

Monitoring Report to the
Middle States Commission on Higher Education

From

Escuela de Artes Plásticas y Diseño de Puerto Rico
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Introduction

Escuela de Artes Plásticas y Diseño de Puerto Rico (EAPD or Escuela) is a public corporation, a standalone institution of higher education dedicated to fine arts, design and art education. EAPD was founded in 1966, and is located in the grounds of El Morro in the Spanish colonial city of Old San Juan.

EAPD serves 482 students, and is the only institution offering a professional baccalaureate in Fine Arts in Puerto Rico. EAPD renewed its accreditation by the National Association of Schools of Art and Design (NASAD) in 2017, and the license of Puerto Rico Board of Postsecondary Institutions (PRBPI) in 2021. The institution is also preparing its Self-Study for NASAD re-accreditation.

EAPD has been accredited by the Middle States Commission on Higher Education (MSCHE) since 1997. For its last Self-Study Review EAPD submitted the Self-Study on April 2022 and had its virtual evaluation team visit from June 5 – 8, 2022. Additional documentation was provided to the evaluation team during the days following the visit. The Team's Report was received stating that in the team's judgement EAPD appears to meet the Requirements of Affiliation; Standards I, III, IV, V and VII; and applicable federal regulatory requirements.

The report also stated that EAPD does not appear to meet Standards II and VI. EAPD provided an Institutional Response on July 12, 2022. The response provided additional information regarding the aforementioned standards.

After the Commission's evaluation, EAPD received a Notification of Non-Compliance Action on October 28, 2022 indicating that the Commission acted as follows:

To acknowledge receipt of the self-study report. To note that the institution hosted a virtual site visit in lieu of an on-site visit in accordance with the United States Department of Education (USDE) guidelines published March 17, 2020. To note that the report provided limited responses to requested information, did not present evidence and analysis in a manner conducive to Commission review, and materials were not provided in English.

To warn the institution that its accreditation may be in jeopardy because of insufficient evidence that the institution is currently in compliance with Standard II (Ethics and Integrity), Standard VI (Planning, Resources, and Institutional Improvement), and Requirements of Affiliation 4, 11, and 14. To note that the institution remains accredited while on warning. To note further that federal regulations limit the period during which an institution may be in non-compliance. To request a monitoring report due March 1, 2023, demonstrating evidence that the institution has achieved and can sustain ongoing compliance with Standards II and VI and Requirements of Affiliation 4, 11, and 14, including but not limited to (1) demonstrate adherence to all issues of ethics and integrity as outlined in the Standard (Standard II); (2) sufficiency of resources to fulfill its mission and goals and to support its educational purposes and programs (Standard VI and Requirement of Affiliation 11); (3) evidence that the institution's representatives

communicate with the Commission in English, both orally and in writing, including submission of evidence in English for all Standards for Accreditation and Requirements of Affiliation (Requirement of Affiliation 4); and (4) evidence that the institution makes freely available to the Commission accurate, fair, and complete information on all aspects of the institution and its operations, including making institutional representatives and additional information available to the Commission representatives when requested (Requirement of Affiliation 14 and Accreditation Review Cycle and Monitoring Policy and Procedures). To request that the monitoring report also provide further evidence documenting (1) periodic assessment of the effectiveness of student support programs and experiences (Standard IV); (2) development and implementation of organized and systematic assessments that evaluate the extent of student achievement (Standard V); (3) demonstrated and documented use of assessment results to improve educational effectiveness (Standard V); and (4) periodic assessment of the effectiveness of planning, resource allocation, institutional renewal, and availability of resources (Standard VI). To direct a follow-up team visit following submission of the monitoring report. To note the visit may also fulfill the verification requirements of the USDE guidelines. To direct a prompt Commission liaison guidance visit to discuss the Commission's expectations. The date of the next evaluation will be determined upon reaffirmation of accreditation.

Once the notification was received, the Chancellor and the President of the Board of Directors (BOD) were informed. A formal meeting was coordinated with the Executive Committee to discuss the notification and plan over the actions to demonstrate compliance with the Commissions requirements and the Monitoring Report. Open hearings were coordinated with faculty, staff and students to inform the community about the Notification of Non-Compliance Action and, EAPD had its Commission liaison guidance virtual visit on November 18, 2022.

