and from other countries who have traditionally been well represented at this institution
- Inform the academic community about the norms and important events related with graduate studies
- Optimize all administrative processes applicable to graduate studies
- Serve as intermediaries between the students, the professors and the university administration in the resolution of conflicts
- Produce information for the evaluation of graduate programs

III OFFICE STRUCTURE



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IV. BUDGET

The Office of Graduate Studies operates under a very limited assigned budget which does not allow for any significant promotional activities, periodic trainings on the evaluation of international credentials, membership in national graduate councils, and interactions with colleagues from peer institutions. Despite the fact that an efficient online admissions process was developed and implemented at the University of Puerto Rico at Mayagüez three years ago, the applicable annual fee of \$20,000 for *Apply Yourself* enrollment management is still not automatically assigned as part of the initial budget assignment, and has to be sought repeatedly every year, as if requiring a fresh justification.

**Table I. Office of Graduate Studies – Assigned Budget
(2010-2011)**

Category	Assigned (\$)
Student wages	3,000.00
Contribution – Social Security Benefit - Federal	186.00
Contribution – Medicare Benefit - Federal	44.00
Office Material and Supplies	8,800.00
Maintenance of Office Equipment	1,000.00
Postal services and Mailings	300.00
Printing, Copying and Binding	1,000.00
Shipping and Transportation	700.00
Subscription Data Base Service (Apply Yourself Program)	20,000.00
Travel Per Diem	200.00
Total	36,230.00

V. STATISTICS

A. GRADUATE ADMISSIONS

Although the Office of Graduate Studies receives many applications, when one looks at the number of students who actually register, the enrollment in first semester is always higher compared to second semester (see Table II).



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Table II. Enrollment of New Graduate Students (2005-2011)

Academic Year	First Semester	Second Semester	Total
2005-2006	189	147	339
2006-2007	222	151	373
2007-2008	193	155	348
2008-2009	188	136	324
2009-2010	212	155	367
2010-2011	198	80	278
2011-2012	136	-	

B. APPLICATIONS TO ENROLLMENT CONVERSIONS

A better way to gauge the admission and enrollment consistency would be to look at the data provided in Table III. While there is a certain level of general consistency across the years, the recent reduction in *applications to admitted*, and *admitted to enrolled* for the second semester of the 2010-2011 academic year may be attributed to the delayed nature of the first semester, and the implementation of the \$800 Stabilization Quota in the second semester. Simply as a benchmark, the Graduate & Professional Enrollment Management Corporation (GAPSEMC) recommends an *applications to admitted* conversion of 60 percent, and an *admitted to enrolled* conversion of 45 percent.

**Table III. New Graduate Students
Completed Applications to Enrollment Conversions
2003 - 2011**

Academic Year	FIRST SEMESTER		SECOND SEMESTER	
	Applications → Admitted (%)	Admitted → Enrolled (%)	Applications → Admitted (%)	Admitted → Enrolled (%)
2003 - 04	38.92	38.43	36.04	82.50
2004 - 05	56.72	54.82	57.68	55.89
2005 - 06	61.35	62.58	61.64	66.52
2006 - 07	70.55	64.35	82.88	62.40
2007 - 08	54.64	70.48	62.63	66.52
2008 - 09	67.71	66.90	52.72	73.91
2009 - 10	71.82	67.09	76.14	77.11
2010 - 11	75.58	67.35	58.30	52.98
2011 - 12	77.07	66.34	-	-

C. OVERALL STUDENT ENROLLMENT

The overall enrollment (Table IV) during the second semester of the 2010-2011 academic year was also down, perhaps owing to the implementation of the \$800 stabilization quota during the second semester.



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Table IV. Overall Student Enrollment for the Academic Year 2010-2011

Faculty	First Semester	Second Semester
Agricultural Sciences	158	136
Arts and Sciences	393	369
Business Administration	83	71
Engineering	386	386
Other (Visitors)	4	1
Total	1,024	963

D. ASSISTANTSHIPS

The data of all assistantships for the 2010-2011 academic year can be accessed using the *Tuition Assistance System*. The Office of Institutional Research & Planning (OIIP) created a table showing assistantships from institutional funds, which took into consideration the new financial constraints such as mega sections, sections offered *ad honorem*, and a greater emphasis on teaching assistantships (see Appendix I). The table excludes research assistantships, which are managed by the R&D Center (CID).

