

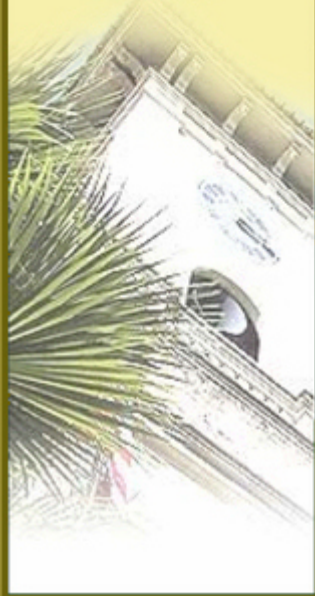
University of Puerto Rico  
Mayagüez Campus

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*<http://www.uprm.edu/omca>*

# **Continuous Improvement in Administrative Processes and Services at UPRM**

2006-2007



**Office of Continuous Improvement and Assessment**

**May 18, 2007**



May 18, 2007

Dear Colleagues and Community Members:

We are pleased to present this report to share the results of the review of the 2007 administrative assessment plans and reports from UPRM administrative units in the offices of the Dean of Academic Affairs, Dean of Administration, Dean of Students, and the Chancellor (including the Research & Development Center).

The results of the review clearly demonstrate the efforts of UPRM administrative units to improve assessment planning between 2006 and 2007. Notable results include:

- 32% increase (to 93%) in the percentage of units meeting all criteria for Responsibilities and Services, with the greatest increases shown for the units of the Dean of Academic Affairs (50%) and the Chancellor's Office (50%)
- 63% increase (to 83%) in the percentage of units meeting all criteria for Assessment Methods, with the greatest increase shown for the units of the Chancellor's Office (90%)
- 100% of units receiving "Opportunity for Improvement" for Mission in 2006 improved to "Best Practice" in 2007
- 88% of units receiving "Opportunity for Improvement" for Responsibilities and Services in 2006 improved to "Best Practice" in 2007

In March 2007, administrative units in the aforementioned Dean's offices submitted their first-ever administrative assessment reports to describe the completion of an assessment project (cycle). Forty-one (41) projects were described by 39 units. Results of note:

- Four units (10%) achieved "Best Practice" in Reporting and Use of Results – Alumni, General Library, Professional Enhancement Center, and Student Ombudsperson – and each of these units achieved "Best Practice" in *the other three* elements
- Nine units (23%) achieved "Meets Standard" in Reporting and Use of Results
- 51% of projects focused on improvement of a service or product, and 23% focused on improvement of an administrative process

The reviews of the assessment plans and reports were carefully completed by the members of the OMCA Administrative Steering and Advisory Teams using a revised feedback rubric designed by the Administrative Steering Team in 2006. We would like to thank the following individuals who participated in the review process:

Noel Artiles – Engineering  
Lucas Avilés – Agricultural Sciences  
Teresita Cruz – Dean of Students  
Gail Díaz – Business Administration  
José Frontera – Chancellor's Office  
Antonio González – Institutional Research & Planning

Hiram González – Engineering  
Mario Núñez – Arts & Sciences  
Omell Pagán Parés - Engineering  
Yuri Rojas – Research & Development Center  
Rocío Zapata - Administration

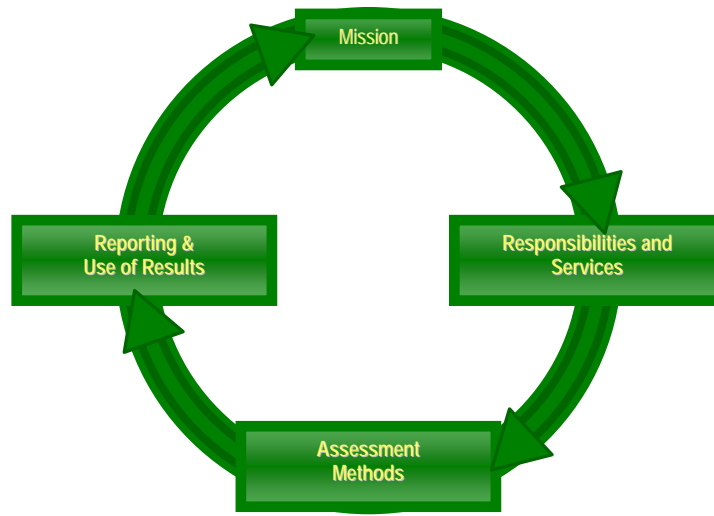
This report provides irrefutable evidence that a culture of continuous improvement and assessment is catching on at UPRM. We are proud of the role that OMCA has played in this process.

