Middle States 2019-21 Self-Study Institutional Team
Organizational Structure, Objectives and Charges Related to the Self-Study
February 2019

Organizational Structure of the Steering Committee and Working Groups

In creating the Steering Committee and working groups, all stakeholders in Albizu's community were considered for representation: faculty, administration, students, alumni, trustees. Other considerations included years of experience, knowledge of the issues pertaining to the specific standard, and expertise regarding topics addressed in order to guarantee balance between the levels of experience within a group.

Working group participants have been selected for their roles in the University, taking into consideration leadership across Albizu and facilitating communication about the Self-Study to colleagues. Figure 1 presents the organizational structure of the Self-Study Institutional Team, comprised by the Executive Team, the Steering Committee and the Working Groups.

Figure 1: Organizational Structure of the Self-Study Institutional Team

This document details the functions and members of each group. Additionally, it lists the general and specific charges for all working groups.

Executive Team

To facilitate communication between all participants, an Executive Team was created to oversee the entire project as well as keep the president and the chancellors informed of the progress of all groups. The Executive Team is composed of the President, the Chancellors, the Dean of Academic Affairs of each campus who are the Steering Committee co-chairs and the Accrediting Liaison Officer (ALO) of the institution, an assigned task of the Director of Evaluation, Assessment and Institutional Accreditation.

To maintain a collaborative and transparent process, the Executive Team will coordinate working group interactions both in their commonalities (that is, shared documents and priorities) and variations (thematic confluences as well as divergences). A member of the Executive Team will participate in key working group sessions to facilitate communication among colleagues in different institutional locations, as needed.

Steering Committee

The Steering Committee is composed of the Steering Committee co-chairs, the ALO, and the co-chairs of each working group. The working group for each standard and the Verification of Compliance group have equal representation from the San Juan Campus (SJC), the Mayagüez University Center (MUC) and the Miami Campus (MC). Following is a list of the Steering Committee members:

Table 1: Steering Committee Members (As of February 2019)

NAME	POSITION	SELF-STUDY ROLE
Jose Armando Perez	Dean of Academic Affairs, SJC	Steering Committee Co-Chair, San Juan Campus
Irene M. Bravo	Dean of Academic Affairs & Director, Ph.D. in Human Services, MC	Steering Committee Co-Chair, Miami Campus
Rafael A. Melendez	Director, Evaluation, Assessment & Institutional Accreditation, Presidency	Accrediting Liaison Officer, Facilitator
Aida Luz Garcia	Professor, Ph.D. in Clinical Psychology, San Juan Campus	Std. I Working Group Co-Chair, San Juan Campus
Scott Hyman	Associate Professor, Psy.D. in Clinical Psychology, MC	Std. I Working Group Co-Chair, Miami Campus

Tania Rodriguez	Assistant Professor, M.S. in Counseling Psychology, MUC	Std. II Working Group Co-Chair, San Juan Campus
Evangelina Alonso	Associate Professor, PsyD in Clinical Psychology (Adjunct PhD in Human Services), Director, Goodman Psychological Services Center	Std. II Working Group Co-Chair, Miami Campus
Youssef Ahmad	Associate Dean of Academic Affairs, MUC	Std. III Working Group Co-Chair, San Juan Campus
Kristen Farrell-Turner	Director, Psy.D. in Clinical Psychology, MC	Std. III Working Group Co-Chair, Miami Campus
Carmen Rivera-Laboy	Dean of Students, SJC	Std. IV Working Group Co-Chair, San Juan Campus
Jeffrey Ellis	Director of Student Services, Miami Campus, SJC	Std. IV Working Group Co-Chair, Miami Campus
Jose Cabiya	Professor, Ph.D. in Clinical Psychology, SJC	Std. V Working Group Co-Chair, San Juan Campus
Rafael Martinez	Director, Undergraduate Programs, MC	Std. V Working Group Co-Chair, Miami Campus
Carlos Rodriguez	Special Assistant, SJC Chancellor	Std. VI Working Group Co-Chair, San Juan Campus
Luis Barreto	Director of Finance, MC	Std. VI Working Group Co-Chair, Miami Campus
Ricardo Del Rio	Alumnus & Trustee	Std. VII Working Group Co-Chair, San Juan Campus
Diana Barroso	Director, Master's Programs in Psychology & Industrial/ Organizational Psychology, MC	Std. VII Working Group Co-Chair, Miami Campus
Carmen Rivera-Laboy	Dean of Students, SJC & Title IV Institutional Monitor	Compliance Group Co-Chair, San Juan Campus
Julia De Llanos	Dean of Student Success & Enrollment Management, MC	Compliance Group Co-Chair, Miami Campus