At the beginning of the first semester of the 2010-2011 academic year, a total of 681 assistantships (from both institutional and external funds) were approved by Ms. Lucy Serrano in an expedient manner to ensure that the graduate students got paid on time. At the start of the second semester in January 2011, Ms. Lucy Serrano, together with the newly-appointed Associate Director, Dr. Betsy Morales, approved 658 assistantships for the first payroll period.

E. GRADUATE COUNCIL

- The Office of Graduate Studies typically conducts one Graduate Council meeting per month, which has generally been the practice since August 2007 in spite of the fact that the Academic Senate Certification 09-09 requires only two meetings per semester. This practice allows the Office of Graduate Studies to always stay current with the interpretation and application of all policy matters, student appeals on suspensions and assistantships, and any other relevant issues of interest. All Graduate Council minutes can be accessed (via username and password) at <http://grad.uprm.edu>.
- Participation in a Graduate Council Ad Hoc Committee on *Research in Ethics for Graduate Students*. The report was widely discussed and accepted by the Graduate Council on July 20, 2010 with the recommendation that each department would implement it as they saw fit. The report is available for viewing at: <http://grad.uprm.edu/oeg/RecursosDocumentos/PDF/memoetica.pdf>.



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VI. ACHIEVEMENTS - OFFICE OF GRADUATE STUDIES

A. LEADERSHIP DURING THE STRIKE PERIOD (SECOND SEMESTER 2009-2010)

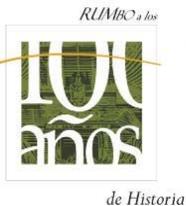
The period is being included here for its possible effect on the delayed nature of the following 2010-2011 academic year. The academic operations, such as regular classes, at the University of Puerto Rico at Mayagüez (UPRM) were interrupted during the period from May 3 until July 31, 2010 owing to the illegal strike called by the students. The strike affected ten out of eleven campuses of the UPR System. In the case of the Mayagüez Campus, the administrative operations, however, remained partially functional via a center established in the Darlington Building, which is an off-campus facility of UPRM. While it cannot be denied that there was no effect due to this illegal student-led strike, the goal of the Office of Graduate Studies was to mitigate this effect to the minimum by keeping the activities functional to the extent practically possible. Overall, this was made possible because of the following adopted procedures and strategies:

- Admission Process:

The entire graduate admission process at UPRM was switched to online for the last three years. UPRM custom-developed and implemented the *Apply Yourself* online admission system in 2008, which is also used widely by many universities on the US mainland. The system allows for efficiently managing the entire admission process and remotely without the need to be physically on campus. The only documents that are received physically by mail or courier service are the academic transcripts, conduct certificate, test results where required, and the documents of economic solvency. Fortunately, most of these had been received by OEG prior to the strike, although some were received and processed after the strike. It is possible, that due to the delayed processing of Form I-20s for some international students whose supporting documents were received late, they may not have had sufficient time to obtain their student visas to arrive on time for the second semester. For students who are unable to arrive on time, or for other unavoidable reasons, the OEG typically defers their admission for one full year at the applicant's request. Overall, the graduate admission process at UPRM was minimally affected. The Director of the Office of Graduate Studies assured the continuity of admissions and in attending to all queries.

- Graduate Assistantships:

The management of all graduate assistantships - initiating the process and approving (auditing) was also handled successfully although there were some problems in terms of delays. Student payments were done either by direct deposit or via checks, where the personnel from the payroll office were able to



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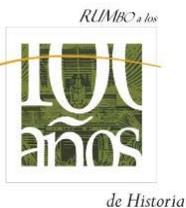
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generate and distribute the checks. The then Associate Director of the Office of Graduate Studies, Prof. Mercedes Ferrer, played a role in this process by approving 211 graduate assistantships from external funds managed by the R&D Center (CID). After the strike period, Ms. Lucy Serrano approved 409 graduate assistantships involving both institutional and external funds.

