Contents

Our Guiding Principles | 2
Vision 2020 | 3
Message from the Chairman of the Board of Directors | 4
2011-2012 Board of Directors | 6
Message from the President | 8
US Presidential Advisory Board | 11
Development and Alumni Affairs | 12
Office of Economic Development | 14

Managing our System | 16
Executive Vice Presidency | 18
Planning and Academic Affairs | 20
Marketing and Student Affairs | 24
National and International Affairs | 28
Administrative Affairs | 30
Human Resources | 32
Financial Affairs | 34

Our Institutions | 36
Universidad Metropolitana | 38
Universidad del Este | 42
Universidad del Turabo | 46
Florida Campuses | 50
Ana G. Méndez University – Virtual Campus | 52
Sistema TV | 56

Projections for 2012-2013 | 60
Organizational Chart | 62
General Information | 63
Our Guiding Principles

Committed to Innovation and Organizational Development

The following fundamental principles, on which the Ana G. Méndez University System (AGMUS) was founded 63 years ago, serve as the backbone for a new vision that is being formulated to successfully take AGMUS forward to the year 2020 and beyond.

- In a democratic society, every human being has the right to an education, regardless of race, sex, color, national origin, social status, physical or mental condition, religious, political or social belief.
- The development of human potential requires an open-door policy that allows students to benefit from academic programs to the full extent of their ability.
- All educational institutions should aspire to achieve academic excellence and should commit themselves to fostering such excellence through enlightened approaches to education.
- Academic institutions are integral components of the communities they serve.
- Faculty members must innovate for the benefit of their students and for their own professional growth.
- The real needs of Puerto Rico must be understood so that its human resources can be enriched and graduates can make a positive contribution to the progress of society in the work force.
- The educational development of the students should emphasize academic skill and growth that is productive in both daily living and employment.
- The fundamental commitment of the Ana G. Méndez University System promotes a better quality of life for our students, employees and the community at large.
By 2020, the Ana G. Méndez University System (AGMUS) will be recognized as an institution of excellence in learning, research and in public service, with great social responsibility and growing global projection.

AGMUS will stand out for its decisive contribution to the economic and social development of Puerto Rico, providing innovative solutions to the developmental needs of the Island, and will be recognized as the leading institution serving the educational needs of Hispanic communities outside Puerto Rico, in the United States and other communities it serves.

AGMUS will be characterized as a transformative entity of constant innovation and sound financial strength, focused on the human being, and making effective use of its technological, physical and managerial resources in support of its mission.

The AGMUS and its institutions shall guide all of their operations, actions and administrative development under strict compliance with the following values as a rule and parameter of its institutional conduct:

Excellence: as the maximum aspiration in all teaching, research and service endeavors.
Freedom: of thought and expression as an indispensable basis in the search and diffusion of knowledge.
Respect: for the diversity and dignity of human beings.
Equality: in recognizing the value of education as an instrument to provide better opportunities and to fully develop the potential of human beings.
Integrity: in all our dealings as an educational entity.
Innovation: a constant to guarantee the pertinence of programs and services.
Social Responsibility: regarding the needs of the community, the country and the humanity of which we are part.
Message from the Chairman of the Board of Directors

Two words describe the banner performance of the Ana G. Méndez University System this past year: Quality and Progress.

Our institution has experienced marked improvements in the quality of our students, new professors joining our faculty, and very important achievements, such as the first commercial patent granted to our researchers and specialized accreditations for different schools and professional programs. Even more, our high standards in the planning and design of green areas and the physical environment of our campuses show how well we take care of our university community.
Quality and Progress

AGMUS is blazing new educational trails in the international arena with the inauguration of our Maryland campus, the growth of the Florida operations and the excellent results obtained by the implementation of the innovative “dual language immersion model” in these centers. In Puerto Rico, new projects include the acquisition of the management and development rights for the world-renowned Arecibo Space Observatory; the expansion of our on-line course offerings; and our new Penal Justice program, mainly aimed to train municipal police officers. The different sections of this report provide detail of every aspect of these milestones.

This extraordinary progress is the result of AGMUS’ keen focus on growth, innovation and excellence. It is the evolution of a vision set forth in the late 1940’s, when founder Ana G. Méndez defined a new path of growth for the opportunities she wanted and envisioned for higher education in Puerto Rico. The Middle States Commission on Higher Education (MSCHE) and other specialized program accreditation boards have recognized this approach when evaluating our programs and institutions. Moreover, during this year, in the concluding remarks of the final report from independent evaluators of the Association of Governing Boards of Colleges and Universities (AGB) upon conclusion of a Presidential and Board Assessment review, they applauded our president’s dedication, capacity and leadership. As well, they pointed out the expertise and capacity of our Board of Directors to guide, monitor and share the direction of the institution with “mutual trust and respect”. Specifically, the AGB report stated that the institution’s outstanding progress will continue to be enhanced in the future, in such words:

It has been a great pleasure to work with our new friends at the Ana G. Méndez University System. We left Puerto Rico inspired by AGMUS’ accomplishments and by the commitment to excellence we saw from every interviewee. Our time there was well organized, and we feel that we now know you well. No doubt there will be difficult decisions on the way, but we agree that the “the possibilities for AGMUS in the future are endless.”

On the financial end, AGMUS stands on very solid ground. With a successful new issue and refinancing of AFICA bonds amounting to $78.1 million, a balanced budget, $50 million in our Endowment Fund, and all ratios on the positive side of the spectrum, our institution is enjoying firm stability and increased capacity for sustainable growth.

Quality and progress have indeed been the main qualifiers this year at AGMUS, and they shall remain so for years to come.
AGMUS Board of Directors
2011-2012
Antonio J. Colorado, Esq. - Board Chair
Florabel G. Mullick, MD, Sc.D, FCAP - Board Vice Chair
José F. Méndez, Dr.h.c. - AGMUS President
José Domingo Pérez, CE
Juan R. Melecio, Esq.
Zoraida Fonalledas, Esq.
José F. Méndez, Jr., MBA
Víctor R. Hernández, DMD
Félix R. Schmidt, MD
Héctor A. Jiménez, MA
René A. León, H.E.
Ramiro Millán, MBA
Rafael Nadal Arcelay, Esq.

Executive Committee:
• Antonio J. Colorado, Esq.
  Board and Committee Chair
• Florabel G. Mullick, MD, Sc.D, FCAP
  Board Vice Chair and Finance Committee Chair
• José F. Méndez, Dr.h.c.
  AGMUS President
• José Domingo Pérez, CE
  Academic and Student Affairs Committee Chair
• Héctor A. Jiménez, MA
  Audit Committee Chair

Audit Committee:
• Héctor A. Jiménez, MA
  Chair
• José Domingo Pérez, CE
• Zoraida Fonalledas, Esq.
• Juan R. Melecio, Esq.
• Rafael Nadal, Esq.

Finance Committee:
• Florabel G. Mullick, MD, Sc.D, FCAP
  Chair
• José F. Méndez, Jr., MBA
• Juan R. Melecio, Esq.
• Félix R. Schmidt, MD
• Héctor Jiménez, MA
• Ramiro Millán, MBA

Academic and Student Affairs Committee:
• José Domingo Pérez, CE
  Chair
• Víctor R. Hernández, DMD
• José F. Méndez, Jr., MBA
• Zoraida Fonalledas, Esq.
• Félix R. Schmidt, MD
• Ramiro Millán, MBA
Research, Innovation and Economic Growth: The New Role of the University

Message from the President

In late 2012 the World Economic Forum (WEF) published its internationally renowned report on global competitiveness.

Following a complex and standardized methodology, the report provides a ranking of the world’s 144 main economies in terms of their position in the global competitive environment. This competitive position is the result of their composite performance in twelve so called “pillars”, which are areas or aspects that serve as main factors to promote and sustain such competitiveness. It is no surprise to find that education – both primary and higher education – are among the main factors behind fostering competitiveness in any given country. If we go a little further, it is clear that higher education is also directly linked to the capability to evolve from the stage of factor or efficiency driven, to the most advanced stage any economy can achieve, which is described as the stage in which economic growth and performance is “innovation driven”.