The present Monitoring Report provides a broad approach to the changes the EAPD has implemented and to the action plans it has developed to demonstrate compliance over the Standards for Accreditation II and VI and Requirements of Affiliation 4, 11 and 14. The report also describes and analyzes additional efforts EAPD has conducted to sustain compliance.

Changes and Improvements

EAPD is committed to maintain strict compliance with all Standards for Accreditation and Requirements of Affiliation (ROA). In order to provide evidence and documentation to demonstrate compliance with all standards, the EAPD has conducted and implemented some changes and developed action plans.

In the Commission's judgment the EAPD provided few pieces of evidence in English during the Self-Evaluation Review Visit, reason why it stated that the institution was not in compliance with Standard II and ROA #4. EAPD hired a translator to provide translated documents during the seven-day period after the visit and prior to the team's report. In addition, the administration determined that all new forms, documents, revisions and further documentation will be drafted in both languages, Spanish and English starting revisions 2022-2023.

It is relevant to state that non-compliance with Standard II was strictly related to the lack of translations of the materials provided and not to unethical practices. Full operation of the EAPD is overseen by the Government of Puerto Rico, which assures high standards of ethical conduct and integrity, but whose main language is Spanish. Services, information, courses and official disclosures are drafted and enacted in Spanish at the institution. EAPD has made an effort to translate official government documents that provide insight into compliance with Standard II criteria. EAPD has also developed an action plan to start translation of all documents that will be relevant to accreditation processes starting academic year 2022-2023 as well.

A consultant was hired to address accreditation related matters. This consultant is committed to provide guidance during accreditation processes, preparation of materials and documentation and will also help with the drafting of documents in English. Expert in the field, the consultant will also help EAPD to conduct assessment on how the institution is improving to achieve its mission and will provide guidance in the development of action plans to address identified needs.

The consultant will also help EAPD to review and update its assessment plan based on the institutional needs and according to the Strategic Plan. Such a process will help EAPD strengthen assessment in all areas in order to improve student services, programs of study and to demonstrate decision making based on it.

EAPD also recognizes that immediate feedback helps improve services. The Students Affairs Deanship is working on an internal assessment of its services through QR Codes that i'll be available to students. Such technology will allow EAPD to better assess and reform its services. Students will have the opportunity to rate the service once it is provided on a continuous basis using QR Codes. This process should be implemented by August 2023.

EAPD recognizes the importance of having a sound administration. The EAPD has hired a new Dean of Administration as part of its efforts to further help facilitate administrative matters. The new dean will be in charge of overseeing administrative processes. Such labor includes the thorough revision of the annual budget, as well as the assignment, purchase, and renewal of resources. The Dean will be tasked with the development of action plans to address the effectiveness of planning, resource allocation and availability of resources. This assignment of a

new dean will allow the institution to review processes and provide documentation to demonstrate that it has financial stability. Therefore, the EAPD will be able to provide evidence of its financial development in compliance with Standard VI and ROA 11. Efforts have been made to continue translating documents and to identify prospective candidates for the Board of Directors.

Escuela de Artes Plásticas y Diseño de Puerto Rico (EAPD)
Monitoring Report presented to the Middle States Commission on Higher Education

Introduction

EAPD wishes to express to the Commission its concerns about the Notification of Non-Compliance Action dated October 28, 2022. These concerns are in regards to the institutional context and issues at hand, as well as the diversity that characterizes our institution. As per the referred notification, it alleges that EAPD provided insufficient evidence in regards to the following information: Standard II (Ethics and Integrity), Standard VI (Planning, Resources, and Institutional Improvement), and Requirements of Affiliation 4, 11, and 14. The referred notification, therefore, concludes that the EAPD is not in compliance with said requirements and standards. EAPD reiterates its concern with such conclusions, and disagrees for the following reasons that are laid out throughout this response to the notification.

Unlike any other autonomous or private academic institution, it is important to state that the EAPD is an academic institution that is categorized as a public corporation by law. Therefore, the EAPD's administrative procedures are regulated and subject to laws, policies, procedures and regulations enacted by the executive and legislative branch of the government of the Commonwealth of Puerto Rico. An example of this administrative oversight in the EAPD comes in the form of the applicable rules that all school employees have to abide by in order to comply with the ethical principles and policies set by the Governmental Ethics Act.

Please refer to **Exhibit 1.1** – Unofficial translation of the Law Number 54 of August 22, 1990 to learn about the legal foundation and structure of the EADP.