- Scheduling of Graduate Thesis/Dissertation Defenses:

The scheduling of all thesis/dissertation defenses during this period of general interruption was also managed very successfully as can be demonstrated by the facts shown below. Since the summer session was officially not offered due to this prolonged interruption, those students who were planning to defend during this period were also accommodated as part of this *extended* second semester (2009-2010). The only criterion that was strictly adhered to (as has always been done) for permitting a thesis/dissertation defense to proceed, or be re-scheduled, was that ALL (in a handful of cases - majority) of the Examining Committee members had to be physically present, which included members of the Thesis Committee and the assigned Graduate Representative. Since the main campus of the UPRM was blocked by the striking students, thesis and dissertation defenses were allowed to be held at off-campus locations that had adequate meeting room facilities with projection equipment, such as VTEC, BDTC, the Mayagüez Mayor's Office's meeting room, some agricultural experiment stations (in Lajas and Isabela), the Darlington Building and the attached Food Science & Technology Laboratory. This decision aided significantly in re-scheduling the examinations because under normal circumstances thesis/dissertation defenses are only allowed on university-related premises. These schedulings were conducted to not affect adversely the future career plans of graduating students, and more critically in the case of international students who had the additional responsibility of complying with the terms of their student visas. Those who were not able to defend during this period owing to personal philosophical differences, other personal commitments or conflicts, had an opportunity to reschedule their thesis/dissertation defenses during the month of August 2010 once the UPRM re-opened officially for classes on August 2, 2010.

During this *extended* second semester of the 2009-2010 academic year, a total of 112 theses/dissertations were scheduled for defense. For these oral defenses, 93 graduate representatives had already been appointed before the strike that began on May 3, 2010, and 19 graduate representatives were selected and appointed after the strike period in August 2010. The preparation of all defense-related documents and notifications were done by Ms. Lucy Serrano. These oral defenses were attended to as follows:



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Theses/Dissertations defended before the strike period:.....20 (17.85%)

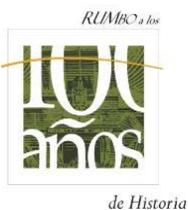
Theses/Dissertations defended during the strike period:.....58 (51.79%)

Theses/Dissertations defended after the strike period:.....34 (30.36%)

B. LEADERSHIP DURING UPRM BEING PLACED ON PROBATION BY MSCHE

The Director of the Office of Graduate Studies, Dr. Anand D. Sharma, was appointed by the then Chancellor, Dr. Miguel Muñoz, to lead the UPRM-MSCHE Ad Hoc Steering Team from December 21, 2010 – May 31, 2011. The objective was to get the University of Puerto Rico at Mayagüez out of the probationary status placed by the Middle States Commission on Higher Education (MSCHE). This task required attending numerous meetings at the Vice President's Office in the UPR Central Administration, and undertaking the following specific activities:

- (a) Developing the UPRM's monitoring report for the Middle States Commission on Higher Education (MSCHE) by leading a seven-member UPRM-MSCHE Ad Hoc Steering Team. This also required interacting with some additional personnel from the finance office and the R&D Center (CID).
- (b) Assuring the submission of the required monitoring report to the MSCHE by the established deadline of March 1, 2011.
- (c) Reviving and updating the Office of Continuous Improvement and Assessment (OMCA) website with focus on the follow-up MSCHE team visit after the submission of the monitoring report. The website is currently up-to-date with letters, certifications and reports (<http://www.uprm.edu/omca>).
- (d) Organizing the logistics of the three-member MSCHE Team visit during the period from April 3-5, 2011. This included arranging the visiting team's interviews and meetings with the students, faculty and administrators.
- (e) Participating in the MSCHE Annual Meeting, and also having a one-on-one meeting with the MSCHE Vice President assigned for the UPR System, Dr. Luis Pedraja, in Philadelphia, PA from December 8-10, 2010.
- (f) Participating in a workshop offered by the Middle States Commission on Higher Education, and also having an opportunity for a one-on-one meeting with the MSCHE Chair, Dr. Michael F. Middaugh, at the University of Delaware, Newark from May 16-17, 2011.

