Learning at the speed of light

Annual Report 2008-2009
Ana G. Méndez University System
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Our Guiding Principles

The Ana G. Méndez University System (AGMUS) was founded 60 years ago on seven basic principles. These principles have served the institution well and are alive in the system’s mission which to this day guides our work serving our students and Puerto Rico.

- 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.

Vision 2015
Focus on growth and excellence

As part of the University System’s goal to become one of the principal initiators of ideas on the island, Vision 2015 focuses on the strategies that will help generate feasible solutions to meet Puerto Rico’s economic and social development needs over the next decade. Vision 2015 not only embraces the strategies implemented over the past decade in Vision 2005, it takes them to greater heights by emphasizing on new and expanded vectors or strategic priorities. These vectors are focused on seven key areas that include academics affairs, student services and development, public engagement, management and organizational development, physical and technological infrastructure, fiscal strength, and institutional quality and effectiveness. With Vision 2015, Ana G. Méndez University System’s goal is to be recognized not only as an institution of higher learning, but one of excellence in the areas of research and services, contributing significantly to Puerto Rico’s economic growth and to the overall community. In the next years, the University System seeks to be recognized as an entity of transformation, constant innovation, and financial stability, centered on individuals as their main and principal focus, while making effective use of its technological, physical, and management resources to support its mission.
The Board Chair

Florabel G. Mullick, MD

Message from the Board Chair

Rapid growth and high credibility

The economic development consortiums have proven themselves to play a critical role in the advancement of technology and scientific research.

The strategic vision of AGMUS is set by the Board of Directors, which is comprised by twelve individuals of great professional proficiency and human quality. The Board has demonstrated its commitment not only to AGMUS, but also to Puerto Rico.

During my tenure as Board Chair, we have given special attention to such values as solidarity, trust and respect. By following and strengthening these principles, the Board has enhanced its performance as rector of the System, as well as it has ensured that the decisions made are consistent, and in consensus. With this base, the Board provides guidance to optimize the utilization of resources toward the System’s constant growth.

Financially speaking, in particular for this past year, the Board distinguished itself for having successfully mitigated the impact of the effects of the financial crisis experienced in the investment world. The Board spearheaded initiatives to control the budget, bringing about changes in investment policies, and introduce measures that will bring stability and success in the long term. Thanks to the effective team work formed by the Board and the administration, AGMUS remains a financially strong institution.

In the area of education, we experienced this year a significant growth of investments for the teaching of the Sciences. At the undergraduate level, the sciences are dominating the teaching curriculum, in response to the ever increasing demand of careers in the health field. The UMET experience, with the development of its Mathematics Center with a National Science Foundation $1.5M grant, led the way for other institutions to establish their respective centers, focusing in the strengthening of science and math skills.

Exchanges with universities in Europe and Latin America have gained AGMUS the public acknowledgement and credibility as an institution where growth and transformation take place. In a few short years, we have transformed from a simple System to a complex one with an expanded and varied academic offerings, greater scientific research projects and increased international exchanges that provide the System with alternative academic perspectives. This enriches the experience of everyone in the System, including its Board.

It is my belief that the economic development consortiums have already proven themselves to play a critical role in the advancement of technology and scientific research, not only within AGMUS, but in all of Puerto Rico. INTENOR in Barceloneta established this year a Scientific Board, composed of researchers and business leaders, to continue to develop the Center for Excellence in Technology Advancement (CETA). This center is already producing prototypes of medicine, as well as undertaking critical scientific research that will create new opportunities for the pharmaceutical industry in Puerto Rico.

Leading AGMUS Board through this academic year has been a rewarding experience and it makes me proud of its accomplishments. I can foresee that the sciences and, in particular the health related sciences, will continue to become an ever growing important factor of our society; so too, will the demand for competent health professionals and critical research. I can thus envision that the creation of a medical school would be an important achievement for AGMUS in the future, a goal which I look forward with great enthusiasm.

Florabel G. Mullick, MD
Board Chair

The teaching of the Sciences is being strengthened in the System. At the undergraduate level the sciences are dominating the teaching curriculum responding to the increasing demand of careers in the health field.
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Raising the Bar to Meet Challenges

Raising the bar to meet today’s social, economic and global challenges is a constant quest of the Ana G. Méndez University System. Since its inception in 1949, AGMUS has become a pillar of our society. We have worked tirelessly to lay a solid educational foundation and as we celebrate our 60th anniversary, we can proudly say that AGMUS has become one of the finest academic institutions of our time.

Our society and the world face unprecedented challenges that require prompt responses from academia. Rapid environmental degradation, rising unemployment and plunging financial markets, health epidemics, and the need to develop alternative energy sources, are factors that make our society vulnerable. At the same time, we must continue to compete and excel on a global scale. Therefore, we must harness science and technology to resolve these problems and aspire to an ideal in order to enhance the quality of life for our society.

AGMUS has adopted a dual approach to meet these challenges. First, by developing an exemplary education with curriculums tailored to current economic, social and global trends. But that is not enough. We have proactively expanded the scope of our mission, participating actively with other sectors of society in search of powerful solutions.

Undoubtedly, we have become a leader in both the educational arena and in promoting and implementing ideas that foster social change and social responsibility in Puerto Rico.

During the 2008-2009 academic year, we met several objectives and goals based on our strategic vision. With the support of our US Presidential Advisory Board and the leadership of our institutions, a new strategic plan was put in place to guide the strengthening of teaching and research in the areas of science, technology, engineering, mathematics, and health allied fields. This new “STEM+H” plan will provide the guidelines to expand and enhance our programs and initiatives in these critical areas toward the year 2020. These plans focus on the health and health-related professions, fields of increasing importance, taking bold steps to expand the Health Sciences program at the three institutions, particularly at the Universidad Metropolitana (UMET). Plans for developing a community health center at UMET’s campus in the municipality of Bayamón were finalized. We completed the transfer of several health programs from our main campus in Cúpey to Bayamón to better accommodate the physical and market needs of our newly developed nursing degree programs.

At the Universidad del Turabo (UT), our efforts led to obtaining accreditation for its Nursing School.

Important goals in infrastructure were attained. We purchased 15 acres in the Municipality of Gurabo for expanding the Universidad del Turabo campus. Architectural plans were finished for the expansion of the Museum and Center for Humanistic Studies at Universidad del Turabo. The new facilities of this important center will provide ample exhibition and meeting spaces for both national and international artists.