Working Groups

The following section addresses the general charges of the working groups and the specific charges and the list of members of each individual working group. Each working group has been assigned with one standard of accreditation. Listed members were recommended by their Campus Dean of Academic Affairs & formally invited by the President.

General Charges of Working Groups

- Develop a deep understanding of the history, mission, and strategic goals of Albizu in the context of the seven MSCHE standards and their criteria.
- Address the specific Standard for Accreditation ascribed to the Working Group and its criteria.
- Use the guidelines provided to produce the section of the Self-Study that corresponds to the assigned standard.
    - Become aware of and reflect on the relationships between the standards and be prepared to integrate findings across standards as needed.
    - Establish linkages, where appropriate, between the assigned standard and relevant institutional priorities.
    - Address specific research questions related to the assigned standard.
- Examine key sources of documentation.
    - Identify institutional processes and procedures relevant to the standards.
    - Ascertain sources of information, including colleagues inside and outside the University, in order to obtain feedback, guidance, information, and ideas for institutional renewal, transformation, and innovation.
    - Identify gaps in Albizu's documentation, practices, and systems of evaluation with respect to the standards. Are we meeting a specific standard but lack some documentation? Or do we fall short of some aspect of the standard itself? Any shortcomings that the relevant working group cannot satisfactorily address on its own should be noted and communicated to the Self-Study co-chairs clearly and promptly during the first stage of draft development, as stated in the timeline of the Self-Study process.
- Develop methods and strategies for using the information and data that has been gathered to answer the research questions.
- Provide an analysis of Albizu's successes and challenges in meeting the assigned standard in the context of the institution's mission and goals and draw reasonable inferences and conclusions. Identify gaps.
- Suggest future directions that will allow the institution to continue its path of continuous growth, improvement, and innovation.
- Meet regularly in accordance with work plan.
- Write reports using APA guidelines.
    - Produce documents in a timely fashion:
        - Design outline, preliminary drafts, and final draft of findings.
        - Generate written reports that clearly indicate each of the research questions developed and the methods and data used to answer those questions.

Working Groups' Members by Standard with Specific Charges & Research Questions

Standard I – Mission and Goals

The institution's mission defines its purpose within the context of higher education, the students it serves, and what it intends to accomplish. The institution's stated goals are clearly linked to its mission and specify how the institution fulfills its mission.

Table 2: Standard I Working Group Members (As of February 2019)

NAME	POSITION	ROLE
Aida Luz Garcia	Professor, Ph.D. in Clinical Psychology, SJC	Working Group Co-Chair, San Juan Campus
Scott Hyman	Associate Professor, Psy.D. in Clinical Psychology, MC	Working Group Co-Chair, Miami Campus
Lymaries Padilla	Research Training Director, SJC	Working Group Member, San Juan Campus
Nanet Lopez	Professor, Psy.D. in Clinical Psychology, SJC	Working Group Member, San Juan Campus
Ruth Reyes	Human Resources Specialist, SJC	Working Group Member, San Juan Campus
Irma Barron	Faculty, Master's Programs Psychology, MC	Working Group Member, Miami Campus
Maryvelisse Carpintero	Adm. Assistant to the Chancellor, MC	Working Group Member, Miami Campus
Mirta Miranda	Special Assistant to the President & the Chancellor, MC & Group Advisor	Working Group Member, Miami Campus

Specific Charges:
- Examine how the mission and goals guide all aspects of the University.
- Examine how successful the University is in fulfilling its mission and goals.
- Consider innovative pathways to fulfill the University's mission and goals.

Research Question:
1. How do curricular and co-curricular practices and all other institutional activities reflect Albizu's mission and goals?