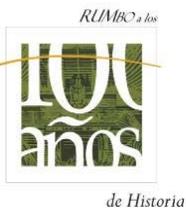


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C. ORIENTATIONS, FAIRS AND PROMOTIONAL ACTIVITIES

- Welcome message by the Director of the Office of Graduate Studies to new graduate students on September 15, 2010 in an orientation activity jointly sponsored by Office of Graduate Studies and the Center for Professional Enrichment (CEP). Various other personnel from the Office of Graduate Studies (Prof. Mercedes Ferrer, Dr. Maria Almodóvar and Ms. Lucy Serrano) also actively participated in this event.
- Welcome message by the Director of Graduate Studies to new graduate students of the College of Business Administration on September 16, 2010 in a special orientation activity.
- The Director of the Office of Graduate Studies, Dr. Anand D. Sharma, was invited to give a welcome message and participate in an orientation activity of the National GEM Consortium (Graduate Degrees for Minorities in Engineering and Science) Fellowships to senior undergraduate students to pursue graduate studies in STEM fields on October 9, 2010. The activity was sponsored jointly by UPRM and GEM.
<https://egem.gemfellowship.org/events/ViewEvent.aspx?contextID=10031>
- Welcome message by the Director of the Office of Graduate Studies to new graduate students on January 25, 2011 in an orientation activity jointly sponsored by Office of Graduate Studies and the Center for Professional Enrichment. Various other personnel from the Office of Graduate Studies (Dr. Maria Almodóvar and Ms. Lucy Serrano) also actively participated in this event.
- Welcome message by the Director of Graduate Studies to new graduate students of the College of Business Administration on February 1, 2011 in a special orientation activity. Dr. Anand D. Sharma and the newly-appointed Associate Director, Dr. Betsy Morales, answered questions raised by the Business Administration graduate students.
- The Associate Director, Dr. Betsy Morales, was invited to explain the federal immigration policy related to the number of working hours permitted under F-1 student visa to the international graduate students of the Department of Mathematics on February 16, 2011 at 6:00 pm.
- The personnel (Dr. Betsy Morales, Dr. Carmen Figueroa, Ms. Madeline Cabán, Ms. Lucy Serrano and Ms. Omayra López) from the Office of Graduate Studies participated in several activities (listed below) to promote graduate studies at the University of Puerto Rico – Mayagüez Campus.



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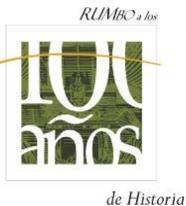
- Open House at *Coliseo Mangual* on March 18, 2011 from 8:00am – noon.
- Quest sponsored by "*Asociacion de Industriales de Puerto Rico*" – held at *Coliseo Mangual* on March 18, 2011 from 8:00am – noon.
- Graduate Fair – University of Puerto Rico at Aguadilla Campus held at their Student Center on May 5, 2011 from 9:30am – noon.
- Creation of two promotional brochures that include the general information about admission and assistantship processes managed by the Office of Graduate Studies. Both brochures were designed by Ms. Madeline Cabán on July 12, 2011.
- Welcome message to new graduate students on August 10, 2011 in an orientation activity jointly sponsored by the Office of Graduate Studies and the Center for Professional Enrichment. Various personnel from the Office of Graduate Studies (Dr. Anand D. Sharma, Dr. Betsy Morales, Dr. Carmen I. Figueroa and Ms. Lucy Serrano) actively participated in this event. General information about admission statistics, registration process, assistantships, and graduate studies certifications were discussed.
- Welcome message by the Associate Director to new graduate students of the College of Business Administration on August 15, 2011 in a special orientation activity. Dr. Betsy Morales also answered questions about the Academic Senate Certification 09-09.
- The Officer of Student Affairs, Dr. Carmen Figueroa, and Ms. Madeline Cabán participated in the College of Business Administration Graduate Fair which was held on September 6, 2011. They offered general orientation to prospective students about graduate admissions and programs at the University of Puerto Rico at Mayagüez.

D. INTERNET WEB PAGE

The homepage of the Office of Graduate Studies (<http://grad.uprm.edu>) is constantly updated by Ms. Madeline Cabán and Ms. Omayra López in terms of documents such as Graduate Council meetings and minutes, tuition costs, certifications, and all other relevant information.

E. ONLINE ADMISSION APPLICATION & PROCEDURES

- Annual update and maintenance of the online graduate admission application *ApplyYourself* after participating in the Connect University Annual Conference from June 28 - July 1, 2010 in Minneapolis, MN. The updates to the admission



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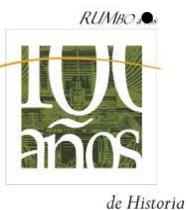
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application, and additional training on managing the applications were carried out together with our AY Accounts Manager, Dan Schwartzman.