Standard II – Ethics and Integrity

According to the MSCHE's Standards for Accreditation and Requirements of Affiliation, the second standard of Ethics and Integrity is defined as follows:

“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.”

In accordance with the second standard, the institution has always complied with state and federal regulations regarding ethical and integrity policies, as well as with accreditation requirements that demand the incorporation of ethical norms and policies in the institution's practices. Employees and students of the school adhere to impartial practices by fostering respect, fairness, and avoidance of conflict of interest in all of its activities. Enforceable institutional policies and procedures that value academic freedom and ensure truthful communication between the EAPD's students and faculty are put in place and active.

In addition, the EAPD is committed to safeguarding the intellectual and academic rights of its students and faculty. As per its Intellectual Property and Academic Honesty Policy, the EAPD is

“...committed to integrity and honesty in intellectual and creative work and research. Among its goals, the School intends to fully develop intellectual wealth, in addition to contributing to the cultivation and enjoyment of ethical values. Therefore, the School is committed to promoting an educational environment free of any conduct that undermines the academic and ethical principles that govern the institution, or the violation of intellectual property laws.”

An unofficial translation of EAPD’s Intellectual Property and Academic Honesty Policy has been included as **Exhibit 1.2**. In addition, evidence of the last workshop for the faculty regarding this topic has been included as **Exhibit 1.3**. During the seminar, the meaning, scope, and types of plagiarism and its consequences were presented. This is done in the interest of maintaining and cultivating academic and intellectual honesty within the academic space that is found in the EAPD. To further cultivate this type of policy, the EAPD has acquired Turnitin to detect plagiarism in its students’ works.

External and internal governing bodies ensure an inclusive and respectful environment within the university. EAPD rejects all types of discrimination, harassment and violent acts by constantly enforcing policies and procedures that guarantee and prevent this type of behavior. In addition, the EAPD has in place a confidential and just process that is accessible to anyone who feels discriminated, harassed, or harmed against in any way.

The Public Policy Statement of EAPD related to Title IX of the Education Amendments 1972 states that “...Title IX protects students, employees, applicants for admission and employment, and other persons from all forms of sexual discrimination, including discrimination based on gender identity or failure to conform to stereotypical notions of masculinity or femininity. All students, and other persons, as well, at recipient institutions are protected by Title IX, regardless of their sex, sexual orientation, gender identity, disability, race, or national origin.” Please refer to **Exhibit 1.4** – Public Policy Statement of EAPD Related to Title IX for the full disclosure.

Students, faculty and personnel are periodically informed about Title IX policy and procedures, labeled as **Exhibit 1.5**. At the beginning of each semester, a seminar is presented to new students where they are informed of Title IX policy and procedures, among others. A total of five (5) cases were addressed under Title IX during the 2019 – 2022 academic period. Please refer to **Exhibit 1.6** for the detailed instances per year.

Amendments to the Student Regulations were certified and approved by the Board of Directors on May 3, 2019. Such amendments are properly disseminated to the benefit of the school's community through the webpage and email server to further maintain the community informed, as well as foster an environment of respect and civility within the university. Please refer to **Exhibit 1.7** – Student Regulations.

The Complaints and Grievances Policy and the Procedure for the Investigation of Student Complaints are detailed in the institutional policies published on the EAPD website. These policies were approved by a unanimous vote which included the endorsement of the EAPD’s Academic Council. It is important to mention that the Academic Council is constituted by students of the university, not just by faculty and administrative personnel. Complaints and Grievances Policy has been labeled as **Exhibit 1.8**. The Internal Procedure to Manage Complaints Toward Faculty has

been labeled as **Exhibit 1.9**. A summary of different complaints addressed by the Students Affairs Deanship and the action taken has been included as **Exhibit 1.10**. The EAPD assures that grievances are addressed promptly and according to the established procedures.

The EAPD demonstrates fair and objective practices in its hiring process of candidates for administrative and faculty positions. The institution provides professional growth opportunities for employees that encourage ethical behavior and fulfillment of our mission through honest compliance of their duties. Applicable rules, policies, procedures, and regulations are disclosed so that the entire university community are cognizant of them, and candidates and students can make informed decisions regarding academic offering, and funding sources among others. Periodically and in accordance with the identified needs, those documents are reviewed, and the process is carried out in a collaborative, open manner.