Standard II – Ethics and Integrity

Ethics and integrity are central, indispensable, and defining hallmarks of effective higher education institutions. In all activities, whether internal or external, an institution must be faithful to its mission, honor its contracts and commitments, adhere to its policies, and represent itself truthfully.

Table 3: Standard II Working Group Members (As of February 2019)

NAME	POSITION	ROLE
Tania Rodriguez	Assistant Professor, M.S. in Counseling Psychology, MUC	Working Group Co-Chair, San Juan Campus
Evangelina Alonso	Associate Professor, PsyD in Clinical Psychology (Adjunct PhD in Human Services), Director, Goodman Psychological Services Center	Working Group Co-Chair, Miami Campus
Maria Bustillo	Associate Professor, M.S. in Speech-Language Pathology, SJC	Working Group Member, San Juan Campus
Maritza Maldonado	Associate Professor, M.S. in Speech-Language Pathology, SJC	Working Group Member, San Juan Campus
Maribel Matos	Professor, Psy.D. in Clinical Psychology, SJC	Working Group Member, San Juan Campus
Coralee Perez	Faculty, Ph.D. in Clinical Psychology, MC	Working Group Member, Miami Campus
Elsa Vega	Human Resources Specialist, MC	Working Group Member, Miami Campus
Nancy Alvarez	Director of Admissions, MC	Working Group Member, Miami Campus

Specific Charges:
- Examine how the Albizu Strategic Plan reflects our community's commitment to demonstrate ethical behavior and integrity in all activities.
- Determine whether Albizu's policies, procedures, and processes are performed in an ethical manner.

Research Questions:
1. How does the commitment to institutional ethics is reflected in all Albizu's policies, procedures, and processes?

2. How are regulations, contract agreements and service programs performed in an honest and ethical manner?
3. What are the mechanisms to evaluate the adherence of policies, processes, and procedures to ethics and integrity criteria?
4. How are ethical practices and integrity maintained in project proposals?

<u>Standard III – Design and Delivery of the Student Learning Experience</u>

An institution provides students with learning experiences that are characterized by rigor and coherence at all program, certificate, and degree levels, regardless of instructional modality. All learning experiences, regardless of modality, program pace/schedule, level, and setting are consistent with higher education expectations.

Table 4: Standard III Working Group Members (As of February 2019)

NAME	POSITION	ROLE
Youssef Ahmad	Associate Academic Dean, MUC	Working Group Co-Chair, San Juan Campus
Kristen Farrell-Turner	Director, Psy.D. in Clinical Psychology, MC	Working Group Co-Chair, Miami Campus
Jahgen De Jesus	Associate Professor, M.S. in Speech-Language Pathology, SJC	Working Group Member, San Juan Campus
Marcos Reyes	Director, Ph.D. in Clinical Psychology, SJC	Working Group Member, San Juan Campus
Gilda Rodriguez	Clinical Training Director, Albizu Clinic, SJC	Working Group Member, San Juan Campus
Israel Sanchez	Associate Professor, Ph.D. in Clinical Psychology & Interim Director, Institutional Center for Scientific Research, SJC	Working Group Member, San Juan Campus
Floralba Arbelo	Associate Professor, Undergraduate & Master's Programs, MC	Working Group Member, Miami Campus
Francine Hamel	Assistant Professor, M.S. in Speech-Language Pathology, MC	Working Group Member, Miami Campus
Elena Zablah	Enrollment Specialist, PhD in Human Services student, MC	Working Group Member, Miami Campus

Specific Charges:
- Examine how Albizu's mission is addressed in the programs offered.
- Evaluate how Albizu programs achieve the highest standard of academic excellence.

Research Questions:
1. To what extent do the resources and facilities at Albizu support student learning?
2. What is the process to ensure continued improvement of teaching/learning practices?
3. How is innovation embedded in teaching/learning practices?
4. How accurately do academic programs evaluate the student learning outcomes of the programs and use those outcomes to implement needed changes in the student learning processes?
5. How qualified are Albizu faculty members to support the student learning process?

Standard IV – Support of the Student Learning Experience

Across all educational experiences, settings, levels, and instructional modalities, the institution recruits and admits students whose interests, abilities, experiences, and goals are congruent with its mission and educational offerings. The institution commits to student retention, persistence, completion, and success through a coherent and effective support system sustained by qualified professionals, which enhances the quality of the learning environment, contributes to the educational experience, and fosters student success.