We continue to create alliances with local governments and the private sector. An agreement was reached between UMET, the Department of Education, and the Municipality of Comerío to offer short-term technical programs establish a UMET technical school in the facilities of the newly constructed local vocational school. These facilities are used to offer training for nursing technicians, medical record administrators and computer technicians. Over 150 students have benefited from this program. Plans are underway to replicate this initiative in other vocational schools throughout the island.
INTECO will develop a center for the study of renewable energy and engineering such as the photovoltaic and wind technologies.

Spearheaded by AGMUS, with the support of Municipalities and private industries, the four regional economic development consortia have taken on ambitious agendas. The consortium alliance of the northern region, INTENOR, is completing construction plans for the Center for Research & Development and Industrial Support (CREDIS), within the INTENOR Science Park in the Municipality of Barceloneta. CREDIS will house the research projects related to the pharmaceutical industry. On the other hand, the INTECO alliance, in eastern central Puerto Rico, will have developed a center for the study of renewable energy, through the Puerto Rico Energy Center (PREC), to research photovoltaic, plasma and wind technologies. INTENE in the eastern sector and DISUR in the south are also developing projects geared to the specific needs of their regions.

This year, more than ever before, our work transcended the university community to a greater audience. The Public Policy Institute (IPP) brought public attention to pressing problems facing our society. The Institute held several forums, one of which addressed the issue of creating efficient and effective government by Ambassador Maurice McTigue, from George Mason University. The Institute also addressed the need for a governmental fiscal reform strategy as well as increasing technological alternatives available to dispose and reduce solid waste and its impact on the economy and the environment. Our Institute’s forums have generated much interest from the Island’s policymakers, business and opinion leaders, making the Institute a key player in the public discussion of issues in Puerto Rico. This year, a total of four policy reports were published and distributed to policy makers and the public.

Building upon the internationalization strategy and the aim to serve other Hispanic communities as stated in Vision 2015, AGMUS branched out to the United States where it developed two campuses, Orlando and South Florida. These now serve over 1,700 students. A comprehensive market study was conducted to determine the feasibility of expanding services to emerging markets such as the Dominican Republic, Panama and other locations in the state of Florida. In Tampa, for example, there is great demand for AGMUS’ dual-language model, a registered trademark. The Dominican Republic represents an opportunity to establish a community college concept using the Universidad del Turabo’s UT academic curriculum.

On the international scene, the university system plans to launch Puerto Rico’s first Distance Learning University with a full curriculum from the three institutions. The system will use state-of-the-art technology that will foster interactive learning through live conversations, chats and seminars. This “virtual” University aims to attract local as well as international students seeking an updated curriculum and learning methodologies based on professional and work experiences. Once again, AGMUS will be in the vanguard creating the first university of this type originating in Puerto Rico.

Digitalization and rebranding the university system’s Channel 40 brought the new SITV-Canal Universitario to the screen. The station will continue as a PBS affiliate but will expand its offering to include topics ranging from current affairs to university life. New anchors will bring to life talk shows, news analysis, live coverage of cultural events, and coverage of academic activities of the three universities. The first programs will feature the UMET’s environmental adventures, the UT’s artists in residence at the Humanistic Museum and UNE’s Jesús Piñero Center, honoring the legacy of the island’s first Puerto Rican governor.

As we continue writing the pages of our history, the Office of the President, with the aid and guidance and support of the Board of Directors, expects nothing less than to work with dedication and excellence in contributing to meeting the challenges posed by today’s complex outlook. As we complete our 60th anniversary, we reaffirm our mission of service to Puerto Rico and the Hispanic community, begun by Ana G. Méndez, and one that our entire system understands to be relevant today.

José F. Méndez, Dr.h.c.
President
Building Dreams: “Envision-Support-Transform”

Institutional development and alumni relations are two key areas that make AGMUS stand as an educational institution. These attest to the quality of our education and our reputation among alumni. Our office’s mission is to develop relationships with alumni and link potential donors with programs, scholarships, and the construction of new facilities.

During the 2008-2009 academic year, our office effectively formed alumni groups from the three universities. We made a priority to involve alumni in identifying potential partners. Most developed a commitment to their alma mater while students and now as alumni, they want to give something back.

Our Capital Campaign efforts that began in 2004 ended successfully in December 2008. The campaign goal was $24.6 million, of which $20 million was raised. The funds are destined for eight major projects: the School of Business and Entrepreneurship (Universidad del Turabo), programs and scholarships in science and technology (UMET), the Student and Alumni Village (UT), the new AGMUS SíTV, the José Domingo Pérez and scholarships in science and technology (UMET), the Stu-dent and Alumni Village (UT), the new AGMUS SíTV, the José Domingo Pérez and scholarships in science and technology (UMET), and the Permanent Scholarship Fund. 175 students are receiving scholarships in the three institutions.

Once again we led the Puerto Rico Chapter of the Association of Fundraising Professionals (AFP), which establishes standards of conduct for the fundraising profession. It has supported tax reform laws that would increase the current 33½ deduction for donations in order to stimulate charitable giving in Puerto Rico.

In retrospect, this year we fulfilled many dreams envisioned. Progressively we will create alliances with individuals and organizations that also believe in building dreams for the future.

Our Collaborators


Relevant Policies in an Era of Rapid Change

At this critical juncture in global affairs, Puerto Rico needs to develop public policy alternatives to guide present and future decision makers. AGMUS made a strategic move to promote public policy alternatives through academic research and public discussion. As a result, the Public Policy Institute (IPP) was created to study current public policies and promote new or alternative policies for Puerto Rico. Its vision guided by its Board President, attorney César R. Vázquez, and its dynamic Advisory Board, is to incorporate citizens in the discussion of public policies, present alternatives to public sector decision makers, and foster the formation of public officials serving in the legislature, judiciary and executive branch of government.

This past year the IPP addressed a number of vital public issues. The IPP generated public discussion in support of the not-for-profit sector, or Third Sector. The IPP advocated the passage of Senate Bill # 2551 that would make contributions to nonprofits 100% tax deductible. The proposal is still being analyzed by the Legislature. The Institute also focused on supporting legislation to raise municipal autonomy to constitutional status based on a keynote speech given by former Governor Rafael Hernández Colón in 2008. IPP efforts involved meeting with various legislators to discuss the benefits of municipal autonomy.

The IPP advocated the passage of Senate Bill # 2551 that would make contributions to nonprofits 100% tax deductible.