For many years the Ana G. Méndez University System (AGMUS) has been committed to contribute to strengthening and enhancing Puerto Rico’s innovation and economic performance. This commitment is such that it has been incorporated as part of our newly revised strategic vision statement, AGMUS 2020. The 2011-12 year for AGMUS stands out as one of the best thus far in research, development and innovation, as well as in many other aspects such as faculty and student development, and institutional growth.

With the constant support of our Office of Intellectual Property and Commercialization, for the very first time in our institutional history this year AGMUS received the approval of its first commercial patent, thanks to the outstanding research work on Fluorescent Cellular Markers by Drs. Beatriz Zayas and Osvaldo Cox at Universidad Metropolitana. This initial and historic achievement has opened the door to additional opportunities in terms of potential new patents and other researchers interested to advance their individual research works.

This academic progress is accompanied not only by a re-accreditation of all our campuses from the Middles States Association, but also by a steady
increase in our faculty members (49%) holding a PhD, plus a surge in new doctoral programs offered at both at Universidad del Turabo (UT) and Universidad Metropolitana (UMET). It is therefore not surprising to see improved student retention, with new students arriving with higher GPA’s than ever, and a total enrollment for the System of over 43,000, making AGMUS the top private university in this regard in Puerto Rico. As part of AGMUS continued support in these areas a system-wide STEM+H strategic plan has been approved, serving as groundwork for further development of our research endeavors. Plans are under way to expand the toxicology lab of Drs. Zayas and Cox at UMET, as well as for a new photonics research lab in the Interior Science Park in Barceloneta. In addition construction plans are been designed for the future facilities of the Metropolitan Institute of Research, also at UMET, and for the expansion of a new technology accelerator as part of the Puerto Rico Energy Center at UT. These and other similar initiatives are good examples of the investment AGMUS is securing to continue enhancing its contribution to research, innovation and economic growth.

On the other hand, the year 2011-12 has marked the development of new academic initiatives that have contributed to our institutional growth. The creation of the Public Safety and Protection Institute adds yet another factor to our growth equation. This project is part of our commitment of collaboration with the government and the community to enhance the training and academic development of the municipal police officers on the island. It is a prospective initiative, seeking to add another 400 recruits to the 2013 roster of police enrolled.

Our community outreach policy remained steadfast in 2011-12 with the inauguration of the Governor Pedro Rosselló Library at UT and the groundbreaking of the Governor Jesús T. Piñero Library and Social Research Center at UNE. Both libraries will serve as forums for the study, investigation and discussion of public policy issues, and the search for solutions to current social concerns.

Moreover, we are pleased to announce the opening of our fourth and newest campus in the US mainland, at Wheaton, Maryland. In just a few months our Capital Area Campus has reached over 225 students, thus contributing to our service commitment to the Hispanic communities throughout the country. These developments, as well as the steady enrollment growth in many academic areas such as Health, Design, Hospitality Management, and Social Sciences, among others, in addition to the sustained improvement in our student retention rates, have contributed to the historic achievement of nearly 44,000 students enrolled in our university system.

In looking back at 2011-12, it is only fitting to expect continued expansion and progress in the foreseeable future as AGMUS further capitalizes on this year’s achievements. In doing this, we keep our sight focused in our educational mission, as well as in our strategic priorities as set in AGMUS 2020 vision. We will continue to serve the needs and aspirations of our diverse and ever growing student population, while expanding research and fostering innovation in order to contribute to the economic growth and competitiveness of Puerto Rico.
Science and technology is a primary focus of the programs of AGMUS and the U.S. Presidential Advisory Board has played a pivotal role in important advances made by our universities in the sciences, engineering and health areas. The Board is made up of distinguished professionals in science and technology from United States government agencies and private institutions.

- Florabel G. Mullick, MD., Sc.D., FCAP, Board Chair
- José F. Méndez, Dr.h.c., AGMUS President
- Dr. William Dawes, Jr.
- Jose A. Centeno, Ph.D., FRSC
- Mr. Ronald Blackburn
- Mr. Robert Scott May
- Herman J. Gibb, Ph. D., MPH
- Michael Chartock, Ph.D.
- Capt. Mark B. Lyles, M.A., M.S., Ed.S., D.M.D., Ph.D.
- Mina J. Izadjoo, Ph.D.
- Douglas J. Wear, MD
- Felix R. Schmidt, MD
Exceeding Expectations and Raising the Bar

Development and Alumni Affairs
Margarita E. Méndez Escudero

With over $5.5M raised and collected in 2011-12, our Capital Campaign funds surpassed expectations by $1.5M and is well on its way to meeting our goal of $22.4M by 2015.

Included in the Capital Campaign fundraising activities are contributions and donations earmarked for many of this year’s most notable projects at AGMUS, mainly the construction of two former governors’ libraries (Governor Pedro Rosselló’s at UT; Governor Jesús T. Piñero’s at UNE), and the Planetarium and Visitors Center at the Arecibo Observatory, among other development projects included in the Campaign.

Part of our fund-raising strategy included celebrating “Viva Le Cirque”, our first evening Gala to benefit the AGMUS’ Annual Fund, where we had the opportunity to recognize distinguished alumni. The event garnered 160 individual donors who contributed $20K that will serve to guarantee some 80 partial scholarships. Similarly, we identified new donation prospects for the Permanent Scholarship Fund – a $3M philanthropic endeavor that has already met 63% of its 2015 goal. It is worth noting that only the interest income generated by our Scholarship Fund is used to finance scholarships, leaving the capital intact and growing.

Key prospects are being cultivated through a joint effort by our Development Staff and volunteer Capital Campaign Cabinet Members to ensure a productive solicitation strategy. This approach includes a Presidential Breakfast and Dinner Events, where AGMUS’ President and Chancellors shared with distinguished alumni, donors, prospects and scholarship recipients, providing our contributors a close and personal perspective of the real impact in the life of those benefited by their generosity.

Another first in 2011-12 was the creation of our new Alumni Association, directed by a board of highly talented and successful former students from AGMUS campuses, including two graduates from our original institution, the Puerto Rico Junior College. Additionally, we celebrated in our new Maryland campus the AGMUS Excellence in Education Award,
where over 200 guests from the Washington, D.C. and surrounding areas shared the recognition bestowed upon Mr. Alexander Sánchez, Maryland’s Secretary of Labor, and Ms. Sonia Gutiérrez, CEO and founder of the Carlos Rosario International Charter School in Washington, D.C. This activity served to establish new and lasting collaborative relationships beyond the island’s shores that will contribute to the uninterrupted academic and development success of AGMUS and its students.

The Associate Vice-Presidency of Development and Alumni Affairs is certainly moving forward, ready to continue exceeding expectations and raising the bar on future goals.