Table 5: Standard IV Working Group Members (As of February 2019)

NAME	POSITION	ROLE
Carmen Rivera-Laboy	Dean of Students, SJC	Working Group Co-Chair, San Juan Campus
Jeffrey Ellis	Director, Student Support Services, MC	Working Group Co-Chair, Miami Campus
Rosa Belvis	Dean of Enrollment Management, SJC	Working Group Member, San Juan Campus
Miguel Martinez	Professor, M.S. and Ph.D. in Industrial/Organizational Psychology, SJC	Working Group Member, San Juan Campus
Antonio Escabi	Student, Psy.D. in Clinical Psychology, SJC	Working Group Member, San Juan Campus
Inelis Figueroa	Counselor, Dean of Students, SJC	Working Group Member, San Juan Campus

Gabriela Fontan,	Enrollment Specialist, MC	Working Group Member, Miami Campus
David Saavedra	Student, Psy.D. in Clinical Psychology, MC	Working Group Member, Miami Campus
Isaac Tourgeman	Assistant Professor, Psy.D. in Clinical Psychology, MC	Working Group Member, Miami Campus

Specific Charges:
- Review how the Strategic Plan drives recruitment and admission for all programs.
- Evaluate how Albizu's mission is reflected in effective support services.

Research Questions:
1. Are there sufficient services to provide students with the support needed to achieve success?
2. How effective is the design and implementation of current student services in ensuring student success?
3. How adequate is the assessment process for ensuring the continued improvement of student services?
4. How innovative are Albizu student support services?

Standard V – Educational Effectiveness Assessment

Assessment of student learning and achievement demonstrates that the institution's students have accomplished educational goals consistent with their program of study, degree level, the institution's mission, and appropriate expectations for institutions of higher education.

Table 7: Standard V Working Group Members (As of February 2019)

NAME	POSITION	ROLE
Jose Cabiya	Professor, Ph.D. in Clinical Psychology, SJC	Working Group Co-Chair, San Juan Campus
Rafael Martinez	Director, Undergraduate Programs & M.S. in Exceptional Student Education, MC	Working Group Co-Chair, Miami Campus
Michel Aponte	Associate Professor, M.S. & Psy.D. in Counseling Psychology, SJC	Working Group Member, San Juan Campus
Maribella Gonzalez	Professor, Psy.D. in Clinical Psychology, SJC	Working Group Member, San Juan Campus

Raymi Fernandez	Director, Information Technology Systems, MC	Working Group Member, Miami Campus
Maria Perez-Abalo	Assistant Professor, Ph.D. in Human Services, MC	Working Group Member, Miami Campus
Shannon Whorton	Assistant Director of Clinical Training, Psy.D. in Clinical Psychology, MC	Working Group Member, Miami Campus

Specific Charges:
- Evaluate how Albizu's mission and Strategic Plan are reflected in expectations of student learning and achievement.
- Evaluate how Albizu ensures an evidence-based process that guarantees student learning assessments lead to outcomes that are then used to improve the student learning process.

Research Questions:
1. Evaluate the effectiveness of the assessment process at all program levels.
2. Examine the process for the dissemination, evaluation, and use of assessment results.
3. Highlight student learning examples that show innovation in both teaching and student learning outcomes.

Standard VI – Planning, Resources, and Institutional Improvement

The institution's planning processes, resources, and structures are aligned with each other and are sufficient to fulfill its mission and goals, to continuously assess and improve its programs and services, and to respond effectively to opportunities and challenges.

Table 7: Standard VI Working Group Members (As of February 2019)

NAME	POSITION	ROLE
Carlos Rodriguez	Special Assistant to the Chancellor, SJC	Working Group Co-Chair, San Juan Campus
Luis Barreto	Director of Finance, MC	Working Group Co-Chair, Miami Campus
Maria De L. Rivera	Registrar, SJC	Working Group Member, San Juan Campus
Doris Quero	Director of Financial Aid, SJC	Working Group Member, San Juan Campus