- Implementation of a procedure to address the problem of deficiencies under RUMAD jointly with the Director of *Recaudaciones*, Mr. Ángel Pérez Pacheco on October 19, 2010, and subsequently with Ms. Judith Escapa (Information Technology Center) on November 29, 2010.
<http://grad.uprm.edu/oeg/RecursosDocumentos/PDF/memodefrumad.pdf>
- The Director of the Office of Graduate Studies, Dr. Anand D. Sharma, underwent a web-based training titled *Partners in International Enrollment* offered by the World Evaluation Service (WES) for evaluating international documents on December 2, 2010.
- Creation of an internal admissions procedures manual "*Manual de Procedimientos Área de Admisiones*" by Dr. María E. Almodóvar in January 2011.
- The Associate Director of the Office of Graduate Studies, Dr. Betsy Morales, met with the Registrar, Ms. Briseida Meléndez, on February 16, 2011 to begin a joint uniform process of new admissions information for the RUMAD system under the registration process.
- Annual update and maintenance of the online graduate admission application *ApplyYourself* was carried out after participating in the Hobsons University Annual Conference from July 6 - 9, 2011 in Washington, DC. The updates to the admission application, and additional training on managing the applications were carried out together with our AY Accounts Manager, Ms. Jordana Cole. A special modification was made in the online admission application to allow for directly uploading the second essay required by the four academic programs (Hispanic Studies, English Education, Marine Sciences, and Computer Information Science & Engineering).

VII. ACADEMIC AFFAIRS

- Establishment of policy, jointly with the Registrar's Office, on changing Plan of Study within the same academic program. This action was necessitated by the fact that the Council of Higher Education of Puerto Rico (CESPR) had assigned new program codes for master's degree programs in engineering (ME vs. MS) on November 4, 2010.
<http://grad.uprm.edu/oeg/RecursosDocumentos/PDF/cambioplan.pdf>



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- Establishment of a new procedure for publishing theses, dissertations and project reports with *ProQuest*. This policy was adopted by the Office of Graduate Studies on November 15, 2010 after the issue to mitigate plagiarism and the resulting procedure were widely discussed in multiple meetings of the Graduate Council; and later, with full agreement with the UPRM General Library. <http://grad.uprm.edu/oeg/RecursosDocumentos/PDF/guiaproquest.pdf>
- Reaffirmation and strict implementation of the policy of requiring signatures of all committee members on the final theses and dissertations on February 23, 2011 in light of allegations from a faculty member (thesis committee member) in the Mechanical Engineering Department that the thesis chairman obtained the department director's signature against his name without his authorization. Allegedly this occurred when the said thesis committee member had suggested numerous corrections to the student's thesis. This matter was discussed jointly with all parties concerned and the Dean of Engineering on March 15, 2011. <http://grad.uprm.edu/oeg/RecursosDocumentos/PDF/memofirmastesis.pdf>
- The Office of Graduate Studies now sends the theses in PDF format to the UPRM General Library. Effective May 2011, the Office of Graduate Studies accompanies these theses with a list which includes the authors' names and e-mail addresses. Access to all theses and dissertations now require a UPRM username and password.
- Redesign of the Graduate Assistantship Extension Form to make it easier for analysis and decision-making (approve or reject) on August 19, 2010. <http://grad.uprm.edu/oeg/RecursosDocumentos/PDF/formextensionayud.pdf>
- The Graduate Assistantship Extension Form was later further redesigned to make it easier for analysis of assistantship history in conformity with the Academic Senate Certification 05-62 (effective March 9, 2011).

VIII. HUMAN RESOURCES

A. PERSONNEL PROFESSIONAL TRAINING AND DEVELOPMENT

All personnel in the Office of Graduate Studies are widely encouraged to seek out opportunities for professional development as highlighted in Table V below.