Our Collaborators

A T & T Puerto Rico
Abbott Pharmaceuticals PR, Ltd.
AIREKO Construction
AMGEN
American Construction Co.
Ana G. Méndez Memorial Fund
Antonio Roig Ferré y María Dolores Roig
Arq. Diana Luna
Ashford Presbyterian Community Hospital
Avaya / Envision Technologies
Aventis Pharmaceuticals
BBDO – Puerto Rico
BBS Developers, S.E.
BBVA
Bacardi Corporation
Banco Popular de PR / Fundación Banco Popular
Banco Santander de Puerto Rico
Barclays Capital / Lehman Brothers
Berlitz Languages
Bermúdez, Longo & Díaz Massó, S.E.
CIC Construction Group, S.E.
CT Radiology Complex / MRI Institute Caderno Corporation
Cancio, Nadal, Rivero & Díaz
Carolina Shopping Court
Casiano Communications, Inc.
Centennial de PR
Cento de Imágenes del Noreste
Cidra Excavation
Coca-Cola Foundation / Coca-Cola PR Bottlers
Constructora Santiago II Corp.
Cooperativa de Ahorro y Crédito Ana G. Méndez
Christopher Buck
Cué & López Contractors
Del Valle Group
Deloitte & Touche
Doral Financial Corporation
Dow, Lohnes, and Albertson
Dr. Jesus Joel Pérez
Dr. José Antonio Molina
Dr. Juan M. González Lamela
Ecoeléctrica
Econo Rial
El Comandante Operating Co.
Empresas Cordero Badillo
Empresas VRM
Ericsson Caribbean
Estudios Técnicos, Inc.
Familia Amadeo
Familia Escudero
Familia Nadal - Chapel
Fiddler, González & Rodríguez
Fraternidad Phi Eta Mu, Corp.
Fundación Ángel Ramos
Fundación Corazón Guerrero
Fundación Educativa Sprint
Fundación Francisco Carvajal
Fundación José A. Santana / Empresas Santana
Fundación José Domingo Pérez
Fundación José Jaime Pierluissi
Fundación Plaza Las Américas
GAR Housing Corp.
Goya de PR
Grupo Anana
Guilermo L. Martinez Camacho
Hewlett Packard
Hill Construction Corp.
Hilton International Company
Hospital Hnos. Meléndez
IHP Hospitality Group
IPR Pharmaceuticals
Ing. Adriel Longo
Ing. Juan J. Bermúdez
Ing. Juan J. Jiménez
InterContinental San Juan Hotel
JRC Engineering Services
Johnson & Johnson
José E. De La Cruz Skerrett Law Office
KCS Cleaning Service, Inc.
Lcdo. Mario F. Gaztambide, Jr.
Lema Developers
Liberty Cablevision
Lilly del Caribe
Los Prados Urbanos, Inc.
MFPW J. Walter Thompson
Marxuch & Longo
Mary P. Dolciani (Halloran Foundation)
Medical Card System (MCS)
Medtronic Foundation
Merck Company Foundation
Merck, Sharp & Dohme (I.A.) Corp.
Mesirow Financial
Microsoft Caribbean, Inc.
Millipore Foundation
Municipio Autónomo de Caguas
National Science Foundation
Olein Recovery Corp.
Omega Engineering S. E.
P & G PR & the Caribbean, Inc.
PRT / CLARO
Patheon / MOVA Pharmaceutical
Pfizer / Wyeth Laboratories
Pizza Hut / Encanto Restaurants
Portales de MADECO
Procter & Gamble
QB Construction S.E.
Radiology Institute Imaging Center
Res A.G. Management Corp.
RicoH
Scholastic, Inc. / Caribe Grolier
Sociedad Española de Auxilio Mutuo
SYSTEMA, Inc.
Teléfonos Públicos de Puerto Rico
Telepro Caribe, Inc.
The Efron Foundation, Inc.
The J. Willard & Alice S. Marriott Foundation
Torres y Ribelles, Inc.
Triple S-Management Corp.
Triple - S Salud
Wal*Mart Puerto Rico, Inc.
William Randolph Hearst Foundation
Xerox Corp.
Growing Stronger for the Future

Economic Development Alliance
Tasha Endara Álvarez

All four of our main regional economic development alliances (INTENE, DISUR, INTENOR and INTECO) have proven in 2011-12 that the best way to promote the economic competitiveness needed in today’s global economy is by integrating the strength and resources of our communities, our higher learning institutions, local and municipal governments and the private sector.

Perhaps our most significant project is INTECO’s Broadband Initiatives and Technology Opportunities program. Serving nine municipalities, this project aims to provide access to broadband education, training, equipment and support to schools, libraries, health facilities and other institutions. This year, we received a second $1.6M grant from the Puerto Rico Science, Technology and Research Trust to continue funding this $16M broadband initiative. As such, we managed to complete construction on three new towers (Cayey, San Lorenzo and Naguabo), and equipped another 15 existing towers. This set us on schedule to begin operation (August 2012) of the first quadrant of the project, serving the municipalities of Caguas, Cayey, Las Piedras, Gurabo and Humacao. And INTECO’s operations have run seamlessly. Not only has the alliance passed with flying colors the recent National Telecommunications and Information Administration (NTIA) monitoring visit, but also the Puerto Rico Chamber of Commerce awarded their ZENIT prize in Telecommunications to Mr. Oscar Jiménez, INTECO’s top engineer and Executive President for the success of this initiative. Aside from its broadband project, INTECO is involved in fostering new businesses via INOVA, its regional Incubation and Innovation Center. This year, 22 new businesses have set up in the incubator (2 of them virtual enterprises), creating 160 direct and 33 indirect jobs.

In the eastern region, INTENE has been active establishing new collaboration agreements with the Corporation for Financing Community Business Enterprises (COFEC, for its Spanish acronym) to offer business loans to small and medium entrepreneurs in the area. As a result of INTENE’s efforts, the CITI Foundation donated $45,000 for the creation and
development of IPADRINO, the region’s new business portal. In addition to celebrating quarterly Business Summits in its region, INTENE has also been working with the School Libraries (E-Rate) Program to complete installation of Internet access to the municipalities of Culebra and Loíza. Moreover, it landed the approval of a $171K proposal to do the same in the municipalities of Ceiba, Trujillo Alto and Vieques.

Meanwhile, in the northern region, INTENOR has garnered the support of Microsoft to promote two businesses created by Business Administration students from Universidad Metropolitana. Along the same lines, the alliance is enjoying the full support of the Puerto Rico Science, Technology and Research Trust and FirstBank, with two $50K grants -one from each institution- to fund its REDI incubator project. With this funding, start-up companies developing out of this incubator will be getting specialized training in Business and Marketing Plan development, as well as in the implementation of commercialization strategies. INTENOR also broke new ground with the inauguration of its new International Design Center, where new package designs and innovative corporate images are being developed. As of this year, INTENOR is helping launch over 90 new projects referred by the Puerto Rico Industrial Development Company (PRIDCO).

In the South, DISUR has been making strides with several collaboration agreements to foster business development in the region. The Banco Bilbao Vizcaya Foundation, Universidad del Turabo and Microfinanzas Puerto Rico have all signed up for the initiative. Likewise, the municipalities of Ponce, Peñuelas, and Guayanilla have joined forces with DISUR to develop several projects of interest, including the proposal for the Land Use Plan of the former CORCO refinery and other plots of land that are commercially viable, as well as the enhancement of Ponce’s historical district. Additionally, DISUR was instrumental in completing the strategic plan to develop the new Agro-tourism Route of the South.

As we move forward, we continue planting the seeds of economic growth and prosperity all across the island, with new alliances and collaboration agreements aimed at furthering our mission to help position Puerto Rico competitively in the new global economy.
Vice Presidents & Chancellors
Managing our System

AGMUS is privileged to draw on a highly professional team of dedicated educators and administrators who form the management of our universities. The energy and efficiency of these men and women serve as a model for the entire organization to constantly improve students service.
Expansion and Reorganization

Executive Vice Presidency

Last year was one of expansion and reorganization across the entire System, as we set the basis for bigger and better things at AGMUS. We focused our efforts in all our University Centers to maximize our academic offering and student services by creating a team-work environment between associates and staff, while integrating students into our winning formula.

This recipe for success began with the development of new academic programs, including new Technical Certificates, Associate and Bachelors degrees in disciplines ranging from Veterinary Assistant and Pharmaceutical Technician, to Respiratory Therapy, Criminal Justice, Culinary Arts, Fashion Design, Speech Therapy and Industrial design, to name a few. Faculty development took center stage this year with all teaching staff getting thoroughly integrated into the processes of our schools and 100% of our lecture professors getting fully certified. All these accomplishments are complemented by a steady student retention rate of nearly 70% system-wide, and record enrollment of over 15,200 students.

Concurrently, not only were we re-accredited by the Middles States Association, but also our Nursing programs received the endorsement from the National League for Nursing Accrediting Commission and our Safety and Protection Institute (ISEP, by its Spanish acronym) was licensed by the Puerto Rico Education Council to begin offering degrees in Penal Justice with emphasis on Security and Protection.

The growth of our system, both in Puerto Rico and beyond our coasts is noteworthy. In Cabo Rojo, we are expanding our physical plan and
developing niche academic programs, starting with a Culinary Arts degree. On the international front, we continue making strides in our strategy to become a more globalized institution. At UT, a peer review visit by the American Council on Education helped establish an internationalization strategic plan, with the participation of 42 staff members, and visiting professors from the University of Kentucky and Farleigh Dickson University.

Additionally, our three Schools of Business participated in CLADEA, a gathering of over 400 schools in Latin America and Europe aimed at increasing collaboration and exchange of ideas across borders. Likewise, we have seen an increase in the number of foreign student enrollment in our system -220 students form 22 different countries-, as well as in our faculty members from abroad who will be working on diverse international studies and foreign language programs.