Raising awareness about environmental issues remains a priority. The IPP has collaborated in developing strategies for managing solid waste conversion to energy. The forum “Technological Options in the Management of Solid Waste” showcased proven technologies. The speakers were Dr. Nicholas J. Themelis, from Columbia University, with panelists Carl Soderberg, Director of the Environmental Protection Agency in Puerto Rico, and Javier Quintana, Executive Director of the Puerto Rico Solid Waste Authority. The IPP has also promoted the importance of stimulating competitiveness for economic growth linked to environmental issues.

This year, governmental reform and downsizing the public sector has generated public discussion and controversy. In light of this, the Institute sponsored a forum on “Transforming the Government” with special guest, the Honorable Maurice McTigue, Vice President and Director of the government accountability project of the Mercatus Center, a think-tank of George Mason University. He proposed changes in public sector management and budgeting based on results; and emphasized that transparency and accountability are crucial to successful governance. Local experts, participating as respondents, included William Lockwood, past President of the Government Development Bank for Puerto Rico; Josen Rossi, President of the Manufacturers Association and Roberto Jiménez, Director of Vision-to-Action consulting firm.

In 2008-2009, six policy papers were published by the IPP which addressed the topics of the forums. These papers are significant educational contributions to policymakers, academics and the general public.

In sum, the Institute continues to be at the forefront of discussion of relevant public policies. In today’s dynamic scenario, it’s a vital voice for the analysis and development of sound policies for Puerto Rico.

The forums were broadcast live on SíTV for public viewers.

Ambassador Maurice McTigue, George Mason University, speaks at the forum on transforming government to a full auditorium.
Teaming up for Science, Technology and Economic Development

The Office of Economic Development and Commercialization is an important arm supporting AGMUS in its vision to create and participate in activities that foster Puerto Rico’s socio-economic development as well as the transfer and commercialization of technology.

Our objectives include promoting the consolidation of regional organizations of economic development and multi-sector consortia of private, public and third-sector organizations, including academia. We are committed to supporting the creation of university programs and activities which stimulate innovation and an institutional entrepreneurial culture, linked with regional initiatives. Another objective is to create and support institutional processes and policies that achieve technology transfer. In promoting business creation, the formation of entrepreneurs, and the creation of capital, we are also promoting a dissemination of wealth at all levels of society.

Our regional, economic development model focuses on the resources, needs and profile of each region and matches those characteristics to business creation, employment generation and investment. We see regionalization as an exercise in democracy that allows communities, business and educational institutions to participate in governmental action. This in turn impacts the quality of life of all citizens.

AGMUS’ foresight to take a lead in creating multi-sector centers, joining science and technology to promote economic development and serve the needs and future growth of regions, has borne fruit. AGMUS has helped create and organize four regional economic development organizations: INTENOR (Spanish acronym for the Northern Technological Initiative), INTENE (North-Eastern Technological Initiative), INTECO (Eastern-Central Technological Initiative), and DISUR (Alliance for the Integrated Development of the South). In 2008-2009 these four successful regional consortia, have become major players in promoting and implementing economic development. A multi-sector board of directors guides the corporations; area municipalities, the private sector and leading academic institutions are represented on the board. More than 50 municipalities jointly benefit from their programs.

A myriad of other activities throughout AGMUS are planned for the four regional consortia as they are proving to be effective and vital motors in the socio-economic development of Puerto Rico.

We participate and actively foster the development of strategic projects:
- Science and technology parks
- Business Incubator
- Research Centers, such as Center for Research and Development and Industrial Support in Barceloneta and the Puerto Rico Energy Center in the Universidad del Turabo
- Mass transportation projects
- Renewable energy projects

The second major area of activity for the Office of Technology Transfer and Commercialization is technology transfer, in terms of both licensing intellectual property as well as in the creation of university-related business “start-ups”. AGMUS has already submitted its first four patent applications and is in the process of implementing an aggressive commercialization plan. Also, it has completed commercialization agreements that should evolve into joint ventures with innovative technology entrepreneurs.

AGMUS has already submitted its first four patent applications and is in the process of implementing an aggressive commercialization plan.
Leading our System

Alfonso L. Dávila
Executive Vice President and Acting Vice President of Financial Affairs

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Vice President of Planning and Academic Affairs

Francisco Bartolomei
Vice President of Marketing and Students Affairs

Victoria de Jesús, Ed.D.
Vice President of Human Resources

Jesús A. Díaz
Vice President of Administrative Affairs

Luis A. Zayas
Vice President of United States and Latin American Affairs

Dennis R. Alicea, Ph.D.
Chancellor
Universidad del Turabo

Migdalia Torres, Ph.D.
Chancellor
Distance Education Initiative

Federico M. Matheu, Ph.D.
Chancellor
Universidad Metropolitana

Alberto Maldonado Ruiz, Esq.
Chancellor
Universidad del Este

Margarita Millán, Esq.
Vice President and General Manager
SI TV – Ana G. Méndez University Channel
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.

Dr. Susan Phillips Speece
Herman J. Gibb, P.h.D.
Florabel G. Mullick, MD
Dr. Michael Chartock
Scott May
Dr. William Dawes, Jr.
Felix R. Schmidt, MD
Ronald Blackburn
Dr. Mark Bradley Lyles
Dr. Melissa A. McDiarmid
Nizar N. Zein, MD
Dr. José A. Centeno

Science, engineering and health related fields play an important role at AGMUS. This year has seen an increase in biotechnology research. Undergraduate students have opportunities to carry out their experiments in fully equipped state-of-the-art laboratories.

Health related careers are offered at the three institutions with a consistently high enrollment rate.

Progress at the Speed of Technology

The Office of the Executive Vice President facilitates and promotes the effective flow of communication and implementation among the system’s academic institutions, the Vice Presidential divisions and SITV, as well as oversees the telecommunications and Information Technology Department and development of AGMUS’ University Centers.

Information, communication and decision making are at the crux of our mission. As meeting point, we are the hub where the academic vision meets administrative challenges and a diversity of our academic communities find a common ground.

The primary facilitator of these complex processes is the state-of-the-art technological infrastructure that maintains and nurtures all administrative and academic processes. Technology is the universal member of our system which enables the efficient management of our resources. This year our commitment to Information Technology (IT) is evidenced by our $1.5M annual investment in software, hardware and IT services. This included an investment in the network’s information “backbone” in each institution. Another major infrastructure enhancement was the replacement of the main connections to the public network by new high speed links, increasing data traffic transport capacity by an average of 1000%. This significant increase in capacity was done to address the need to support video conferencing, multimedia content, online courses, access to external data bases, and other web based applications used in the classroom.

