STANDARD 4 – LEADERSHIP AND GOVERNANCE

As a result of a critical self-assessment of the events and circumstances that surrounded the student conflict in context with the concerns and expectations contained in the Commission's Action, the related action by the US Department of Education, the internal and external environmental factors, and the relevant elements of Standard 4, the following action plan is organized in three prongs: **Foster an Enhanced Institutional Climate and Identity**, **Cultivate an Open University Culture**, and **Revisit and empower Leadership and Governance at all levels**

A. **Foster an Enhanced Institutional Climate and Identity**
   GOAL: Optimize the flow and exchange of timely and accurate information and broaden opportunities for productive communication and input to all sectors of the University Community, to stimulate a climate of trust, collaboration, commitment and identification with the institution's mission, goals, and challenges.

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	CURRENT AND EXPECTED OUTCOMES
1. Effective use of electronic means for the timely dissemination of information regarding institutional achievements and challenges, budget and actions under consideration, among others.	Implement effective mechanisms to ensure that all new community members (students, faculty, and staff) are assigned an activated email account and receive proper orientation on institutional policies regarding the use of the accounts as the official mechanism for disseminating information.	Information Systems Office	Initiated 2009 Ongoing	Automated assignment of email accounts. Increased use of the systemic email account for information exchange. Timely communication of institutional affairs. Greater transparency regarding institutional decision making. High levels of awareness regarding institutional affairs.

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	CURRENT AND EXPECTED OUTCOMES
	Establish a practice and policy that all institutional communications are to be shared through the university's official email.	Information Systems Office	Initiated in 2009	All communications (administrative, academic, and others) to the university community sent out through the official website of the UPR (@UPR.EDU). High levels of awareness regarding institutional affairs.
		Administrative Board	October 2010	Policy Developed

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	CURRENT AND EXPECTED OUTCOMES
	Present the new institutional website: 1. Official institutional content, as approved by the administration, designed for potential candidates (students, faculty, and staff), stakeholders and the community readily available among the primary landing sites. 2. Content with unofficial information (e.g., discussion forums, representative groups, etc.) within landing sites designed for those purposes.	Emerging Technology Unit (Information Systems Office)	September 26, 2010	Institutional profile, academic offerings, and official information readily available. Timely notification of institutional achievements, challenges, budget and other institutional matters Additional spaces for discussing ideas freely (forum) within the expected standards of mutual respect.
2. Effective use of electronic means to gather input from the majority of the campus community in decision making processes.	Implementation of electronic means for gathering input on behalf of all constituents for decision making:			Input from at least 60% of constituents voting on institutional issues when needed. Additional perspectives, on

	1. Surveys	Assessment & Institutional Research Office	Initiated 2007	behalf of the campus community, when making decisions.
	2. Electronic voting systems.	Emerging Technology Unit (Information Systems Office)	December 2010	Timely decision making that is more responsive to the campus community's opinions.

B. CULTIVATE AN OPEN UNIVERSITY CULTURE

GOAL: Support an Open University Culture that values diversity of ideas, guarantees and encourages freedom of speech and the right to dissent, while safeguarding the rights and responsibilities of all members of the University community with the continuity of the institutional education, research and service mission.

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	CURRENT AND EXPECTED OUTCOMES
1. Development of a local policy to assure that the UPR-Cayey is an "open university", where educational offerings and operations are not interrupted and where the university, as a whole, makes effective use of the spaces granted for discussing institutional issues and seeking collaborative solutions.	Evaluation of aspects to be established in a policy for an Open University Culture, by means of: 1. Analysis of existing by-laws.	Administrative Board	September 2010	Identification of existing bylaws and their contents. Determination of revisions to be made.
	2. Gathering community input.	Academic Senate	November 2010	Report to the Administrative Board on community recommendations for the