As we move towards the future, we shall continue fostering the growth of our campuses in Puerto Rico and abroad, both physically and academically.
The Vice Presidency of Planning and Academic Affairs has enjoyed a year of achievements, setting new standards of excellence for the entire system. AGMUS can proudly say that it is launching a new phase of development, both academically and in terms of its physical expansion.

With the final approval of AGMUS 2020, the system's most complete strategic plan (a two-year effort) the stage is set for us to become one of the most important higher learning and research institutions in the Caribbean. The new strategic plan includes a new system-wide Mission Statement and a modified set of Vectors that ensure the pursuit of institutional quality and effectiveness, while emphasizing our...
scientific research endeavors. Moreover, for the first time ever, the new plan takes into account the progress of AGMUS’ campuses in the U.S., as well as our on-line Virtual University, integrating all these efforts into the system’s macro vision of delivering quality in education.

Academically, AGMUS continues scoring high marks. First-year student retention, which had been a challenge in the past, has grown a solid 1.6%, with UT showing the largest overall retention (70%) and UMET scoring the biggest proportional increase (4%) in this important parameter. Moreover, all specialized schools within our campuses (Health, ISHCA and Engineering) have already surpassed the 73% retention level, which is the benchmark set for the entire system for 2015.

In line with our vision of growth in the research and development arena, and with the unanimous support of all Chancellors and Vice Chancellors of the System, we approved several executive orders to create the Research Professor category for our faculty, establishing as well three new levels of research productivity with specific indicators. Likewise, we helped our Intellectual Property and Commercialization Office secure AGMUS’ first official patent (Fluorescent Cellular Markers - Dr. Beatriz Zayas and Dr. Osvaldo Cox, UMET); we launched its international protection and have identified 40 industries potentially interested in this new discovery. Also, the Intellectual Property and Commercialization Office has identified and is supporting other research being carried out at AGMUS with high economic potential:

- Mitkel Santiago (UMET): Nanotechnology
- Oliva Primera (UMET): Nanotechnology
- Ajay Kumar (UMET): Drug development, as well as Nanoparticles for industrial applications
- Johnathan Friedman (UMET): Photonics
- Nydia Rodríguez (UNE): Device and process for detection of bacteria in water

AGMUS’ expansion goes beyond academics to include its actual physical footprint on the map. The UT physical plant Master Plan was revised and approved, as was the final design of the CISE-UT reform and expansion project (Phase II). At UNE, the final conceptualization and design of the Jesús T. Piñero Library and Research Center was completed. Mr. Piñero was the first Puerto Rican governor (appointed by President Truman) to lead the island. His new facility at UNE will be the second documentary / historical depository and active research center of a former Chief Executive in our System, along with the newly-inaugurated Governor Pedro Rosselló Library Museum at UT.
As AGMUS acquired the management and development rights for the Arecibo Observatory facilities, we immediately set out to develop and complete the development of the Master Plan for this world-renowned national astronomy and ionosphere center. The Plan includes an estimated $50 million investment in several key projects, to be built in 4 phases.

All our physical expansion plans have been guided by our new Green Policy guide, established by Executive Order 06-2012, which sets new sustainability and energy savings standards for all our projects, not only in the design and construction stages, but in operations and maintenance as well.

To support all our physical growth, we coordinated the preparation, revision and implementation of the 2011-12 Investment and Development Plan, which includes 63 projects at a cost of $36.8 million. Additionally, we coordinated the preparation and identification of projects for the 2012-13 Investment and Development Plan, which includes 43 projects at a cost of $39.1 million. In addition, we were instrumental in presenting the “Due Diligence” and tending directly to potential investors for the new $78.1 million AFICA bond issue.
Qualitative and Quantitative Progress

Marketing and Student Affairs

A key word to describe the 2011-12 year is “excellence”. AGMUS has progressed both qualitatively and quantitatively, and the Vice Presidency of Marketing and Student Affairs is proud to have contributed to this steady growth.

Despite the challenges of a fiercely competitive educational marketplace, and facing reductions in federal funding, our system has surpassed the 43,000 enrollment mark, with new students holding a median GPA of 3.1. Our high-impact, differentiated media strategies, combined with aggressive branding and positioning using non-traditional venues can be credited for the advantage we have gained over other private institutions on the island. Our Open House events in Turabo, UMET and UNE impacted over 8,800 prospective students. Concurrently, other indirect marketing initiatives such as our marketing campaign, “Aprender nos hace grandes”, plus our promotional strategies held at Puerto Rico’s largest mall - Plaza Las Américas- helped to entice thousands of soon-to-be high school graduates to consider AGMUS as the place to pursue their college degree.
The institutional image campaign went beyond targeting the undergraduate population to include both Masters and Doctorate programs, as well as the different schools within the System such as Design, Nursing and Engineering, among others. Our Communications and Social Sciences Schools in particular benefited from AGMUS’ involvement in the celebration of the 100th Anniversary of Puerto Rico’s film industry, and from our concerted efforts to have The Latin American New Cinema Festival dedicated to Puerto Rico this year.

On the community outreach front, our Vice Presidency was instrumental in developing the election-year campaign “Vota o quédate calla’o” (Vote or Keep Quiet), aimed at getting the youth involved in the political process by keeping abreast of current issues, registering to vote, and participating in electoral processes and events. This campaign was extended to include our Florida and Maryland populations.

Institutionally, we have provided key strategic marketing and communications support to all special projects and new developments that are propelling AGMUS’ level of excellence in Puerto Rico and nationwide. These include the inauguration of the new Biblioteca Museo Gobernador Pedro Rosselló at UT, the ground breaking of the Jesús T. Piñero Library at UNE, our management of the Arecibo Observatory, the opening of our new campus in Maryland, the different activities carried out in our Florida campuses and, among others, the production and presentation of the second volume of “Recuerdos del Porvenir II: Historia del Sistema Universitario Ana G. Méndez”, the book that narrates the history of our System.
In sports, we achieved a new milestone by signing a collaborative agreement with Nissan to hold a sweepstake giving away a car during the Puerto Rico Inter-university Athletics League (LAI, for its acronym in Spanish) competitions. We became the first institution ever to do this, and concurrently developed a safe-driving campaign around the strategy.

Our web and multimedia team also worked diligently to keep our Internet presence up to date. Our page www.suagm.edu received more than 1,407,000 visits, which represent an increase of 11%, when compared to 2010, and our pages in social media outlets gained more than 30,000 hits, of both “likes” and “followers”.

Through constant exposure and strategic alliances with the different print and electronic media outlets, and by presenting AGMUS’ academic personnel and resources as advisors in news programs and stories, we have gained more than $8.4 million of exposure value over the past year, which translates into priceless progress for our institution.

If the 2011-12 year is an indication of the future that awaits us, we can certainly look forward to continued success.
After many years of hard work and investment, we inaugurated our Capital Area Campus in Wheaton, Maryland, accomplishing our mission to increase AGMUS’ presence nationwide for the benefit and betterment of the Hispanic community. The initial enrollment for the first semester was 156 students in 29 different program, including our new Bachelor in Science, Nursing program.

We will be celebrating the 10th Anniversary of our subsidiary corporation; AGMUS Ventures Inc., full of pride and with a sincere sense of accomplishment.
10 Years Promoting AGMUS beyond Puerto Rico

We are mostly serving first generation Hispanic adult students attracted by the professional advancement prospects offered by our Discipline-Based Dual Language Immersion Model® that teaches courses using instructional modules in both English and Spanish. This innovative program has been recognized in all our branch campuses by the Middle States Commission on Higher Education not only for its effectiveness, but for satisfying a real need in the communities we serve. The dual language courses are available in a blended format offering classroom and online learning via the Blackboard Learning Management System. We have continued to enhance the caliber of our language placement tests by aligning them to the national language proficiency standards. Professional development has also been a priority to achieve our expectation of having highly qualified faculty in accelerated dual language exemplary practices.

Beyond the classroom, we are constantly evaluating and improving our services and programs for content, quality, and customer needs. We continue to strengthen our unique program to assess and accept academic credits from foreign schools and universities for our students. At the same time, we are expanding our community outreach role. Our campus serves as a voting center and training facility for electoral polling and surveying, and is often used as a facility for community fairs and educational forums.