Technology has facilitated the collection of information that many times shapes the direction of the institutions. For example, data collected from marketing on the response that students and the public have to ad campaigns has provided management with valuable data on the student recruitment process. We have broken down the way in which we collect this data to develop a computerized system which includes the phases of a student’s recruitment process: an analysis of the potential student’s interest in a field of study, knowledge about the application process, did the candidate apply for admission and has the student registered at the institution.

This information serves as “intelligent reporting” for management and can be strategic in the decision making process.

In order to protect the systems for all of our users, proactive security measures have been taken. An Intrusion Prevention System was introduced as web filters to detect external threats to the system. We also installed an Internet Security and Acceleration Server (ISA) which rates the content
We also installed... a system which rates the content of web pages to secure the student’s safe navigation on the world wide web.

of web pages to secure the student’s safe navigation on the world wide web. By complementing security measures with our internal audit systems, we mitigate problems while detecting weak links.

In today’s fast paced society it is imperative that academic institutions remain at the forefront of technological developments. Our efforts this academic year included updating our current WIFI infrastructure to the new wireless technology in two or our campuses as well as replacing mainframe servers in our Data Center, our hub of information, in order to optimize the use of energy.

In the coming year, we will bring “virtual” PC’s into our computer laboratories and classrooms which will centralize the use of computers and eventually reduce the use of energy. We will continue to work towards optimizing the use of technology to provide for the best learning experience of our students as well as providing the best information for decision making.

CORPORATE AND INTERNATIONAL AFFAIRS

Building Global Bridges

The mission of the Office of Corporate and International Affairs is to bridge academic and institutional ties with international educational institutions. This year there have been important accomplishments that aid in our endeavor to build global bridges.

Our office constantly seeks out and responds effectively to local trends. In the case of southern Puerto Rico, the Port of the Americas represents an opportunity for economic development. This year, we sponsored the Symposium on Port Logistics, held in Ponce, in coordination with Universidad del Turabo (UT). Experts in port science from Panama, Holland and Belgium shared their expertise with the newly developed Port of the Americas, of which AGMUS is a collaborator. Over 160 port specialists and business leaders attended the symposium.

In order to continually strengthen professional schools, this year we identified the University of Toulouse, France, as a strategic partner. Our bilingual (English-Spanish) program and the Doctorate program in Business Administration at UT will benefit directly from this partnership. The partnership will lead to professor and student exchanges, as well as collaborative projects that will continue to make our learning experiences at AGMUS ones with international perspectives.

This year we strengthen our ties with our neighbor in the Caribbean, the Dominican Republic and President Leonel Fernández. President Fernandez’s Foundation for Globalization and Development is a recognized non-profit organization which promotes environmental conservation as well as the study of issues of globalization. The alliance will allow lectures on these topics to be held in Puerto Rico, and in particular at the UT’s Center for Environmental Innovation.

Planning for the Future

Today

The Vice Presidency for Planning and Academic Affairs plays a pivotal role in positioning AGMUS as a leading institution within Puerto Rico’s higher education system. The vice presidency has two major areas of responsibility: the academic component and institutional planning which includes strategic planning, institutional research, statistics, as well as coordinating the system’s physical and infrastructure development.

Planning is a pillar of development and progress in AGMUS. This academic year (2008-2009), a system-wide, summative evaluation was developed to assess the progress of our planning process. Accordingly, as a whole the System achieved an average completion rate of 81% with regard of the goals and projects set for the first two years of the Strategic Guidelines (2006-07 and 2007-2008). In addition, a strategic process involving the three universities was performed this year. Its goal was to streamline and share assessment tools, methods, and calendars. Now, the institutions share information and resources that will support strategic decision-making as well as help shape future projects.

Within the academic component, student retention remains a priority. For the third consecutive year, AGMUS achieved an increase in its first-year retention rate, which amounted to a 1.2% increase for the system (67.6%) or a 5.2% increase as compared to the 2004 figures. This rate is higher than the average benchmark for peer institutions in the United States. Furthermore, the Career Ladder model was implemented at the Technical Studies School as a graduation and retention strategy for those students with a grade point average (GPA) lower than 2.0. To support its retention

In the area of adult education, the AHORA program, established in 1995, continues to a great success and has reached a record 8,000 students.
strategies and improve overall student services, AGMUS must have accurate data and information to address students’ changing needs. To this end, an investment was made for Universidad Metropolitana and Universidad del Este in the acquisition and implementation Student Space, a leading provider of student information systems focusing on student tracking, retention and early intervention solutions.

The successful adult education program AHORA, established in 1995, reached a record of 8,000 students during the 2008-2009 academic year. The program extends to the three main campuses and the university centers throughout the Island. Seven new academic programs were designed exclusively for the adult centered accelerated program, which includes five master’s degrees and two bachelor’s degrees.

AGMUS School for Technical Studies provides one- and two-year certificates and associate degrees in high-demand fields for students not attracted by the traditional four-year college degrees. This year enrollment met the goal of more than 2,400 students and a significant increase in productivity indexes was achieved. The technical studies school also established a working alliance with the Municipality of Comerío and the Department of Education of Puerto Rico in order to provide technical programs in the newly constructed vocational school at that municipality, reaching an initial enrollment of 140 new students. In addition, the School of Technical Programs developed other partnerships, primarily with the Sheet Metal, Air, Rail and Transportation Workers and the Department of Correction and Rehabilitation to provide training in vocational and administrative areas for inmates, security guards and administrative personnel.

Both the adult program (AHORA) and the Technical Programs now serve over 25% of AGMUS total enrollment, or some 10,400 students, making a significant contribution to the strengthening and growth of the University System.

The year 2008-09 also witnessed a substantial increase in external funds for the three university institutions. Overall, AGMUS received the approval of $28.5 million in grants and contracts from a wide variety of entities such as the National Science Foundation (NSF), the National Institutes of Health (NIH), the Federal Department of Education, NASA, and other federal and local agencies. This represented a 31% increase in approved funds from last year, an impressive achievement considering the particularly difficult year this was in terms of the economic environment.