Gabriela Sifre	Director, Psy.D. in Clinical Psychology, SJC	Working Group Member, San Juan Campus
Yoel Velazquez	Director, Institutional Planning & Research, Presidency	Working Group Member, San Juan Campus
Richard Zonderman	Associate Professor, M.S. in Psychology & Industrial/ Organizational Psychology, MC	Working Group Member, Miami Campus
Sharrie Dean	Assistant Professor, Undergraduate Programs, MC	Working Group Member, Miami Campus
Carmen Garcia	Human Resources & Administration Director, MC	Working Group Member, Miami Campus

Specific Charges:

- Evaluate how Albizu's processes, resources, and structures are consistent with the University's mission and Strategic Plan.
- Examine how Albizu assigns resources according to new challenges in the educational and social fields.

Research Questions:

1. How do Albizu's organizational structures, resources, and planning processes align with its mission and Strategic Plan?
2. How do Albizu's assessment processes lead to improvements in programs and services and effectively address opportunities and challenges?
3. Show evidence of innovation in Albizu funding sources when compared with best practices from other institutions.

Standard VII – Governance, Leadership, and Administration (As of February 2019)

The institution is governed and administered in a manner that allows it to realize its stated mission and goals in a way that effectively benefits the institution, its students, and the other constituencies it serves. Even when supported by or affiliated with governmental, corporate, religious, educational system, or other unaccredited organizations, the institution has education as its primary purpose, and it operates as an academic institution with appropriate autonomy.

Table 9: Standard VII Working Group Members

NAME	POSITION	ROLE
Ricardo Del Rio	Alumnus and Trustee	Working Group Co-Chair, San Juan Campus

Diana Barroso	Director, M.S. in Psychology & Industrial/ Organizational Psychology, MC	Working Group Co-Chair, Miami Campus
Jose Martinez	Professor, Ph.D. in Clinical Psychology, SJC	Working Group Member, San Juan Campus
Jose Rodriguez	Professor, Ph.D. in Clinical Psychology, SJC	Working Group Member, San Juan Campus
Nitza Rodriguez	Professor, Interdisciplinary Baccalaureate, Speech/ Language Therapy Major, SJC	Working Group Member, San Juan Campus
Maribel Del Rio- Roberts	Alumna and Trustee	Working Group Member, Miami Campus
Dr. Sheri Feldman	Assistant Professor, Coordinator M.S. in Speech and Language Pathology, MC	Working Group Member, Miami Campus
Lilianne Martinez	Financial Aid Specialist, MC	Working Group Member, Miami Campus

Specific Charges:

- Evaluate how Albizu's mission is realized through its administrative structure.
- Examine how Albizu's priorities are appropriate to its commitment to academic excellence.

Research Questions:

1. Identify how the assessment of Albizu's governing structure is used in improving institutional governance?
2. How effective are the decision-making and communication processes of institutional governance in ensuring student success?
3. Examine innovation in the context of best practices in Albizu administration when compared with best practices from other institutions.

<u>Verification of Compliance with Accreditation-Relevant Federal Regulations Working Group</u>
MSCHE must validate Albizu's compliance with accreditation-relevant federal regulations.

Table 9: Verification of Compliance Working Group Members (As of February 2019)

NAME	POSITION	ROLE
Carmen Rivera	Title IV Institutional Monitor, SJC	Working Group Co-Chair, San Juan Campus
Julia De Llanos	Dean of Student Success, MC	Working Group Co-Chair, Miami Campus
Maria de L. Rivera	Registrar, SJC	Working Group Member, San Juan Campus
Doris Quero	Director of Financial Aid, SJC	Working Group Member, San Juan Campus
Hector Pena	Director of Finance, SJC	Working Group Member, San Juan Campus
Fina Campa	Registrar, MC	Working Group Member, Miami Campus
Osmyn Gonzalez	Director of Financial Aid, MC	Working Group Member, Miami Campus
Luis Barreto	Director of Finance, MC	Working Group Member, Miami Campus

Specific Charges:

- To provide evidence of policies and procedures to verify institutional compliance in the following areas:
  - Student identity verification in distance and correspondence education
  - Transfer of credit policies and articulation agreements
  - Title IV program responsibilities
  - Institutional records of student complaints
  - Required information for students and the public
  - Standing with state and other accrediting agencies
  - Contractual relationships
  - Assignment of credit hours