As per the 2010 U.S. Census, the Hispanic population is the fastest growing population group in the nation and yet half of its population is not fluent in English. It is this reality that adds to the appeal of our Discipline-Based Dual Language Immersion Model® and to the growth prospects for SUAGM in the continental US and beyond.

We can only begin to imagine where this level of vision, commitment, progress, and excellence will lead us during our quest the next 10 years!
Conserving our resources was the mantra for the 2011-12 year at AGMUS. Our conservation plan began with a comprehensive inventory of all mechanical equipment, lighting, sprinklers and drinking water systems, coupled with a close scrutiny of our water and electricity consumption. Armed with this new data, we are designing the Resources Conservation Plan to replace old, energy inefficient equipment and lighting, and set forth more effective water and electricity usage parameters.

In the past years, a modest investment of $85,000 in these areas has already yield savings of more than $250,000. Additionally, we established the use of green building technologies and sustainable practices as an institutional policy, including a significant increase in
Doing More with Less

the amount of recyclables collected a total of over 936,000 pounds of paper, carton, aluminum, plastics, and fluorescent light bulbs that were not sent to the landfill, plus organic matter from green areas that was composted and used as a natural fertilizer, generating added savings for the institution.

Our efficiency factor increased as well with the implementation of the first phase of a 5-phase administrative services system that will allow for automated management of work orders, reports, building space, fleets, contracts, materials, equipment, the service desk and many other areas. In fact, work orders are currently being processed on hand held devices that are saving our operatives time, effort and miles of paperwork.

Our Construction Division completed 45 infrastructure and 34 green area projects, all in time and on budget. This included the installation of new furniture modules in labs and classrooms that served to maximize the use of space. Likewise, our Occupational Health Division set forth a savings plan for insurance premiums and policies that shaved over $110,000 from the budget. Our Security Division received yet another accolade from the Puerto Rico Manufacturers Association (7 years now) for its level of performance and professionalism. And our Auxiliary Businesses Division generated over $1.3 million in net gains from increased earnings of our parking facilities, our press shop, 2 new food concession stands and increased sales in our bookstores.

Going forward, we seek to keep doing even more with less as we continue generating greater efficiencies, effectiveness and savings.
Organizational efficiency and effectiveness continues to be our driving force. As such, we engaged last year in a full-fledged revision of all positions in the organization. In all, we updated the descriptions of 425 positions, adding another 60 positions after reviewing our statutes, for a total of 485 posts modified to better fit our current and future needs.

This revision process included our compensation structure and all benefits, delivering marked improvements in our health plan, as well as in our 401K savings and investment plan, which now totals $13,869,840 - our highest level to date in terms of investment and participation.
Improving Organizational Development

In the academic area, we concentrated on strengthening our faculty by evaluating the contractual terms and content of teaching contracts, redefining all categories of appointments and creating new ones. Several organizational structures were also solidified, especially at specific schools in all our campuses, such as the Schools of Design, Health Sciences, and Business Administration at UT; the International School of Hospitality and Tourism at UNE; and the Schools of Professional Studies, Technical Studies and Continuous Education at all three main campuses.

To continue offering the best possible Health and Wellness program to our employees, we added doctors in house at each of our main campuses. Also, we have included a specialized nutrition plan that not only helps improve the health of our employees, but saves on health plan expenditures.

With six new Management Academies we have expanded to strengthen the competencies of our management staff. The amount of formal training activities grew to a record high of 185 for the year, in addition to increasing the training hours per employee from 8 to 12. Moreover, coupling better training with an effective employee appreciation program, we have managed to create a healthy work environment, with no unions and a well-grounded, peaceful faculty. Additionally, our recruitment strategy to scrutinize potential candidates using a zero-base approach every six months has produced a workforce with very low turnover rates and no current vacancies.

Social responsibility and community outreach remain high on our list of priorities. Last year, the main charities supported by our employees, including Niños que Quieren Sonreir, SER de Puerto Rico, Make A Wish Foundation, Hospital del Niño, MDA, and ‘Relay for Life’ of the American Cancer Society, among others, received record pledges and increased number of volunteer work hours donated by AGMUS staff and faculty.

As we move forward, the Vice Presidency of Human Resources will continue focusing on implementing the changes and innovation needed to create an even more efficient and agile organizational structure that can adapt easily to the needs of a dynamic university system that is growing exponentially.
Alfonso L. Dávila

The Vice Presidency of Financial Affairs is pleased to inform that the 2011-12 year established AGMUS on solid financial ground.

Our $80M AFICA bond emission for capital improvements was successfully sold out in just 1.5 hours, which speaks volumes about AGMUS’ standing in the money markets. The bond issue provided the financing for ongoing construction projects such as the new parking facilities at UMET, the new Health Sciences Center at UT, as well as improvements to the University System’s IT Center. It also allowed the refinancing of previous emissions in 1998 and 1999, thus accelerating repayment of that debt, and lowering risks and costs associated to older variable interest rates, all while maintaining our BBB-/Stable S&P classification.

To meet the challenge of newer and stricter guidelines pertaining to financial aid for students, and considering that 90% of our student population depends on financial assistance, we re-invented our financial aid structure. Aside from investing heavily in upgrading our technological, compliance and management areas, we set forth an educational process to keep both staff and students fully abreast of the new changes in federal regulations and guidelines concerning grants and student loans. As a result, we managed a record $60M in financial aid resources, with a faster payout time for students.
Meanwhile, overall student debt to the university is expected to drop by $1M as compared to last year.

On the technology front, we improved all aspects of our operating systems, including data storage and processing. This not only helped improve our financial analysis and management capabilities, but has created a more effective and efficient operation for AGMUS across the board that translates into better service for the students.

Completing the strong financial picture of AGMUS, we met our Endowment Fund benchmark, closing at $50M. These are funds that are readily available to help students achieve their academic goals, and are totally separate from other funds used for operations or improvements. Likewise, thanks to the efforts of our Investment Committee, the pension fund and 401K program for our employees are solid and keep making gains, despite the erratic behavior of dysfunctional financial market.

As we look to the future, we can forecast steady growth and financial stability for the Ana G. Méndez University System.
Our Institutions
Academic Innovation; Research and Development

Federico M. Matheu, Ph.D.
Chancellor

The 2011-12 year at UMET was highlighted by great advancements in academic innovation and the first commercial patent attained by our University System.

We received the approval from the Puerto Rico Higher Education Council to begin a new Bachelor’s degree in Public Health with a concentration in Health Services Management, plus two Associate degrees in Penal Justice – one with a concentration in Correctional Security and the other in Security and Protection. Additionally, we are offering a new Master’s degree in Criminal Justice, two Bachelors in Medical Sonography, plus an Associate degree in Vascular Sonography. Through our Wheaton Campus, we are now offering a Master’s in Business Administration and a Bachelor’s in Criminal Justice.

This expansion of our academic offerings is accompanied by a 4% increase in the first-year student retention rate – from 65.6% to 69.6%. This improvement can be credited to our new First-Year Induction Seminar offered to new enrollees, which according to a recent MSCHE Evaluation Team report, “strengthens student engagement in learning, helps build interest in internships and international education, and is likely to have a positive effect on UMET’s retention and graduation rates.” In fact, along with an enhanced first-year retention rate, student enrollment hit an all-time high of 12,968, while the number of graduates also reached a record of 2,192 for the year. To continue on this path of growth in
student development, the UMET Student Council was constituted this year. The new Council has proven to be a highly active entity on campus, working hand-in-hand with the administration to help improve our student-centered approach to support services.

On the faculty side, we have grown from 123 to 151 regular faculty members, with 43.75% holding PhD’s. Forty-four of our professors renewed their contracts, and two were promoted. Our professors have also been immersed in scientific research this year, attaining the first commercial patent ever by our university. The 13 compounds studied and synthesized in UMET’s labs by Dr. Osvaldo Cox and Dr. Beatriz Zayas have been selected by the National Cancer Institute (NCI) to be evaluated for possible treatment potential on 60 types of cellular cancers. One of those compounds has already reached the second stage of NCI’s Developmental Therapeutics Program. Moreover, nine newly appointed research professors will be conducting research in areas such as Astrophysics, Nanotechnology, Atmospheric Sciences, Chemistry of Materials, Toxicology and Photonics.