In the important area of physical planning, the vice presidency provided critical support in the conceptualization and design of future strategic expansion projects, such as the Metropolitan Institute of Research (MIR) and the Center for Research & Development and Industrial Support (CREDIS) for Universidad Metropolitana; the Center of Excellence for Community Health at Universidad del Turabo; and the Jesús T. Piñero Library and Social Research Center at Universidad del Este.

Overall, the Vice Presidency has focused on leading the planning process and providing the institutions with support in an advisory capacity to meet our goals of academic excellence.

As part of our goal to improve service for our student body, we continue to seek accurate data that will permit us to develop targeted strategies that fit students’ changing needs.
Public Commitment and Quality Service for an Engaged Student Body

The Vice Presidency registered an increase in student enrollment to an all time high of 40,976, which is a significant increase of 1,947 more students than last year.

AGMUS strives to be much more than a traditional university system. It is deeply engaged in our students and Puerto Rico’s well-being and development. Through social marketing and public relations strategies, we promote AGMUS’ commitment and involvement in relevant and critical public issues that face society. We advocate for the Third Sector as an effective social and economic force. We endorse regional multi-sectoral alliances that promote regional socioeconomic growth and sustainability.

An important campaign this year was an educational campaign to encourage young voters to exercise their right to vote, knowing that a large number of young people were not registered to vote in the 2004 elections. The campaign Vota o Quedate Callado, Vote or Keep Quiet, communicated to young people that they must vote if they want their opinions counted. The campaign also included a widely viewed television debate with the gubernatorial candidates, in which AGMUS students prepared the questions through live video and internet.

We also provided support to those affected by massive layoffs in the public and private sector this year. As a direct response, the Vice Presidency organized an employment fair, Reinvent tu futuro, Reinvent your Future, where displaced workers and professionals were oriented about new careers options, new fields of study, employment opportunities and innovative ideas for new businesses. We encouraged self-analysis to venture into new career options by taking advantage of our flexible and varied curriculum. Through these initiatives, AGMUS is in constant pursuit of relevant and responsive ways to connect, guide and bring together our internal and external communities.

The Vice Presidency registered an increase in student enrollment to an all time high of 40,976, which is a significant increase of 1,901 more students than last year. AGMUS also registered an increase in its share of postsecondary education market from 21% in 2001 to 27% in 2007. More students every year trust AGMUS with their academic and professional futures.

AGMUS provides an array of services to students so that they can graduate, continue their studies or enter the workforce. Through the use of technology, phone or e-mail,
and personal follow-up student services, they are aware of their grades, required courses for graduation, registration deadlines and administrative procedures that need to be completed. This service is valuable to students, most of which balance work and study responsibilities.

The Vice Presidency’s Contact and Customer Service Center will be expanding to improve the services that we provide to our students. The Center will eventually have 16 service representatives. This year the Contact Center serviced 579,425 calls through the 1-800 telephone line. Service representatives provide orientation on academic programs, account balances, as well as inquiries about program offerings, with the purpose of converting calls from prospective applicants into actual enrollment. In order to gauge service and student satisfaction, representatives use new software to survey client satisfaction via telephone and record the use of the Contact Center. The results are published by the Vice Presidency and analyzed internally in order to continuously improve operations and services to our students.

A new AGMUS web site was launched this year. The new dynamic design provides easier navigation and highlights the system’s tools and technological services. This new version includes web 2.0, multimedia and statistical analysis of the traffic. During the summer, there were 54,793 monthly visitors to our web page, an increase of 10,706 from the previous year.

Because of our efforts to engage young people and the quality and variety of academic programs that AGMUS provides, this year brought the system unprecedented public acknowledgment. The system received acknowledgements, awards and public recognition. The media coverage, through news sources, alone for this year is equivalent to $8,182,342.

Student services have become AGMUS’ competitive advantage. The services provide a differentiation among students and other universities. We are confident that we will continue to play an important role in attracting and retaining students in the future.
Towards a culture of conservation

Achiving well-designed, well-maintained, green, energy efficient, student-friendly campuses and facilities are the goals of the Office of the Vice President of Administrative Affairs. Our office looks for the uniformity in the process and services of the entire AGMUS physical universe: all three institutions and their grounds, the thirteen university centers, the television station and auxiliary enterprises, such as libraries, concession stands, cafeterias, vending machines, and printing shop. We are also responsible for the development of new facilities and physical infrastructure, both the engineering and architectural processes, where we apply value engineering to increase control and better administer projects.

Our campuses and facilities are used intensely. Last academic year, the three institutions received between 20,000 and 250,000 visitors. We consider the physical infrastructure and upkeep to be part and parcel of students’ education. A welcoming, professional, pleasant and clean environment is a university system’s best face. Achieving this is a great challenge for AGMUS because the campuses are spread out and the infrastructure varies with each.

The responsibility for security and the administration of parking lots has added to our scope of activity. Security is an important concern because of intensive night time use, estimated to be 58%, at the institutions. As measures of increased security, for the first time all three institutions use a RFID (Radio Frequency Identification) sensors to access parking. In addition, three trolleys offer constant transportation and patrol in cases of car trouble and security prevention.

A central electronic surveillance system covering all three institutions was installed. Security cameras were increased, leading to a reduction of 16,000 hours in security guard services. In addition, “overtime” in security and maintenance services decreased by 80%, a savings of approximately $10,000. Since the electronic surveillance was installed, we registered a reduction in the number of complaints and lawsuits by 40% because the cameras help resolve situations before they reach the courts.

Another area of savings is the use and conservation of resources. Our office established the position of “specialist in applications” in order to collect data on energy and water consumption, contracted hours for security and maintenance; as well as to oversee room temperature and light sensors controls. Monitoring these resources allows us to project services and expenses related to indirect costs.

On next year’s agenda is a water-recycling project that will utilize recycled water from air conditioning systems and rainwater as a way of lowering costs. Next year, we plan to increase Wi-Fi zones in all three institutions and university centers, with the expectation that student use, currently 85%, will increase to 100%.

On next year’s agenda is a water-recycling project that will utilize recycled water from air conditioning systems and rainwater as a way of lowering costs.
Rightsizing to Meet Challenges

The Vice Presidency of Human Resources promotes the system’s organizational development of faculty and administrative personnel, among AGMUS’ most valuable resources.

Continuing education is our priority. This year we organized the Management Academy, a 12-session training program that strengthens supervisory, communication, process analysis, interpersonal relations, and management skills. This program has helped management expand its skills, which is a must in a changing environment.