Sincerely,

Anand D. Sharma  
Director

Sandra L. Dika  
Assessment Specialist

## CONTINUOUS IMPROVEMENT CYCLE FOR ADMINISTRATIVE PROCESSES AND SERVICES

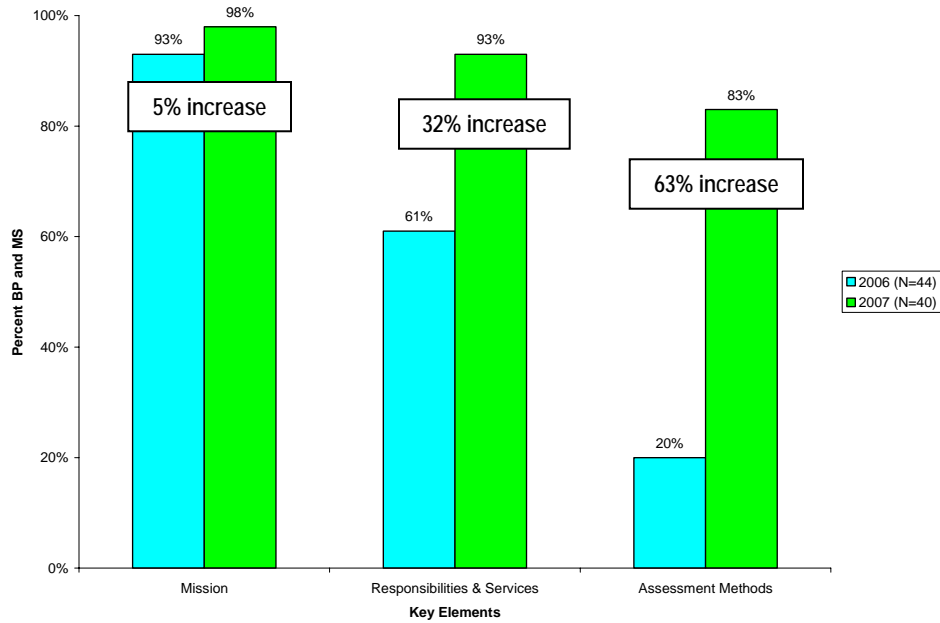


## FEEDBACK PROCESS FOR ADMINISTRATIVE ASSESSMENT PLANNING AND REPORTING

- Rubric outlining criteria for four key elements of continuous improvement cycle:
  - Mission
  - Responsibilities and Services
  - Assessment Methods
  - Reporting and Use of Results
- Performance levels for each key element:
  - Best Practice: Meets all criteria and meets best practice criterion
  - Meets Standard: Meets all criteria
  - Opportunity for Improvement: Does not meet all criteria
- Plans and reports are reviewed and scored by members of the OMCA Administrative Steering Team using the rubric (available at <http://www.uprm.edu/omca/Resources/AssessmentReviewProcess/>)
- Administrative units for the purposes of this report include units in the following four Dean's units:
  - Office of the Dean of Academic Affairs (except Air Force ROTC and Army ROTC)
  - Office of the Dean of Administration
  - Office of the Chancellor and the Research & Development Center (CID)
  - Office of the Dean of Students
- As of the printing of this report, four units have not yet submitted revised assessment plans and reports on the first assessment cycle: CoHemis, Dean of Administration, Legal Affairs, and Physical Plant