To further promote UMET’s research and development culture, we launched the first Encounter of Faculty and Student Researchers, where regular faculty, lecturers and undergraduate and graduate students had a chance to present their on-going research in diverse fields, including Business Leadership, Education, Biology, Toxicology,
Environment, Social Science and Health Sciences. In all, 120 works were presented, compiled for UMET’s official research publication. A positive reflection of this new culture is the fact that our Science and Technology students won the 1st, 2nd and 3rd places in Microsoft’s Image Cup 2012, in the Software Design category.

UMET is also proud to join Stanford University in managing and providing research support at the world-renowned Arecibo Observatory. UMET will be in charge of improvements and daily operations of the Observatory’s Visitor Center, and has already signed an Agreement of Collaboration with the University of Granada, Spain to offer Masters and Doctorate degrees in Astronomy and Atmospheric Sciences.

Rounding off a year of great academic achievements is an equally gratifying fiscal position. UMET was the System’s leader in external grant awards, with a total of more than $13M, despite the challenges posed by the ongoing economic recession. Likewise, gross earnings from our Continuous Education efforts surpassed $1.15M, keeping UMET at the top of the game in this area.

UMET’s future can only improve as it moves forth from an already bright and prosperous academic year.
In keeping with a tradition of academic excellence, Universidad del Este has consistently reported achievements that have made the university community very fulfilled and rewarded. This year, UNE is very proud to convey that its accomplishments in academia continue to excel all previous outcomes.

The evidence of our statement is affirmed in our academic growth and continued development that includes a significant increase in quality and quantity of human resources, and in the diversity and recognition of our academic programs. The number of faculty members has grown to 130, with 50% holding a doctoral degree; 100% of our part-time faculty is qualified and certified. Our General Education component is moving forward towards a more agile and effective structure. New academic programs, as ratified by our Academic Board and Administrative Council, are already part of our academic portfolio, among these, a BS in Culinary Management and two Master’s degree programs: in Public Policy and in Strategic Management and Leadership. Sports and Recreation, Human Resources Leadership and Culinary Nutrition are other baccalaureate programs in the pre-proposal stage, and have also been approved by the Academic Board and Administrative Council.

In addition, UNE launched the Instituto de Seguridad Pública (Public Safety Institute), an associate degree program offered in the Carolina main campus and at the off-site locations of Yauco, Cabo Rojo, Santa Isabel, Barceloneta, and Utuado. The Program’s curriculum is aimed at developing a new public
safety professional for municipal police forces and was designed to include the latest developments in criminal justice theory and tactical experience.

This overall improvement in academic outcomes is further reflected in an increased student retention rate of 68.3% for 2010, a 13% of increase since 2004. Teacher Certification Exams (PCMAS by its Spanish acronym) overall pass rate of our education graduates is 86%, averaging higher than the Puerto Rico 77%; in professional competencies, UNE students obtained an average 95%. Furthermore, there has been a progress in new accreditations: from the Accreditation Commission for Programs in Hospitality Administration (ACPHA) until 2016, and the extension of The Accrediting Commission of the American Culinary Federation Education Foundation (ACFEF) until 2015. Candidacy status were obtained from both the Council of Social Work Education (CSWE), and from the Teacher Education Accreditation Council (TEAC).

The IEN Business School, accredited until 2020 by the Accreditation Council for Business Schools and Programs (ACBSP), is currently seeking accreditation from the Association to Advance Collegiate Schools of Business (AACSB). Professor Ana Figueroa Papaleo, IEN professor and member of ACBSP-Northeastern Council, received the Teaching Excellence Award. Academic improvement is, moreover, reflected in the level of internationalization initiatives at UNE. Dr. Wu Ping from the Beijing University of Language and Culture was our most recent Fulbright Scholar in Residence (SIR). For a term, he offered Basic Mandarin courses and delivered special presentations on Chinese history, language and culture to the university community and in various private schools.
UNE also hosted four Fulbright Visiting Scholars from Brazil, Korea, Nigeria and Mexico, and two Hubert H. Humphrey fellows from China. UNE’s academic and scientific research keeps gaining ground in subjects ranging from bacteriology to neuroscience, and prevention of violence in schools. Twelve research proposals were submitted at the graduate level: nine NIH and three Title V (USDE), one of which was presented at the Regional Congress of the Inter American Society of Psychology in Bolivia (June 2012).

Further achievements include increased student enrollment: 13,212, the second higher in our history; a record of 1,925 degrees were conferred, of significance when compared to the 399 degrees conferred in 2002, twenty years ago. The creation of the Student Leadership Institute (ILE, Spanish acronym), which aims at developing our graduates’ skills beyond the classroom and into the real world, is a major accomplishment. UNE’s Students in Free Enterprise (SIFE) team obtained the 2012 Puerto Rico National Cup and the opportunity to compete in the 2012 SIFE World Cup.

Our campus has also grown in terms of its physical infrastructure and technological resources. Significant projects are the groundbreaking for the Jesús T. Piñeiro Gubernatorial Library and the progress of the Graduate Studies building construction. Remodeling projects taking place include the Chancellor’s Office, the library, parking facilities and student services facilities in our Cabo Rojo off site campus.

In technology, we have been making qualitative improvements in our walk in facilities with the development of the US Lab with a state of the art concept. Student and community services have been enhanced with the MiUNE portal, an online site with electronic access for information and communication, a digital magazine developed by the Centro de Innovación, Empleo y Emprendimiento, and the phone-tablet application to access the Jesús T. Piñeiro collection.

With improvements throughout UNE campuses and services and especially in our academic offerings, the institution is prepared to continue moving towards the future at quantum speed.
Dennis R. Alicea, Ph.D.
Chancellor

Universidad del Turabo continues on a relentless path of growth and development, highlighted by stimulating achievements in academics and significant improvements in its physical plant.

In academics, the 2011-12 year will be regarded as the year of vital accreditations and the expansion of our curricular offer. Our Computer Engineering program was accredited by the American Engineering Accreditation Commission of the Accreditation Board for Engineering and Technology (ABET). Our undergraduate programs in Education received the approval of the Teacher Education Accreditation Council (TEAC), as did our Speech Pathology Masters Program from the American Speech-Language-Hearing Association (ASHA). Similarly, our Social Work program is a candidate for accreditation by the Council on Social Work Education (CSWE), while the Council on Naturopathic Medical Education (CNME) has accepted our Naturopathic Medicine program as a pre-candidate for accreditation.

Adding to our academic offering are five new approved Associate Degree programs in Renewable Energy, Veterinary Science, Speech Therapy, Criminal Justice for Safety and Security, and Criminal Justice for Corrections, in addition to a Bachelor’s degree in Film, Video and Multimedia Production; and, a Master’s Degree in Business Administration specializing in International Commerce. In summary, during the 2011-12 Academic Year, 31 new academic programs were approved.
Our Institution has increased its faculty members to 223, out of which 199 are regular professors and 24 adjuncts, with 57% of them holding doctorate degrees (up 11% from 4 years ago).

It is therefore not surprising to anticipate the significant accomplishments of our different Schools this year. Our School of Business and Entrepreneurship, not only created the Women’s Leadership Institute, but also trained 51 new entrepreneurs to develop export activities, conducted special research on small businesses on the island and received the visit of eight (8) different international business scholars. At our School of Health Sciences there were exciting developments in the Naturopathic Medicine fields with the establishment of the Naturopathic Medical Clinic at SANOS, Inc. facilities in the Municipality of Caguas providing community services by School faculty and students; while the Puerto Rico Energy Center (PREC) broke new ground by inaugurating the first educational wind turbine in Puerto Rico, launching the Green Buildings Management program, and the Energy Consumption Auditing program. The School of Engineering competed in the BAJA SAE Contest of the Society of Automotive Engineers in Auburn, Alabama. Likewise, our School of Science and Technology had the honor of receiving Noble Prize winner in Chemistry, Dr. Roald Hoffman, as a guest lecturer.