Supporting the professional growth of our management team, we also introduced a Quality Program in conjunction with the American Society for Quality. During the 2008-2009 academic year, 68 employees achieved an important goal by obtaining Certified Quality Improvement Certificates. AGMUS offers a comprehensive benefits package that is constantly updated and enhanced. Yet, we were able to save $4 million without downsizing. Efforts were focused on freezing vacancies and postponing salary increases. Within the context of “rightsizing,” recruitment revolves around improving the quality of teaching, and hiring professors with doctoral degrees who have had publishing success. Emphasis is on academics in the areas of business administration, entrepreneurship, technology and science.

The use of technology in human resources is an integral component of our commitment to increase efficiency and reduce paper work, thereby supporting the environment.

The Vice Presidency of Human Resources makes social responsibility part of its framework. A donation of computer hardware, which included training in the use of the equipment, was made to an elementary school in Caguas. Other donations went to Hogar Rafaela Ybarra, Make-A-Wish Foundation, and other organizations. Lastly, we have hosted quality assurance trainings for municipal personnel of the municipalities that we serve.

Our focus in the next year will be to continue to “rightsizing” without affecting our associates. We project that human resources will continue to provide the best support, information, and professional development to our system.

This year we are pleased to report there was a $4 million savings without the need to downsize.
Opportunity Beyond our Borders

This academic year, the program registered a high retention rate, 77%.

The Bridge Program (Programa Puente) is designed for individuals who do not meet at least one of the admission requirements for the adult accelerated program and its purpose is to facilitate the skills needed for the AHORA program. Bridge currently has 233 students on both campuses. This academic year, the program registered a high retention rate, 77%.

A vital part of our institution is the staff and faculty that compose our US family. A conscious effort has been made so that the staff and faculty reflect the composition of our student body, representing 15 nationalities. This academic year, the Orlando faculty totals 149 professors and 100 in South Florida.

In the coming year, we will partner with Regis University, to complete the design of the new on-line dual language immersion master’s degree programs, the first on-line programs to systematically incorporate voice and video to develop the language arts skills - reading, writing, speaking and listening - in English and Spanish. We will also continue to expand the AGMUS Ventures with a focus on other Florida sites and the northeast US. Our aim is to continue to develop the academic, professional and language skills of adults students to improve their competitiveness in the job market and improve their quality of life.

The Vice Presidency for Financial Affairs is committed to supporting student learning and faculty research through a financially strong university system.

This year was particularly challenging in the control of expenses, because of the repercussions of the investment world. To this end, we were vigilant of increasing our collections and facilitating student loans, while promoting other sources of revenues such as external grants and donations. In addition, the Budget Office was successful in evaluating and establishing historical financial tendencies and indicators that help us detect and modify areas of opportunity for savings and controls within our system.

This year we have made significant strides in our budgeting analysis and control systems. Budget versus actual reports to management are now available in digital format, on a daily basis. We also initiated a process to provide management with monthly financial statements to better communicate the short term changes in the system’s financial position. In addition, reporting formats were redesigned to be more “user-friendly” and therefore more useful in management’s decision making.

On the investment front, the institution changed investment consultants and trustee for the endowment fund. This change will allow for a more complete reporting system designed for better decision making at the Board of Directors, senior management and investment committee levels.

This year we have made significant strides in our budgeting analysis and control systems. Budget versus actual reports to management are now available in digital format, on a daily basis.

The year 2008-2009 also witnessed an improvement in the compliance monitoring of sponsored programs. A Director of Compliance position was created to partner with the Principal Investigators of research projects at the institutions to monitor the financial and programmatic regulations that apply to federally funded research. In addition, a special email address was reactivated (spfm@suagm.edu) so that associates and the general public can communicate confidential information concerning the compliance of sponsored programs.

Also this year, AGMUS’ institutions chose to participate in the new TEACH Program sponsored by the US Department of Education. This program provides a $4,000 yearly grant to students committed to teaching in low-income schools. The financial aid office communicates the requirements, procedures and counsels students on this excellent professional opportunity.

This year AGMUS has enhanced student financial services and accessibility to the financial aid, while at the same time, it has enabled the AGMUS to stay on track in the changing economic landscape.
A comprehensive Institution

Dennis R. Alicea, Ph.D., Chancellor

University of Turabo
Una universidad completa

Universidad del Turabo (UT) has been effective in fostering growth at its main campus and the six Centers located in outlying municipalities inspired by a vision of creating a comprehensive institution. UT’s total enrollment in 2008 reached 15,403 students, an increase of 6.7% from the previous year. UT provided scholarships to faculty members to continue doctoral studies. Thirty-nine (39) faculty members are enrolled in doctoral studies to expand the 49% already faculty members with doctoral degree. Faculty is comprised of vastly educated professors with scientific and research capacities.

During academic year 2008-2009, UT developed new programs such as: Master degrees in Public Affairs Conflict Mediation, Quality Management and Project Management; Undergraduate Degrees in Social Work and Computerized Information Systems; Associate Degrees in Hotel and Tourism Administration, Environmental Technician, Computers & Networks; Technical Programs Certificates in Practical Nursing, Pharmacists Technician, and Port Operations. This year UT witnessed its first doctoral-degree graduates in Education.

Career and Employment Center increased participating employers by 5%. During this year 151 students participated in Internships and a total of 2,776 students participated in job fairs.

The institution has aggressively sought external funding. Over $8 million in external funding has been awarded for student scholarships, academic improvements, student services and infrastructure improvements by Federal agencies such as National Science Foundation, NASA, Department of Energy, and Department Education; industries such as AMGEN and Medtronic; and local agencies such as the Puerto Rico Legislature and Office of Youth Services.

Meanwhile, the Capital Campaign reached the goal of $7.6 million for its main components: Permanent Scholarship Fund, Annual Fund, School of Engineering, Museum and Center of Humanistic Studies Dr. Josefina Camacho de la Nuez and School of Business and Entrepreneurship.

In 2003 I graduated top of my high school class with a GPA of 4.00. In August of that year, I enrolled in natural sciences studies at the University of Puerto Rico, at Rio Piedras. At the time, I was interested in studying medicine, but I quickly discovered that it wasn’t my passion. I realized I wanted to help people with matters not visible to the eye, such as a wound or a fracture. This is why I changed my major and institution. In 2004, I began my studies in Psychology at the Honor Program at the University of Turabo.