## IMPROVEMENT IN ASSESSMENT PLANNING, 2006-2007

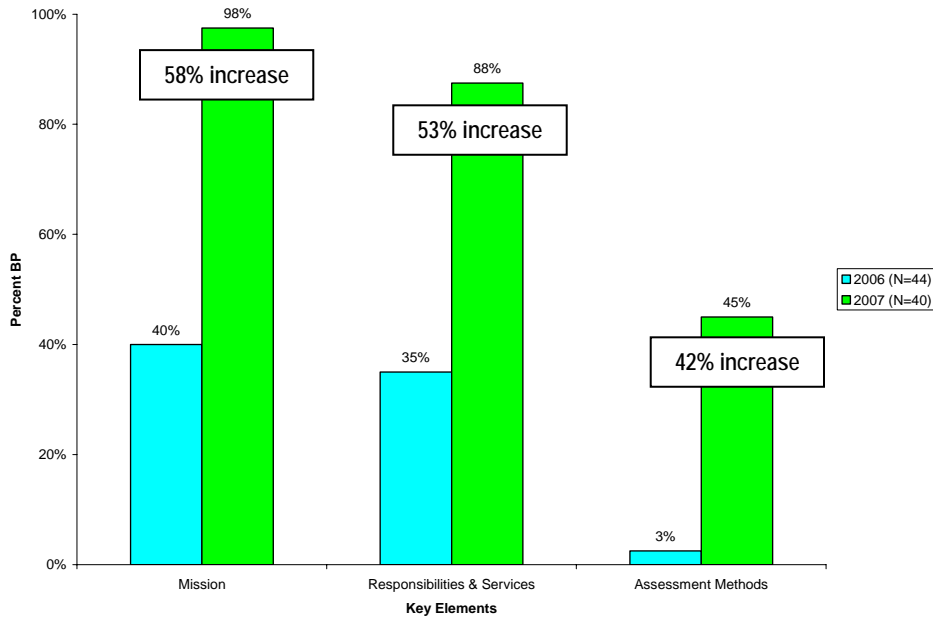
1. Improvement in overall percentage of units meeting all criteria ("Meets Standard" and "Best Practice") from 2006 to 2007



2. Improvement in overall percentage of units meeting all criteria ("Meets Standard" and "Best Practice") from 2006 to 2007, by Dean's unit

Element	Academic Affairs			Administration			Students			Chancellor's Office/ CID		
	2006 (N=8)	2007 (N=8)	% change	2006 (N=13)	2007 (N=11)	% change	2006 (N=11)	2007 (N=11)	% change	2006 (N=12)	2007 (N=10)	% change
Mission	88%	88%	=	92%	100%	+8%	100%	100%	=	83%	100%	+17%
Responsibilities and Services	50%	100%	+50%	85%	82%	-3%	55%	91%	+36%	50%	100%	+50%
Assessment Methods	25%	75%	+50%	23%	73%	+51%	36%	91%	+55%	0%	90%	+90%

3. Improvement in overall percentage of units achieving “Best Practice” from 2006 to 2007



4. Improvement from “Opportunity for Improvement” in 2006 to “Best Practice” in 2007

Of those units which achieved “Opportunity for Improvement” in 2006...

Unit	100% (3 of 3) achieved	88% (14 of 16) achieved	44% (14 of 32) achieved
	Best Practice – Mission	Best Practice – Responsibilities & Services	Best Practice – Assessment Methods
Academic Affairs	n/a	Dean of Academic Affairs Continuing Education General Library Professional Enrichment Center Registrar	Dean of Academic Affairs Professional Enrichment Center Registrar
Administration	Human Resources	University Enterprises	Occupational Health & Safety Personnel Liaison
Chancellor’s Office and R&D Center	Preschool Development Center Student Ombudsperson	Athletic Activities Preschool Development Center Public Relations	Academic Senate Alumni Budget Computer Center Institutional Research & Planning Research & Development Center Student Ombudsperson
Students	n/a	Dean of Students Exchange Program Off-Campus Housing Social & Cultural Activities Student Center	Dean of Students Orientation

5. Improvement from “Opportunity for Improvement” in 2006 to “Meets Standard” in 2007

Of those units which achieved “Opportunity for Improvement” in 2006...