Beyond our academic growth, our campus continues to expand its physical footprint. We completed the construction of a new 15-classroom building; expanded the International School of Design; recently inaugurated the new ornamental fountain as the physical centerpiece of our campus, and built new laboratories at our university centers for the School of Health Sciences. Additionally, the newly inaugurated Governor Pedro Rosselló Library Museum offers students and visitors alike a new state-of-the-art venue to study, not only the historical significance of the former Governor’s years in office, but also the true impact that public policy can have on a jurisdiction. The university’s public function has also been enhanced by the inauguration of the second phase of our main venue to promote the arts and cultural activities, the Dr. Josefina Camacho de la Nuez Museum and Center for Humanistic Studies. Meanwhile, our Institute of Applied Ethics continues to expand its community outreach through the Interuniversity Alliance for Ethical Co-existence and its community support programs throughout Puerto Rico’s wards and municipalities.

Completing UT’s panorama of growth and development is a strong fiscal position at year’s end that boasts a healthy attainment of more than $11.1M in external funding, over $8.1M through our capital campaign, in addition to nearly $2.7M in media coverage equivalence.

Of noteworthy mention in sponsored programs are:
(1) Title V-STEM (School of Engineering) sponsored by U.S. Department of Education, Increasing Graduation
Rates of Hispanic Engineering Students by Achieving Deep Learning of Concepts, only 1 of 10 projects approved in the funding cycle; (2) the EPA sponsored, Teachers & Community Harboring Environmental Vigilance of the Island Stewardship (TEACH - ENVOIS) of the School of Science and Technology, and only 1 of 9 projects approved at Universidad del Turabo by agencies such as the New York Board of Education, Puerto Rico Council on Education, PENN State and NSF, directed to capacity building and professional development of K-12 teachers; (3) US Forestry Service sponsored, PRIMER Bioprospecting for Bioenergy, in research at the Interdisciplinary Research Institute; and, (4) the Nuckolls Fund for Lighting Education, Lighting Design Curricular Revision in Accordance with NCQLP Certification Examination Standards, at the International School of Design targeted to curricular innovation.

Based on these current achievements and constant success, Universidad del Turabo’s future surely looks brighter than ever.
The Metro Orlando, South Florida and Tampa Bay campuses continue on a solid path of growth and academic excellence.

A new Bachelor of Science in Nursing in Orlando and South Florida, as well as a Master of Science in Nursing at South Florida - all through Universidad del Turabo- have received the approval from the Florida Commission for Independent Education and are now a reality for more than 250 undergraduate and 40 graduate students enrolled in these programs. The Associate of Science (AS) degree in Pharmacy Technician, conferred through Universidad del Este was also approved.

During the first quarter of 2012, a team of evaluators from the Middle States Commission on Higher Education visited our three campuses. Their comments and recognition of the Discipline-Based Dual Language Immersion Model®, students, faculty and staff as well as the assessment of learning activities where the highlight of their visits.

We celebrated the graduation of our first 41 graduate students at the Tampa Bay Campus. The Metro Orlando Campus celebrated its 8th graduation with 222 students. We applauded, with great pride, the acceptance of one of our most outstanding students to the School of Law of Harvard University in Boston. Meanwhile, the South Florida Campus celebrated its 5th Commencement ceremony with 153 students.

AGMUS Florida Campuses has seen its strongest enrollment year yet, with a total of 2,213 students enrolled in our 29 Bachelor’s and Master’s programs. All of which is accompanied by a steady 87% retention rate average at the undergraduate level, and over 90% average retention at the graduate level, which speaks highly of our AGMUS branding and the Discipline-Based Dual Language Immersion Model® that sets our three universities apart from others.

Our bilingual identity extends beyond students to include our faculty and staff as well, providing us with the unique opportunity to stand strong as an outreach venue for the Hispanic communities we serve. Florida Campuses are recognized as far more than a bilingual university system, it is an integral part of the cultural and diversified ethnic landscape of Central, South, and West Florida.

With the growth of prospective Hispanics across the state, our continued pursuit of academic and dual language excellence at all levels and the firm commitment of our students to their university, our Florida Campuses stand ready for an even brighter future.
After another year of achievements and progress, the Ana G. Méndez University-Virtual Campus (AGMU-VC) is steadily becoming a leader in distance learning in Puerto Rico.

We have taken significant steps in our accreditation process with the Middle State Commission on Higher Education (MSCHE) allowing us to be the broker of five online MBA programs (four through Universidad del Turabo and one through Universidad del Este), plus a Master in Education with specialization in English as a Second Language (Universidad del Turabo). This brokerage experience is paving the way for the accreditation of AGMU-VC, so we can demonstrate that AGMU-VC is prepared to operate a higher education institution of distance learning. We also are working with the specialized accreditation of the Distance Education and Training Council (DETC) and with the future endorsement of ten states where AGMU-VC will be seeking official authorization to offer its online courses.

During this year, we have designed 35 additional online courses to extend our academic offering. Twenty of them are masters degree courses, two have been designed as undergraduate telecourses to be transmitted through our online broadcast site, SEDUE Radio/TV; and the other 13 courses have been designed for AGMUS’ branch campuses in the United States. We have also developed Continuous Education online courses and workshops, including College Board Exam Review, Microsoft Word, Excel and PowerPoint Core 2010, and courses aimed to help
new entrepreneurs to set up their own business. To complete our online offering, we revised the content, audio and design of our Distance Learning Certificate so that online faculty can be fully proficient in creating and administering online courses. During this year, we offered five sessions of the Distance Learning Certification, in which 40 professors were certified. Twelve faculty members, aside from getting certified, submitted proposals to develop online courses and become facilitators. In addition, 200 professors from several campuses, including Maryland, were trained in the proper use of the Blackboard platform. The implementation of the Assessment Plan to measure the effectiveness of the instructional design in the online courses was a significant achievement. This Plan incorporates assessment strategies to prove the effectiveness of the learning process and the progress made by the students of the university.

The depth of our course offerings are supported by the ongoing improvements in our technological infrastructure. In year 2011-12, we installed new servers to expand capacity and improve the efficiency of Blackboard platform, version 9.1 of this platform was installed for development and production environments, and we doubled the user
capacity in our virtual classrooms (Elluminate) from 50 to 100 students. We integrated new technologies, such as, Blackboard Mobile, to provide easy access to students and faculty alike to the course content through smartphones, tablets and iPads; AXCIOM and Respondus LockDown, to guarantee the integrity of the student’s authentication in the online exams sessions; and CourseEval, to manage the electronically delivered evaluation of online courses.

All these developments have translated into improved fiscal performance for AGMU-VC. Total income for the 2011-12 year surpasses $1.8M from general enrollment, proposals and continuous education courses.

It is often said that behind every achievement there is a challenge, and AGMU-VC is ready to face any future challenge from a position of strength drawn from all its current achievements.
As the only PBS station in Puerto Rico, WMTJ/Sistema TV continues firm on its commitment to deliver quality educational and community-oriented programming to our audiences.

Over the past year, we have expanded our offering with new PBS programs, documentaries, and local productions. And our extensive coverage of Puerto Rico’s Intercollegiate Athletic League competitions and the 16th Pan American Games from Guadalajara, Mexico surpassed expectations. The station is the only one in Puerto Rico that promotes college sports, with transmissions of basketball and volleyball games, in route to the sports festival of athletics, celebrated and transmitted every April.

Our highly successful political analysis program "Playing Hardball" (Jugando Pelota Dura) is now broadcast daily in prime time. Other public policy oriented programming such as the new 2012 Analysis and the re-launched “Without Overtones” (Sin Colores) added to our election-year informational lineup. Sistema TV was the only station that presented a debate among the candidates for the resident commissioner in Washington. It was held in the station’s HD studio. Sistema TV also produced the First Debate among candidates for governor. It was transmitted live, from the amphitheater Ignacio Morales Nieva, in Universidad del Turabo.

Cultural programming has also enhanced our community outreach appeal. Yes to Culture (Sí a la Cultura) was re-launched under a new format to
include stories on Puerto Rico’s historical figures, culture and traditions, as well the “Spanish Up to Date” (Español al día) educational vignettes on the richness and proper usage of the Spanish language. Similarly, our fully HD and Emmy nominated produced documentary entitled “Arecibo Observatory: Beyond Big Dreams”, our 4-program series on solid waste management, our 2-program series on violence against women, the American Graduate Community Engagement Program to tackle school dropout rates, the From the “Countryside to Your Table” (Del Campo a la Mesa) series on Puerto Rico’s farmers, and the series, among other programs, have all served to position us as a community information leader.