On January 27, 2007, the year I was to conclude my undergraduate studies, I was the victim of car accident, in which I lost my right arm, and almost lost my right leg. It was a difficult time in my life. Nevertheless, there were family and friends around me which gave me strength. There was also a group of very special people at the Honor Program who provided unconditional support. Their encouragement made me understand that regardless of what had happened to me, I could reach my goals and thus materialize my dreams.

Today, January 7, 2009 I graduate with a bachelor’s degree in psychology, with a 4.00 grade point average. I never let obstacles overcome me, I never stopped believing in myself nor did those who love me. Today, I am reaching for my next dream; to obtain a master’s degree in psychology, as well as a doctorate. I will be able to serve thousands of people. I will work hard for them and hope that they also believe in me.
Universidad Metropolitana
Creating effective alliances for Puerto Rico’s sustainable development
Federico M. Matheu, Ph.D., Chancellor

Our society faces unparalleled economic and environmental problems and academia must innovate in order to find solutions. The Universidad Metropolitana has faced this through a twofold approach: to excel in scientific research, mathematics and technology; and to become an effective advocate for sustainable development in Puerto Rico. During the 2008-2009 academic year, the university made significant strides in achieving both objectives.

The School of Environmental Affairs (SEA) has become the premier center of environmental education in Puerto Rico, and has earned UMET the title of “University of the Environment”. This year, SEA published the book “Hacia el desarrollo sostenible: 10 principios y 100 estrategias para Puerto Rico” (Towards Smart Growth: 10 Principles and 100 Strategies for Puerto Rico) which recommends policies for sustainability. SEA also published the research “Land Use Sustainability Index”, to be used my municipalities as indicators and policies is their progress toward effective land-use.

Another award was won by UMET this year. The 2008 Environmental Award was granted to SEA’s director of the Center for Sustainable Development, Prof. Maria Juncos Gautier for her leadership and contribution to the advancement of environmental caus.

Through the research efforts of Dr. Beatriz Zayas, director of the Center for ChEMTox Laboratory, and her collaborator Dr. Osvaldo Cox, UMET submitted its first scientific patent to the U.S. Patent Office. Drs. Zayas and Cox designed, developed and tested these new anti-cancer compounds, whose fluorescent properties give them the potential as markers to detect cancer cells. The compounds are subjected to further studies at the SEA laboratory in Caguas.

Another important step in our quest for innovation is the e-co business program that transforms ideas into viable businesses that address the island’s environmental problems. Twenty-one entrepreneurs have been advised on their environmental business plans. Six of these will be selected to part of “environmental business incubator project” in the municipality of Barceloneta. The School of Environmental Affairs was awarded a grant of $600,000 from the National Science Foundation towards this effort.

Further outreach was achieved beyond our campus; this time, by the School of Technical Studies. Through a strategic alliance with the municipality of Comerio, a new technical school will provide technical degrees in high-demand occupations, such as: health plan administrators, nurse assistants and computer technicians.

The School of Business Administration and its Entrepreneurs Students Association won the distinction for its best practices in entrepreneurship at the CollegeEntrepreneurship Organization convention in Chicago.

The group of students also won the First Prize among two-hundred institutions of higher education for best business plans and web page design.

We were honored to host Fulbright professor Ibrahim Saleh of the American University in Cairo, Egypt, who gave a series of lectures on perspectives of communications.

Dr. Saleh’s visit was held to inaugurate the $1.2 million Communications Laboratory. Its sophisticated equipment offers digital video, radio transmission capability and media production that will benefit all of academic community.

Last summer, over one-hundred (100) students from the School of Science and Technology participated in undergraduate research projects. Fifteen of these students received scholarships from the Spanish Research Council, in Spain. Their findings were presented at US symposium, where more than 150 students participated from universities in Puerto Rico and US.

Because of its innovative curriculum, particularly in the sciences, enrollment reached record of 12,125 students. The freshman retention rate rose from 64% to 68%, due, in part, to the implementation of a program developed by the Center for Individualized Education that offers independent mentoring and counseling services to address student’s personal and academic needs.

UMET continues its quest for external funds. During the academic year 2008-2009, more than $13 million were collected for 52 different programs. In the past four years, the institution has received approximately $46 million, mostly for science, environmental science, students’ services and technology programs.

We celebrated the end of the academic year with our male student athletes’ win in Puerto Rico’s most competitive intercollegiate track & field event. Our female athletes won second place in their category. The Cocodrilos and Cocomarlas were outstanding in their third year as members of the Intercollegiate Athletic League.
Universidad del Este Pursuing a vision of research, entrepreneurship, community service and internationalization

Alberto Maldonado Ruiz, Esq., Chancellor

University of the Este (UNE) continues to move ahead in its steady pursuit of academic excellence. Quality in academic programs and services, coupled with proactive attention to student needs, remain institutional priorities. The quest of specialized accreditations emerges at the forefront of academic initiatives.

At the top of the list of outcomes are new academic developments and accreditations in science and technology fields are high demand.

UNE’s Job Placement Center successfully matched 309 people with jobs.

Radiology and health related fields are high demand occupations being met by UNE.

and allied health fields with certificate programs in Practical nursing, in Computer repair and Network installations. A Master’s degree in Education with specialization in School Psychology adds to the graduate portfolio. Associate degrees in architectural drafting and in avionics technology are in the pipeline.

Doctoral degrees in the faculty body have risen to 41%. In service trainings with an emphasis in the integration to the teaching and learning process of constructivist methodologies, technology and assessment permeate academic life. In support of programs, bibliographic resources in multiple media grow alongside programs.

Prestigious accreditations and licensing that attest to the quality and character of its academic programs and services have been accomplished: the Accreditation Commission for Programs in Hospitality Administration (ACPHA) and from the Joint Review of the Health Commission on Education in Radiologic Technology (JCREFT). Additionally, the Preschool Education Center was licensed by the Puerto Rico General Council of Education. Specialized accreditations at the national level include programs in business programs, nursing, social work, teacher education and culinary arts.

Enrollment totals 12,291, an increase of 18.5% in 5 years. During the same period, graduate enrollment increased in 569%. Retention efforts are on the rise with an overall 68% for the fall 2008 cohort. Student services staff availability have been extended to evenings and weekends in response to student demands and needs. Events and activities focusing in a positive outlook on life and wellness are serving to create a climate of respect and non violence.

UNE’s commitment toward the integral development of its student body has led to greater access and more availability of opportunities. The intern program was successful in providing educational and research opportunities for.