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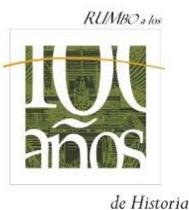
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Table V. Personnel Professional Training and Development

TRAINING AND DEVELOPMENT	DATE - HOURS	OFFICE OF GRADUATE STUDY PERSONNEL
Reasons to have a health and wellness program	February 23, 2011 – 6:00pm–8:30pm (2.5 h)	Dr. Carmen I. Figueroa
Human Resources Challenge Workshop	February 26, 2011 – 9:00AM–12:00M; 1:00PM–2:30pm (5.5 h)	Dr. Carmen I. Figueroa
Underwriting 101	March 30, 2011 – 6:00pm–8:30pm (2.5 h)	Dr. Carmen I. Figueroa
Challenges in the Management of Absenteeism at the Workplace	April 26, 2011 – 6:00pm–8:30pm (2.5 h)	Dr. Carmen I. Figueroa
Encendiendo la Chispa para dar el 300%	April 27, 2011–9:00am–10:30am (1.5 h)	Ms. Madeline Cabán and Ms. Lucy Serrano
Corrective and Progressive Discipline – the Significance of the Employee Manual	April 28, 2011 – 6:00pm–8:30pm (2.5 h)	Dr. Carmen I. Figueroa
Protocolo Violencia Doméstica, Acecho y Agresión	April 04, 2011 – 1:30pm–3:00pm (1.5 h)	Ms. Madeline Cabán
Microsoft 2010	May 6, 2010 – 8:00am–12:00m (4.0 h)	Ms. Madeline Cabán
Access	May11, 2011 – 10:00am–12:00m (2.0 h)	Ms. Madeline Cabán
Excel	May 11, 2010 – 1:00pm - 3:00pm (2.0 h)	Ms. Madeline Cabán
Ergonomics	May 16, 2010 – 8:00am–12:00m (4 h)	Ms. Madeline Cabán
Excel (Intermediate)	May 16, 2011 – 9:00am–12:00m (3 h)	Ms. Madeline Cabán
Governmental Ethics	June 23, 2011 – 8:00am–12:00m (4 h)	Ms. Madeline Cabán
Acomodos en el Salón de Clases	September 2, 2011 – 8:00am–12:00pm (4 h)	Ms. Omayra López Acevedo

B. CROSS - TRAINING OF OFFICE PERSONNEL

Dr. Betsy Morales and Dr. Anand D. Sharma offered the First Retreat of the Office of Graduate Studies personnel on May 2, 2011 to maximize the utilization of office resources and professional development. This retreat provided an opportunity for designing the first cross-training schedule as scheduled in Table VI below.



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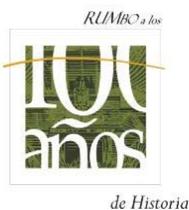
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Table VI. Cross-Training of Office Personnel

DATE	HOURS	WORKSHOP	SPEAKERS
June 8, 2011	10:00 am	Strategic Plan	Dr. Betsy Morales
June 13, 2011	9:30 am	Workshop 1: <ul style="list-style-type: none"> How to create notes and bibliographic files on Internet Workshop 2: <ul style="list-style-type: none"> Office of Graduate Studies Internet Maintenance Management 	Ms. Madeline Cabán, Ms. Omayra López
June 25, 2011	10:00 am	Workshop 3: Admissions - Part I	Dr. Carmen Figueroa
August 31, 2011	10:00 am	Workshop 4: Online Assistantships	Ms. Lucy Serrano, Dr. Betsy Morales
September 7, 2011	10:00 am	Workshop 5: Admissions - Part II	Dr. Carmen Figueroa
September 13, 2011	10:30 am	Workshop 6: Apply Yourself – Admission Application Online	Dr. Anand D. Sharma

IX. PROJECTS IN PROGRESS & FUTURE PLANS

- The Associate Director, Dr. Betsy Morales is creating a *Manual Informativo y de Procedimientos* for graduate program directors and staff. This project will guide and facilitate all the processes which occur at the Office of Graduate Studies. It would also help in updating the section on Frequently Asked Questions (FAQs). As part of this plan it is our goal to visit all the departments that offer graduate programs to discuss this manual and clarify any questions or doubts.
- The Office of Graduate Studies has reintroduced the practice of reevaluating its services by providing survey forms and a closed box for depositing these forms.
- The Officer of Student Affairs, Dr. Carmen Figueroa, is updating and expanding the Admissions Procedures Manual for internal use by the Office of Graduate Studies.
- The Office of Graduate Studies is in the process of reviewing and revising its admissions database that would permit the generation of data in a more consistent format for the new students admitted. This information would be more directly useful for the offices such as the Registrar's Office, the Center for Professional Enrichment, the Financial Aid Office, and Medical Services.