Unit	0% (0 of 3) achieved	12% (2 of 16) achieved	28% (9 of 32) achieved
	Meets Standard – Mission	Meets Standard – Responsibilities & Services	Meets Standard – Assessment Methods
Academic Affairs	n/a	n/a	Continuing Education
Administration	n/a	n/a	Campus Bookstore Equal Employment Opportunity Transit & Security University Enterprises
Chancellor’s Office and R&D Center	n/a	Academic Senate Budget	Preschool Development Center Public Relations
Students	n/a	n/a	Exchange Program Placement

6. Improvement from “Meets Standard” in 2006 to “Best Practice” in 2007

Of those units which achieved “Meets Standard” in 2006...

Unit	95% (20 of 21) achieved	80% (8 of 10) achieved	57% (4 of 7) achieved
	Best Practice – Mission	Best Practice – Responsibilities & Services	Best Practice – Assessment Methods
Academic Affairs	Continuing Education Graduate Studies Professional Enrichment Center Registrar	Admissions Graduate Studies	General Library
Administration	Campus Bookstore Property	Auxiliary Services Equal Employment Opportunity	
Chancellor’s Office and R&D Center	Academic Senate Budget Computer Center Public Relations	Alumni	n/a
Students	Band & Orchestra Dean of Students Exchange Program Financial Aid Medical Services Off-Campus Housing Orientation Placement Social & Cultural Activities Student Center	Band & Orchestra Orientation Placement	Medical Services Off-Campus Housing Quality of Life