As part of the documents that are delivered to the employees and members of the Board of Directors, there is the form "Occupations of the colleague for pecuniary purposes outside of regular working hours". This document requests information to identify possible conflicts of interest of the employee through the following questions:

- Have you professionally represented any of the entities or employers before any agency of the Government of the Commonwealth of Puerto Rico?
- Do you receive rental income or other benefits as a result of any contract in which the Government is a parties?
- Does your family unit (spouse and children) receive rental income or other benefits as a result of any contract to which the Government is a parties?

Once completed and signed, the forms are kept available by the Office of Human Resources and Labor Relations for possible audits. This form is included as **Exhibit 1.11**.

EAPD has a small and structured institutional organigram (Please refer to **Exhibit 1.12**). To assure participation and equal collaborative opportunities regarding decision making about issues of interest for its stakeholders, the EAPD has four main governing bodies: the Board of Directors, the Executive Committee, the Academic Council and the Student Council. Each group meets periodically to discuss issues regarding EAPD's needs, compliance, improvement and innovations. This shared responsibility, as well as accountability, guarantees a safe, free, and ethical learning and working environment.

The Board of Directors is made up of seven members of the community, the president of the Student Council and a tenured faculty member as an academic representative chosen from among their peers (Please refer to Law 225 – December 17, 2015 included as **Exhibit 1.1**).

To avoid conflict of interest among the Board of Directors Puerto Rico's Senate investigates and conducts an independent process before attaining membership. EAPD recognizes the importance of maintaining an environment of respect and equity within the university community to guarantee ethical impartial practices, and this is reflected in the composition of each governing body.

EAPD observes and assures fair and impartial practices during hiring, discipline or separation processes with its employees. Being a public corporation, EAPD is circumscribed to the constant evaluation of different government offices that regulate transparency, integrity and compliance with established laws and regulations. The Office of Government Ethics, the Office of the Comptroller, the Office of the General Inspector, the Office of the Women Procurement, the Office of Administration of General Services, the Office of Management and Budget, and Puerto Rico Innovation and Technology Service Office among others, are part of the agencies to which the Institution responds by law.

EAPD is committed to integrity and ethical responsibility as a public entity. Law 184 of August 3, 2004, as amended, better known as the Law for the Administration of Human Resources in the Public Service, states in Article 6.6 (7) and (8) the minimum obligations required of all employees as a guide for compliance with ethical principles. Every public employee or entity that does business with the Government is required to comply with the Government Ethics Act of Puerto Rico, of January 1, 2012, as amended.

The Law states that, through this preventive policy, the values of reliability, kindness, justice, civility, respect, and responsibility are identified, analyzed, and educated, which make it possible to achieve the highest levels of honesty, rigor, and efficiency in the performance of public service. In order to intensify its preventive function, it provides that every public server complete, every two years, a minimum of 20 hours of training in ethics, of which 10 hours must be taken through trainings or any another method developed by the Center for the Development of Ethical Thinking (CDET).

The institution grants time to its employees to comply with their obligations, and starting in February 2022, faculty and employees by professional services are required to complete at least five (5) contact hours of ethics-related courses provided by the CDET every semester. EAPD's web coordinator is responsible for updating each employee completed hours on the website of the Office of Government Ethics. The EAPD's has a coordinator that serves as a liaison with the Office of Government Ethics.

This liaison has the following responsibilities:

1. Keep the Appointing Authority informed.
2. Verify that follow-up is given and that the corrective measures established for the indications made in the internal and external audit reports are complied with. Failure to do so would affect the proper functioning and offering of institutional services.
3. Verify that the administrative controls that prevent and discourage personnel from incurring in violations of this Law, its regulations or any other law aimed at attacking corruption in the public service are established and complied with.
4. Coordinate their actions in accordance with the rules established by the Office.
5. Preserve and update the files of the work carried out for each fiscal year and have them available for review by the personnel designated by the Office.
6. Carry out any other function that, in the opinion of the executive management, is necessary to achieve the objective of preventing government corruption.
7. Keep staff informed of the training hours that remain to be completed.

The liaison prepares a plan with activities and submit it to the Office of Government Ethics. Likewise, the Office of Government Ethics has the responsibility of supervising the conduct of public servants and penalizes all those who violate the ethical regulations that integrate values in public service.

In terms of hiring, conflict of interest clauses are included in all contracts and there are policies for hiring teaching and administrative staff. All policies and regulations can be accessed immediately on the Institution's website www.eap.edu.