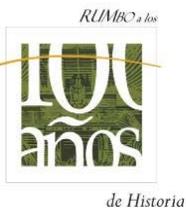
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- Development of an Intent to Enrollment Form as part of the *Apply Yourself* online admission application process for admitted students. While the responses would be non-binding in nature, they would provide a valuable feedback in terms of what enrollment level could be expected. Right now we do not have any idea about enrollment until the time the admitted students physically arrive on campus.
- The Office of Graduate Studies is constantly reviewing areas of interest for offering workshops and seminars to administrative personnel and graduate students.

X. PROBLEMS & LIMITATIONS

- Budgetary limitations do not allow for undertaking promotional activities beyond the minimum, such as participation in college fairs on the island as well as off the island. This limitation also does not allow for annual trainings on international credential evaluations offered by the World Evaluation Service (WES).
- The Office of Graduate Studies at the University of Puerto Rico at Mayagüez had to terminate its membership in the Council of Graduate Schools (CGS) owing to budgetary limitations, when in fact the University of Puerto Rico at Rio Piedras has always continued with its membership in CGS.
- Undergraduate courses identified as deficiencies were not placed in the RUMAD system by the department directors during the first semester of the 2010-2011 academic year at the time of registration; consequently, this led to the students having been overcharged initially, then having to process reimbursements later. This lack of identifying the deficiencies in the RUMAD system also affected the assistantships of various students. A special joint memo to correct this situation was issued later by the Director of the Office of Graduate Studies, Dr. Anand D. Sharma and the Director of the Finance Office, Mr. Angel Pérez on October 19, 2010.
- The change in the credit card payment management system between *Banco Popular* and the University of Puerto Rico at Mayagüez during the second semester of the 2010-2011 academic year caused severe problems in the online payment for admission applications. Applicants were charged two to five times on their credit and debit cards, and the reimbursement process from the Finance Office was painstakingly difficult. The problem was later resolved with the help of a report generated from the *Apply Yourself* admissions system.



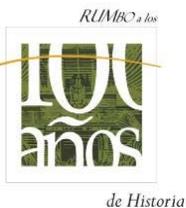
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- The Office of Graduate Studies depends greatly on the efficacy of the inter-office support system. When documents do not reach this office on time from the Registrar's Office, the post office, the Office of the Dean of Students; and similarly, when oral defense-related documents from this office do not reach the graduate representatives in other departments on time, this greatly affects the overall efficiency and efficacy of the Office of Graduate Studies. The inter-linked system can be expected to be as efficient as its weakest link. The weakest link on many occasions in this process is the inter-office messenger who at times is absent for prolonged periods without notice in advance, and without any substitute in place. This problem has been pointed out on multiple occasions in the past for perhaps more than two years.

XI. CONCLUSIONS

Overall the Office of Graduate Studies is committed to providing excellent service to all students, faculty and other offices within the institutional budgetary constraints. The personnel from the Office of Graduate Studies work as a good team, and very conscientiously, in their respective areas of work, which often extends to beyond their regular work hours. Such actions clearly demonstrate that each employee cares about the quality of service provided, while at the same time maintaining consistency in its actions by adhering to established rules and deadlines.



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APPENDIX I



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Recinto Universitario de Mayagüez

Rectoría. Oficina de Investigación Institucional y Planificación

Fondos de Ayudantías Otorgadas en EL RUM durante el año académico 2010-11 con FONDOS INSTITUCIONALES