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	CURRENT AND EXPECTED OUTCOMES
				revision or definition of the UPR-Cayey Open University Culture policy.
	Review of the roles and responsibilities of the UPR-Cayey *Security Coordination Board,* in light of their actions during past university stoppages and of the UPR-Cayey Open University Culture policy to be developed.	Academic Senate's Committee on Laws and Regulations	Initiated: August 2010 Report submission: September 2010	Report on the roles and responsibilities taken on by the Security Coordination Board in university stoppages. Recommendations to the Administrative Board on the roles and responsibilities to be taken on by the Security Coordination Board at UPR-Cayey.
	Revision of the regulations on the roles and responsibilities of the Security Coordination Board.	Administrative Board	October 2010	Definition of the roles, responsibility, and authority of the Security Coordination Board. Revised Security Coordination Board that safeguards the rights and responsibilities of all community members with the continuity of institutional operations.

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	CURRENT AND EXPECTED OUTCOMES
	Approval and dissemination of the *UPR-Cayey Open University Culture Policy.*	Administrative Board	November 2010	Clearly defined regulations for safeguarding the rights and responsibilities of all community members with the continuity of institutional operations. Clearly defined roles, responsibilities of the UPR-Cayey Security Coordination Board. Awareness of the campus community regarding the policy. Evidence of an Open University Culture at the UPR-Cayey.

C. REVISIT AND EMPOWER LEADERSHIP AND GOVERNANCE AT ALL LEVELS

GOAL: Revisit the roles and responsibilities of all constituents of the institution's leadership and governance to foster an environment that stimulates and enforces compliance with the best practices in University rules and regulations, leadership, governance and institutional integrity accreditation standards, to ensure an empowered and committed leadership effectively supporting the accomplishment of the institution's mission in a manner appropriate to their charge.

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	CURRENT AND EXPECTED OUTCOMES
1. Empower and commit institutional leadership and deliberative bodies to support the accomplishment of the institution's mission in a manner appropriate to their charge.	Preliminary assessment of institutional bylaws in light of the current General Regulations of the University of Puerto Rico.	Chancellor	Completed: August 2010	General findings: Incongruences between local and systemic regulations. Lack of clearly defined roles, responsibilities, roles and authority of each body. Redundancy in roles, responsibilities and authorities among the deliberative bodies (Administrative Board and Academic Senate) the Faculty (as established in the faculty regulations.
	Revision of institutional regulations and bylaws in light of current systemic regulations.	Academic Senate Administrative Board	October 2010 October 2010	Revised regulations and bylaws. Clearly defined roles and responsibilities in recognition of the

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	CURRENT AND EXPECTED OUTCOMES
		Faculty	October 2010	Chancellor and the Administrative Board as the maximum academic and administrative authorities in accordance with the General Regulations of the University of Puerto Rico.
	Definition of processes and measures to assess the effectiveness of deliberative and constituent representative bodies, including direct (compliance and progress in meeting objectives, roles, and responsibilities) and indirect (community surveys) measures.	Administrative Board Academic Senate Faculty Assessment and Institutional Research Office	December 2010	Assessment process in place.

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	CURRENT AND EXPECTED OUTCOMES
	Coordination of orientations and continuous updates on: 1. The mission, organization, and academic environment of the institution to new and existing members of the deliberative bodies. 2. The roles, responsibilities, and respective authorities of the bodies.	Executive Secretary of the Administrative Board and Academic Senate	Ongoing upon protocol approval EVERY SEPTEMBER	Continuous updates on the mission, organization, and academic environment of the institution to new and existing members of the deliberative bodies. Awareness of incoming members on the roles, responsibilities and authority they take on as part of the deliberative bodies.
2. Effective transitions among executive positions and representatives to the deliberative bodies.	Definition of protocols for carrying out transitions in deliberative bodies and executive positions.	Administrative Board Academic Senate	October 2010	Protocols for the development of transitional plans approved.
	Oversight of transitions among executive positions.	Chancellor	Ongoing as needed	Effective transitions among executive positions.