Institutional processes and regulations incorporate the criteria of sound administration by which the EAPD is governed, such as the Public Policy Statement to Guarantee Equal Employment Opportunities, the Public Policy Statement to Prohibit Sexual Harassment in Employment, the Declaration of Public Policy on the Management of Cases of Domestic Violence in the School of Fine Arts and Design, and the Regulation for the Prevention and Procedure to deal with Complaints of Sexual Harassment, among others. These policies are available as **Exhibit 1.13**.

Aware of its importance, the EAPD keeps reviewing the protocols and regulations as established by local and federal laws. These include but are not limited from ethical principles to institutional regulations such as copyright.

EAPD Institutional Policies regarding the impartial hiring of staff and faculty are grouped in an extensive document that contains an unofficial translation of them. The following is a short summary of each policy and a description of what is contained in **Exhibit 1.13**.

Grievance Procedure Against Unlawful Activities

Describes a procedure to present compliance of corruption of any school officer to the correspondent agencies of the Puerto Rico government. The school is a public institution fully regulated and audited by the government of Puerto Rico. The protocol includes the composition of the EAPD ethical committee and their functions. It also describes ways to communicate the compliance and the confidentiality of the procedures. There is a sample of the form that must be completed by the person who is the complainer.

Domestic Violence Protocol

This protocol describes the activities that are conducted at EAPD to prevent domestic violence and the activities to protect the victims and the personnel that work at EAPD. It establishes an introductory paragraph that describes the protocol and the purpose of it. The legal aspects of the protocol are described, including all the laws that are applicable in the operation.

Concepts definitions and the institutional policy regarding these issues is contained as well. The protocol establishes the responsibility of EAPD in this matter and the procedures by which the school takes care of issues regarding it. The security protocol establishes the security plan that contains all the activities developed to protect the victims and personnel in case of a domestic violence incident. It also includes additional elements developed to protect the rights of the victims and the separability clause of each segment of the protocol is listed on the last page.

Finally, the protocol includes forms that are needed to apply this protocol. The included documents are as follow:

- Confidential agreement
- Initial interview
- Security Plan
- Referral Authorization Form

EAPD Protocol to Comply with Law # 212 Regarding No Discrimination by Gender Policy

This protocol contains the activities conducted at EAPD to comply with regulations established in State Law #212, which establishes that each organization must have in place a protocol to guarantee that no employment discrimination will result because of gender identity. This document was created, approved, and signed by the chancellor in 2013 and remains in operation at this time.

State Law 184 Titled: Public Service Administration of Human Resources Act

This is a very extensive act that includes the regulations in place regarding the institution human resources. The document describes all the laws and regulations regarding human resources. Introduction of the document describes the title of the project and its purpose as well. It also contains articles 1 and 2 regarding the title and the public policy declaration. Article 3 contains the term definitions that are used at the act, while Article 4 describes the way that the human resources activities will be conducted. It also established the policies that will be in place to guarantee that the procedures are conducted as instructed by this act.

Article five describes the individual administrators, the instructions on how the public service human resources will be administered in a legal way and the applicable exclusions. Article 6 includes important key terms such as employment classification, recruitment, and retention, among others.

The development of an advisor committee in public service matters is described on Article 7. This article clearly established the way this committee must be constituted. The payment policy for all employees (retribution) is described on Article 8, which also describes the salaries and payment options including bonuses and all regarding topics in this financial area.

Article 9 describes the employment categories and related elements such as types of employment and changes in classification. Article 10 contains the policies regarding the employment fringe benefits such as licenses, vacation, and other benefits.

The working time or work schedule of each employment is described on Article 11. Article 12 describes the way employees' files are kept in a safe way. This article clearly addresses this issue. Article 13 includes regulations for special employers at the time of the approval of this act.

A separation clause has been included in Article 14 and establishes that the act is valid even if one part of it is declared unconstitutional in a competent court. Article 15 establishes the different acts that have been derogated or amended by this act, while Article 16 establishes the relationship

between this act and other laws that are still in place. The act also contains articles #17,18 and 19 that describe the transitory dispositions, administration of funds and validity respectively.

State Law: Government Ethics Act

This act applies to every single public employee. Due to the nature of EAPD, all employees are subject to these regulations.

Chapter #1

Chapter #1 includes the title of the act and operational definitions for terms that appear on the act.

Chapter #2

In this chapter is created the Government Ethics Office that will oversee the application of this act. This chapter explains with details all the elements that will be developed by this office to guarantee compliance with it.