Moreover, we are especially proud of the three Emmy nominations received for our environmental programs “Scientific Adventure” (Aventura Cientifica) and “Geo Environment” (Geo Ambiente). And, our broadcast of Yanni’s live concert from El Morro Castle
in San Juan, “Steve Jobs-One Last Thing”, “Prohibition”, and “Sesame Street - Growing Hope Against Hunger” has ensured our standing as the only PBS station on the island.

This year Sistema TV has gone on-line to expand its digital platform. The www.sistematv.com portal received over 248,000 page views; more than 112,000 have viewed our videos on YouTube; and there is an ever increasing activity in our Facebook and Twitter accounts. Additionally, Dish Network has added WMTJ as Channel 40 to their local lineup, opening up our entire programming to over 240,000 additional potential viewers. Plus, we now boast a total of 78 programs exported to WAPA America -50 more than last year- allowing for an ever increasing market penetration of Hispanic communities across the U.S.

In all, the true testament of Sistema TV’s success in the 2011-12 season is not only reflected in its overall growth and improvement, but in the fact that nearly 1.5 million viewers now tune in to watch the quality of its programming.
Develop a comprehensive and participatory process to address the revision and development of several key academic policies at System level, including:

• AGMUS Faculty Manual
• New faculty evaluation policies
• New types of faculty contractual arrangements
• Policy and procedures for the creation of new academic programs

Establish system-wide guidelines to oversee the adequate revision of the General Education component, including the development of equivalencies tables and mechanisms in order to facilitate student, credits and grade transfers between the institutions.

Establish system-wide guidelines to strengthen and improve the student-learning and institutional effectiveness assessment processes, including among other aspects recommendations for adequate technology support.

Develop an external evaluation of the Student Retention model, activities and achievements to date, in order to implement new strategies geared to sustain and increase overall student retention and graduation rates.

Conduct a comprehensive revision of the Institutional By-Laws in order to update their content and to provide legal basis and recognition to new organizational developments, such as the new virtual university, the new campuses and operations in the US mainland, and new positions and administrative developments at institutional level.

Implement a system-wide initiative for the strengthening, diversification and expansion of the short-term Technical programs as a key strategy to establish AGMUS as a leading institution in this growing market.

Continue to give support and priority to the strengthening of the Health Allied programs across the system, giving follow-up to key development projects in these fields, including:

• UT New School of Health Sciences building
• UNE Community Health Promotion Service Center
• UMET Health Sciences facilities at the University Center in Bayamón

Develop market and feasibility studies necessary to establish new off-campus centers in the Mayaguez and Arecibo regions.
9. To held the commencement ceremonies of the first graduating classes of the Instituto de Seguridad y Protección – ISEP (Public Safety and Protection Institute) for municipal police officers at Caguas and Ponce, and to continue expanding ISEP enrollment at other municipalities throughout the Island.

10. To complete the construction of the new 690 parking-spaces building at the main campus of Universidad Metropolitana at a total estimated cost of $12 million.

11. Implement a $38.5 million physical plant investment plan to address infrastructure needs in the student, academic and administrative areas, including:
   - UNE Community Health Promotion Service Center
   - UNE new Graduate Programs building
   - UNE new Jesús T. Piñero library
   - UNE culinary arts laboratory at Cabo Rojo
   - UT Reform of the Integrated Student Services Center
   - Expansion of the Central Information Systems Office

12. Advance the design phase of several key priority infrastructure projects, including:
   - Expansion of UNE’s Santa Isabel off-campus center (UNE)
   - Instituto de Seguridad y Protección–ISEP building Yauco
   - UNE Parking Building (812 spaces)
   - UMET “Portal” Classroom building
   - UMET Metropolitan Institute of Research (MIR)
   - UT New International School of Design building

13. Continue giving support to the implementation of the system-wide STEM+H Strategic Plan, in particular strengthening research and innovation projects, including:
   - Expansion of UMET Toxicology laboratory
   - Development of the new UMET Photonics laboratory
   - Development of UT new Technology Accelerator and expansion of the existing Puerto Rico Energy Center (PREC)

14. Use the results of the American Council on Education – ACE’s International Laboratory assessment, conducted at UNE and UT, as basis for a revision of the policies and structures in the internationalization areas, and implement those recommendations needed to fulfill the long range goals established in AGMUS 2020 vision in this area.
Organizational Chart

Board of Directors

- Executive Committee
- Finance Committee
- Academic and Student Affairs Committee
- Audit Committee
- Bylaws Committee
- Internal Auditor

President

- Chancellor Universidad Metropolitana
- Chancellor Universidad del Este
- Chancellor Universidad del Turabo
- Chancellor Ana G. Méndez Virtual Campus
- Chancellor Florida Campus

Executive Vice President
Vice President of Planning and Academic Affairs
Vice President of Financial Affairs
Vice President of Administrative Affairs
Vice President of Marketing and Student Affairs
Vice President of National and International Affairs
Vice President and General Manager Sistema TV
Vice President of Human Resources
GENERAL INFORMATION

Ana G. Méndez University System
PO Box 21345
San Juan, PR 00928-1345
Phone: 787-751-0178
Fax: 787-766-1706
E-mail: ac_jmendez@suagm.edu
Website: www.suagm.edu

THE INSTITUTIONS

Universidad Metropolitana
Ana G. Méndez Avenue (Rd. 176)
Cupey Bajo, Rio Piedras
PO Box 21150
San Juan, PR 00928-1150
Phone: 787-766-1717
Fax: 787-759-7663
E-mail: cpadin@suagm.edu

University Centers in Aguadilla,
Bayamón and Jayuya

Universidad del Este
Principal Sabana St. at Baldorioty de
Castro Avenue, Carolina, P.R.
PO Box 2010
Carolina, PR 00984-2010
Phone: 787-257-7373
Fax: 787-752-0070
E-mail: ue_amaldonado@suagm.edu

University Centers in Cabo Rojo, Yauco,
Utuado, Barceloneta and Santa Isabel

Universidad del Turabo
Rd. 189, Km. 3.3 Gurabo, P.R.
PO Box 3030
Gurabo, PR 00778-3030
Phone: 787-743-7979
Fax: 787-744-5394
E-mail: dalicear@suagm.edu

University Centers in Ponce, Cayey,
Naguabo, Isabel, Barceloneta and
Yabucoa

Ana G. Méndez University –
Virtual Campus
167 and Betances St. Building C 6th
Floor, Bayamón, PR 00961
PO Box 278
Bayamón, PR 00961-0278
Phone: 787-288.1100 ext. 8320
Fax: 787-288-1141
E-mail: ca_ntorres@suagm.edu

Sistema TV
Isidoro Colón St.
Ana G. Méndez Avenue (Rd. 176)
San Juan, PR.
PO Box 21345
San Juan, PR 00928-1345
Phone: 787-766-2600
Fax: 787-250-8546
E-mail: mamillan@suagm.edu

Metro Orlando Campus
5601 South Semoran Blvd.
Suite 55
Orlando, FL 32822
Phone: 407-207-3363
Fax: 407-207-3373
E-mail: jialdea@suagm.edu

South Florida Campus
Miramar Park of Commerce
3520 Enterprise Way
Miramar, FL 33025
Phone: 954-885-5595
Fax: 954-885-5861
E-mail: ragarcia@suagm.edu

Tampa Bay Campus
3655 West Waters Ave
Tampa, FL 33614
Phone: 813-932-7500
E-mail: yvcadiz@suagm.edu

CREDITS

General Direction:
Francisco J. Bartolomei
Vice President of Marketing
and Student Affairs

Production:
María A. Martínez
Associate Vice President
of Public Relations

Melissa A. Rivera Pabón
Director of Public Relations

Editorial:
Charles Toledo

Project Development:
Alberto Soto

Graphic Design:
José W. Rivera
Artegrafiko, Inc.

Photos:
Edwin Cordero, Edgar Bertrán,
AGMUS Archives

Printing:
Graphic Printing

(c) 2012 Ana G. Méndez University System. All rights reserved.

No part of this document may be copied, reproduced or transmitted in any way, form or by any means without written permission of the Ana G. Méndez University System. This Annual Report refers to the period from August 2011 to July 2012.