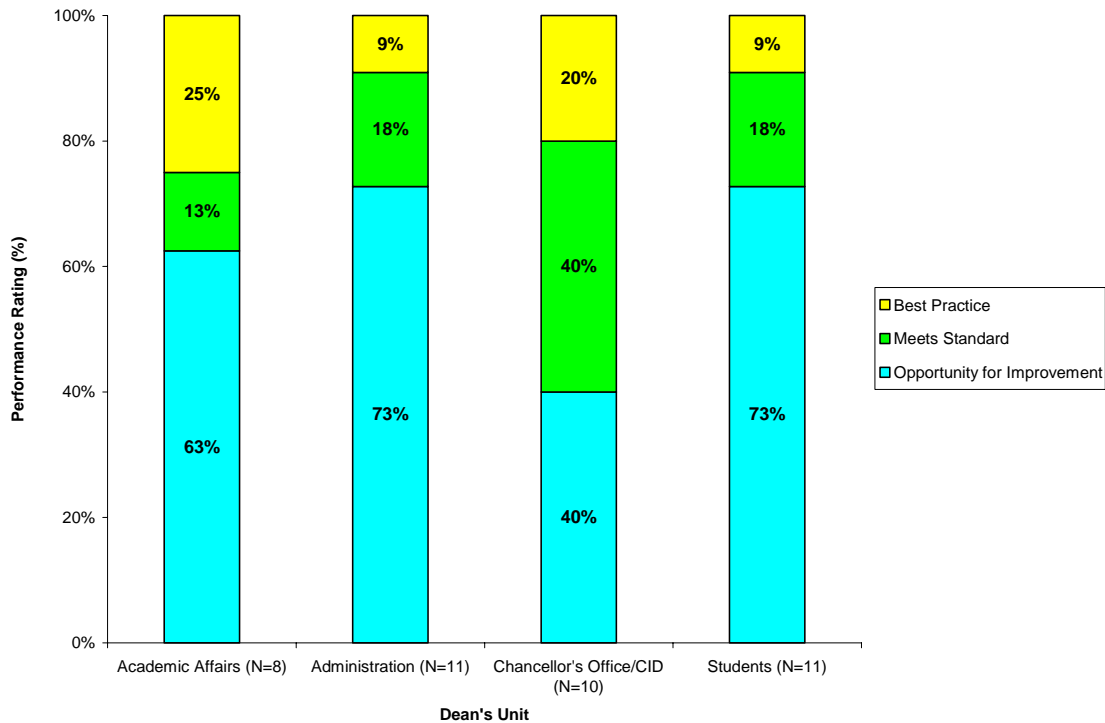
## 2007 ASSESSMENT PROJECTS

### 7. Types of assessment projects completed by administrative units in 2007

Type of Project	Number of Projects (%)	Projects (N=41)*		
Development and piloting of assessment tool	5 (12%)	Athletic Activities Continuing Education Off-Campus Housing	Public Relations Research & Development Center	
Improvement of a service or product (including publicity)	21 (51%)	Admissions Campus Printing Computer Center Dean of Students Economic Development Center Exchange Program Financial Aid	General Library Graduate Studies Institutional Research & Planning Medical Services Orientation Personnel Liaison Placement	Preschool Development Center Professional Enrichment Center Quality of Life Registrar Social & Cultural Activities Student Ombudsperson Transit & Security
Improvement of an administrative process	13 (32%)	Academic Senate Auxiliary Services Band & Orchestra Campus Bookstore Dean of Academic Affairs	Equal Employment Opportunity Finance Graduate Studies Human Resources Occupational Health & Safety	Personnel Liaison Property University Enterprises
Improvement of office resources (structure, equipment, personnel)	2 (5%)	Alumni	Finance	

\*Note: Two units provided reports on two projects each (Finance, Graduate Studies). Student Center and Budget did not provide reports on assessment projects.

### 8. Overall performance on assessment reports by unit in 2007



## ACKNOWLEDGMENTS OF EXCELLENCE IN ASSESSMENT PLANNING AND REPORTING

### 9. Units receiving "Best Practice" rating by element, 2007

Unit	Mission	Responsibilities & Services	Assessment Methods	Reporting & Use of Results
Academic Affairs	Continuing Education Dean of Academic Affairs Economic Development Center General Library Graduate Studies Professional Enrichment Center Registrar	Admissions Continuing Education Dean of Academic Affairs Economic Development Center General Library Graduate Studies Professional Enrichment Center Registrar	Dean of Academic Affairs General Library Professional Enrichment Center Registrar	General Library Professional Enrichment Center
Administration	Auxiliary Services Campus Bookstore Equal Employment Opportunity Finance Human Resources Occupational Health & Safety Personnel Liaison Printing Services Property Transit & Security University Enterprises	Auxiliary Services Equal Employment Opportunity Finance Occupational Health & Safety Personnel Liaison Printing Services Property Transit & Security University Enterprises	Occupational Health & Safety Personnel Liaison	Finance
Chancellor's Office/CID	Academic Senate Alumni Athletic Activities Budget Computer Center Institutional Research & Planning Preschool Development Center Public Relations Research & Development Center Student Ombudsperson	Alumni Athletic Activities Computer Center Institutional Research & Planning Preschool Development Center Public Relations Research & Development Center Student Ombudsperson	Academic Senate Alumni Budget Computer Center Institutional Research & Planning Research & Development Center Student Ombudsperson	Alumni Student Ombudsperson
Students	Band & Orchestra Dean of Students Exchange Program Financial Aid Medical Services Off-Campus Housing Orientation Placement Quality of Life Social & Cultural Activities Student Center	Band & Orchestra Dean of Students Exchange Program Medical Services Off-Campus Housing Orientation Placement Quality of Life Social & Cultural Activities Student Center	Dean of Students Medical Services Off-Campus Housing Orientation Quality of Life	Medical Services

### 10. Units receiving "Best Practice" in all four elements, 2007

Academic Affairs	Administration	Chancellor/CID	Students
General Library Professional Enrichment Center	Finance	Alumni Student Ombudsperson	Medical Services