Chapter #3

Contains the requirements of continuing education courses for all public employees. It establishes as requisites the amount of continuing education credit hours that must be completed to comply with this regulation.

Chapter #4

Contains the ethical regulations for both officers and ex officers in the judicial or legislative branch. In this chapter, the act establishes all the elements that must be conducted by the officials of both branches.

Chapter #5

This chapter establishes that some of the public workers must present financial statements at several levels of their mandates. The act establishes in this chapter who must comply with this regulation and when it needs to be done. It also includes the penalty for noncompliance.

Chapter #6

Describes the regulations that applied to every single person that is nominated by the governor. This chapter clearly states all the requirements that are necessary to comply with the law.

Chapter #7

This chapter contains regulations for the judicial branch of the government. This chapter contains the instructions for conducting investigations that involve these servers. It is also contained in this chapter ways to report violations and crimes against the public interest.

Chapter #8

This chapter includes the financial support, the separation of clauses in case that one of them is declared unconstitutional by a competent court, does not invalidate the rest of the act. It also includes information about other laws that have been derogated or amended by this act and finally includes the validity of the act.

Policy to Compliance with No Discrimination

This document establishes the procedures to follow if anyone feels discriminated against. The first page of the document contains the instructions for the employees regarding the right to work in a safe place. This policy also establishes in Section I the person that should be notified in case of discrimination and in Section II the way or procedure to report an incident. The rest of this section establishes the steps to follow and complete the process.

In Section III, general norms for the implementation of this protocol are described. This section includes important information such as timing and other related elements. After this section, the protocol includes several forms such as:

- Compliance Report Sheet
- Detailed description on how to complete the compliance report sheet.

Protocol and Procedure to Handle Sexual Harassment at Work

This document contains EAPD's procedures to deal with sexual harassment at work. Section I, starts with a brief introduction about why it is important to have this procedure in place. Section II establishes the legal aspects of this protocol and in Section III the protocol presents to whom it is applicable.

In Section IV, the protocol establishes the purpose of this document, followed by Section V, that contains the operational definition of related concepts that are mentioned in the protocol. Section VI explains the institutional policy that applies to this matter and Section VII contains all the necessary information regarding the definition and characterization of the institutional sexual harassment policy.

In Section VIII, the protocols mention some examples of prohibited behavior against this regulation while Section IX establishes the procedure to follow to comply if you feel that you have been sexually harassed. In Section X, the protocol provides reliefs for non-expected situations. In Section XI, the protocol establishes the separation of clauses, that allows for the rest of the clauses to remain valid if one or more is declared unconstitutional by a competent court.

Finally, Section XII establishes the protocols that have been derogated or amended by this one and contains the validity of the protocol followed by the official's authorized signature.

EAPD is a Public Corporation by virtue of Law 225 of the year 2015, all employees and all members of the Board of Directors must comply with diverse government requirements. Main government requires the EAPD to demonstrate compliance in various aspects that lead to ethical conduct, avoidance of conflict of interest and demonstration of fair and impartial practices through all processes. Additional regulations applicable to the EAPD employees are as follows:

Office of Government Ethics (OEG)

Law No. 1 of January 3, 2012, known as the Government Ethics Law, creates the Center for the Development of Ethical Thought (CDEP). Among its legal obligations, the following stand out:

- Design and carry out educational initiatives in matters of ethics, values and comprehensive development for the entire society.
- Provide training that promotes adequate academic and practical training on values, government ethics and the administration of public resources for public employees.
- Offer a training program that aims to study the substantive, procedural and general aspects of this Law.
- Examine the problem of corruption from an interdisciplinary methodology that explains the economic, political and socio-cultural components that constitute it.
- Promote academic research on all aspects related to ethics, including the influence that the ethical factor has on government efforts and its relevance and impact on global relations.
- Disseminate, through its publication, the findings of any academic research on the ethical, public and social process.

The radio and television stations of the Government, operated by the Puerto Rico Corporation for Public Broadcasting, will assign, free of charge, a permanent time slot of at least two (2) hours per month for the broadcast of the programs, projects and initiatives that promote the ethics, values and public policy of the Office. Our Chancellor has participated in a forum that has been set as part of those training sessions.

In addition to the above, designated officials must submit a report annually through the Financial Reports Audit Area (AAIF) of the Office of Government Ethics. Other branches of the OEG are:

- Legal Advice and Litigation Area (AAJL) – To make any query or authorization to the Office
- Investigations and Administrative Prosecution Area (AIPA) – To present a statement on alleged violations of the Organic Law of the Office of Government Ethics.