163 students in competitive universities such as Princeton, Rutgers, Penn State, Ohio State and Harvard.

In order to meet the needs and demands of an emerging knowledge-based economy, UNE prioritizes research as a key institutional goal. The institution continues to accomplish major milestones in pursuing the process of strengthening and building the capacity to promote research activities among faculty members and undergraduate students. Fiscal resources for research activities reached a historical high of $1.3 million with significant support from NIH/NIH and NIH/MBRS/RESE programs funding.

As part of a commitment to promote volunteerism, the Honors Program participants serviced 561 hours to several local non-profit organizations equipped with a Service Learning course and guidance. A tribute to Puerto Rico’s past was instituted when UNE was entrusted with the legacy of the first Puerto Rican governor, the Jesús T. Piñero Collection, while preserving the heritage of this important statesman, is documenting an era for a new generation of Puerto Ricans. Next stages include the transformation of the Collection into the Jesús T. Piñero Library and Research Center open to scholars and the community.

Funding efforts have secured the commitment of private organizations and partnerships: Empresas Santana’s $1 million donation was earmarked for the José A. (Tony) Santana International School of Hospitality and Culinary Arts. The J. Willard and Alice S. Marriott Foundation ($100,000) and the Banco Bilbao Vizcaya Argentaria (BBVA) de Puerto Rico ($50,000) are supporting educational scholarships. External funds ($717,028) for the current period are supporting research, student services and infrastructure.

UNE continues to receive international recognitions for its accomplishments. Most recently, the World Confederation of Businesses recognized UNE with the 2008 Bizz Award.

Emmanuel Vázquez-Rivera demonstrated his interest in science early at UNE. Since he began his studies at UNE, he distinguished himself by his leadership and academic commitment, joining the honor program during his first semester of study. His first encounter with research was as a participant in the pre-College Research Symposium sponsored by Universidad Metropolitana as a Model Institution for Excellence of the National Science Foundation. This experience opened doors taking him to the University of Wisconsin-Madison during the summer of 2007, as an intern. During this time he published an article in the University’s scientific journal. That summer, Emmanuel won a grant from the Federation of American Societies for Experimental Biology (FASEB) to continue his research in applied microbiology.

With these experiences under his belt, he also found time to be a student leader on campus. Emmanuel is the founder and President of UNE’s Students in Biotechnology. One of his most significant activities was serving as a research mentor for other science students.

Since being admitted to the Department of Molecular Biology of the Lewis-Sigler Institute for Integrative Genomics of Princeton University for graduate studies, Emmanuel will have reached one of his many academic goals. He is a source of pride for the Honors Program to which he belongs and for UNE.
A groundbreaking vision of education at a distance

Migdala Torres, Ph.D.

Based on a philosophy of inclusiveness in education, the university is envisioned to become a major alternative to traditional education, by being the first accredited distance university to grant graduate degrees while meeting the highest standards of quality and academic excellence.

An important step was taken during this academic year, when distance education was separated from its television counterpart, the rebranded educational station SíTV. Although the distance-learning program continues to be offered on Channel 40 (Channel 40.1, according to its digital ID), they are now two separate entities. AGMUS’ distance education initiative is currently being evaluated by the Puerto Rico Council on Higher Education (CES, by its Spanish acronym) to grant a license for full operation. Once this license is granted, the Middle States Commission on Higher Education will perform an evaluation to then grant the accreditation to the distance university.

Online education has gained much popularity with AGMUS students. Courses with low enrollment at different campuses have been more successful online. Twenty-six courses are being offered, with 31 active sections and a total enrollment of 534 students from the three university campuses. This online program plans to expand through an agreement with AGMUS Ventures, which ratified the design of 29 dual language online courses. UT and Regis University assisted the distance university in developing dual language courses. These courses will be offered at the Metro Orlando and South Florida campuses. In addition, the distance education initiative is developing 14 online modules to grant a Certificate of Advanced Degree in Entrepreneurship, Capitaneles del Mundo Empresarial, which would be offered by the eastern-central economic development consortium, INTECO.

The External University Educational System (SEDEU, by its Spanish acronym) has brought distance-learning to students. The SEDEU project introduced hundreds of students via television to basic Spanish, English, Humanities and other courses. These have now evolved into “hybrid courses,” a combination of online and television courses. Enrollment during 2008-2009 academic year totaled 560 students and generated revenue of $270,480.

In addition to serving the AGMUS community, we have also collaborated with the public school system. The successful LOGOS mathematics project provides teachers with advanced problem-solving mathematics, aligned with the standards of the Department of Education. This year, the Department of Education renewed funding for the successful project which will produce two new tele-courses; $558,500 was allocated for mathematics teachers to enroll in the program. Another major accomplishment this year was the launching of the Internet SEDEU radio programs and www.sedue.radio.com.

AGMUS began one of Puerto Rico’s first formal distance education programs in 1985. With this experience and investment, we have been able to keep abreast of the competition and able to see into the future of distance education.
Projections for next academic year include:

- In order to continue to attract quality faculty and maintain our standard of excellence, we will continue to acquire national accreditations for the health programs at UNE, UMET and UT.
- We will launch AGMUS’ Distance University with the licensing required by the appropriate agencies thereby initiating a new chapter in distance education in Puerto Rico.
- In an effort to expand the health sciences programs across the system, we will finalize the details of the design of a Community Health and Wellness Center at both UT and UNE.
- A long awaited goal will be reached in the coming year when we break ground to initiate construction of CREDIS (Center for Research Development and Industrial Support) at Barceloneta. A key project and alliance which will focus on biotechnical pharmaceutical research which will propel the region’s economic development.
- As a Center for Excellence in research, UT’s Puerto Rico Energy Center will continue to expand its research agenda through undergraduate and graduate research initiatives in renewable energies.
- We will conclude AGMUS Ventures feasibility study to determine the expansion of AGMUS and the opportunities of growth, such as establishing a community college model, under UNE’s academic program, in South Florida and the Dominican Republic.
- We will continue to establish collaborative agreements with the Department of Education and municipalities to develop educational centers such as the one created with the Municipality of Comerio, in order to bring the AGMUS’ technical programs to other remote areas of the Island.

We will be consistent in carrying out its Vision 2015 in making the AGMUS a center of innovation and a versatile institution. Our vision extends beyond classroom walls to include the economic development, at both the regional and municipal level, which we understand is the key in fostering a strong and prosperous society.
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