Facultad / Departamento	Primer Semestre 2010-11					Segundo Semestre 2010-11					Verano 2011				Gran Total
	Cátedra	Corrector	Investigación	Laboratorio	Total	Cátedra	Corrector	Investigación	Laboratorio	Total	Cátedra	Investigación	Laboratorio	Total	
Administracion de Empresas			\$ 1,223		\$ 1,223										\$ 1,223
Administracion de Empresas			\$ 1,223		\$ 1,223										\$ 1,223
Artes y Ciencias	\$ 274,066	\$ 1,066	\$ 9,459	\$ 691,059	\$ 975,650	\$ 247,125		\$ 6,708	\$ 625,981	\$ 879,815	\$ 31,637	\$ 9,100	\$ 56,698	\$ 97,435	\$ 1,952,900
Biologia	\$ 4,263		\$ 2,966	\$ 265,285	\$ 272,514				\$ 240,844	\$ 240,844		\$ 9,100	\$ 23,995	\$ 33,095	\$ 546,453
Ciencias Marinas			\$ 6,494		\$ 6,494			\$ 6,708		\$ 6,708					\$ 13,202
Educacion Fisica	\$ 23,426				\$ 23,426	\$ 29,293				\$ 29,293	\$ 2,751			\$ 2,751	\$ 55,470
Estudios Hispánicos	\$ 46,232				\$ 46,232	\$ 29,612				\$ 29,612	\$ 3,668			\$ 3,668	\$ 79,513
Fisica				\$ 56,711	\$ 56,711				\$ 66,839	\$ 66,839					\$ 123,550
Geologia				\$ 25,890	\$ 25,890				\$ 18,467	\$ 18,467					\$ 44,357
Ingles	\$ 77,670				\$ 77,670	\$ 80,237				\$ 80,237	\$ 10,087			\$ 10,087	\$ 167,994
Matematica	\$ 122,476			\$ 11,096	\$ 133,571	\$ 107,982				\$ 107,982	\$ 15,131			\$ 16,859	\$ 258,413
Quimica		\$ 1,066		\$ 332,077	\$ 333,143				\$ 299,831	\$ 299,831			\$ 30,974	\$ 30,974	\$ 663,949
Ciencias Agrícolas			\$ 9,793	\$ 97,299	\$ 107,092	\$ 1,910		\$ 26,899	\$ 83,775	\$ 112,585		\$ 7,667		\$ 7,667	\$ 227,344
Agronomia y Suelos				\$ 51,780	\$ 51,780				\$ 43,023	\$ 43,023					\$ 94,803
Ciencia y Tecnologia de Alimentos				\$ 616	\$ 616										\$ 616
Economia Agricola			\$ 4,793	\$ 7,397	\$ 12,190			\$ 17,500	\$ 6,442	\$ 23,942		\$ 7,667		\$ 7,667	\$ 43,798
Educacion Agricola				\$ 1,849	\$ 1,849	\$ 1,910				\$ 1,910					\$ 3,760
Industrias Pecuarias			\$ 5,000	\$ 27,739	\$ 32,739			\$ 9,399	\$ 26,669	\$ 36,069					\$ 68,808
Ingenieria Agricola				\$ 7,917	\$ 7,917				\$ 7,642	\$ 7,642					\$ 15,558
Ingeniería	\$ 125,854	\$ 20,907	\$ 9,969	\$ 176,736	\$ 333,466	\$ 140,457	\$ 2,867	\$ 20,340	\$ 162,202	\$ 325,866	\$ 3,350		\$ 3,967	\$ 7,317	\$ 666,648
Ingenieria Civil	\$ 32,850	\$ 11,947		\$ 25,890	\$ 70,686	\$ 40,542		\$ 820	\$ 29,240	\$ 70,601	\$ 1,057		\$ 1,216	\$ 2,273	\$ 143,560
Ingenieria Electrica			\$ 3,668	\$ 77,053	\$ 80,721			\$ 6,425	\$ 78,251	\$ 84,676					\$ 165,397
Ingenieria General	\$ 5,393	\$ 8,960		\$ 19,547	\$ 33,899		\$ 2,867		\$ 17,777	\$ 20,644					\$ 54,543
Ingenieria Industrial	\$ 39,530				\$ 39,530	\$ 22,925		\$ 7,642		\$ 30,567					\$ 70,097
Ingenieria Mecanica			\$ 6,301	\$ 54,246	\$ 60,547			\$ 5,454	\$ 36,935	\$ 42,389			\$ 2,751	\$ 2,751	\$ 105,687
Ingenieria Quimica	\$ 48,081				\$ 48,081	\$ 76,990				\$ 76,990	\$ 2,293			\$ 2,293	\$ 127,364
Gran Total	\$ 399,920	\$ 21,973	\$ 30,444	\$ 965,093	\$ 1,417,430	\$ 389,493	\$ 2,867	\$ 53,948	\$ 871,959	\$ 1,318,266	\$ 34,987	\$ 16,767	\$ 60,665	\$ 112,419	\$ 2,848,115