Office of the Comptroller of Puerto Rico (OCPR)

The Office of the Comptroller of Puerto Rico has the ministerial function of examining all revenues, accounts, and disbursements of the State, its agencies, entities, and municipalities, to determine if they have been made in accordance with the law. This authority was conferred by the Constitution of the Commonwealth of Puerto Rico in its Article III, Section 22, and in Act No. 9 of July 24, 1952, as amended.

The School of Fine Arts and Design of Puerto Rico has duties and responsibilities with the Office of the Comptroller of Puerto Rico as established in Article 11 of its Organic Law: — Cooperation of government agencies. It establishes the following:

The departments, agencies and instrumentalities of the Commonwealth of Puerto Rico and the municipalities will provide the Comptroller with all documents, files and reports that it requests and will give access to the officials and employees of the Comptroller's Office to all its files and documents.

Therefore, all contracts made by our corporation are sent to the Office of the Comptroller of Puerto Rico within 15 days after their signature for publication on their virtual page. Failure to comply with the foregoing exposes the corporation to sanctions and/or fines.

Office of the Women's Procurement (OPM)

Law of the Office of the Ombudsman for Women” Law No. 20 of April 11, 2001, as amended (Contains amendments incorporated by the following laws: Law No. 519 of September 29, 2004 Law No. 173 of September 6, August 2008 Law No. 102 of September 27, 2009 Law No. 124 of August 9, 2010) to create the Office and position of the Ombudsman for Women with investigative, oversight and quasi-judicial powers to implement the declared public policy in this Law; create the Women's Consultative Council; establish the procedure to process claims and complaints; authorize the imposition of administrative fines and compensation for damages and establish penalties; repeal Act No. 57 of May 30, 1973, as amended, which creates the Commission for Women's Affairs, and to transfer its funds, equipment, files and personnel to the New Office.

Law No. 158-2020 also established that "[a]s of July 1, 2021, each agency, body, subdivision, and public corporation of the Government of Puerto Rico shall have the obligation to identify in its budget a specific line item for the compliance with the public policy against violence against women that includes prevention programs, guidance, protection and security for women."

Likewise, it provided that "[t]he Government agencies that receive federal funds aimed at managing situations of violence against women, will have the obligation to announce the availability of funds to submit proposals on or before ninety (90) days after receiving the assignment as a recipient of funds.

In accordance with the foregoing, the EAPD must annually provide training on Domestic Violence, Gender Violence and other related topics. In addition, we annually submit a report known as the Corrective Action Plan to the Office of the Women's Ombudsman. Failure to comply with the foregoing entails sanctions and/or fines established by law.

Office of the General Inspector (OIG)

Law no. 15 of February 28, 2017 is established to declare the public policy on government integrity and efficiency, create the Office of the General Inspector of Puerto Rico; establish its purpose, organization, functions and powers; authorize the transfer of the internal audit offices of the Executive Branch and the public corporations to said Office.

Article 2 of this law establishes that it is the public policy of the Government of Puerto Rico.

- Achieve the highest levels of integrity, honesty, transparency, effectiveness and efficiency in the public service;
- Repudiate and reject any act, conduct or indication of corruption by public officials or employees;

- Point out and prosecute criminally, administratively and civilly those who incur in acts of this nature;
- Establish controls, as well as take action and pertinent measures to detect, prevent and act proactively to avoid corrupt activities in government agencies;
- Discourage embezzlement, improper use, fraud and illegal handling of public funds and property.

The EAPD, committed to the above, renders constant reports as requested by this Office. It also requires continuing education hours for some employees and members of the Board of Directors.

Office of Budget Management (OGP)

Law No. 147 of June 18, 1980, as amended, creates the Office of Management and Budget (OGP).

According to its organic law, the OGP will have the following powers:

(1) Powers related to budget formulation:

- a) Require from the different agencies, public corporations, and political subdivisions of the Government of Puerto Rico, and on the date determined by the Government, the budget requests with the work plans and the corresponding justifications, and all information of a programmatic, fiscal, and managerial nature, proposed expenses, financial and operations statements and any other information that is needed, including the requirements and demands of the different agencies, public corporations and political subdivisions of the Government, the identification in the budget requests of an item for compliance with public policy against violence against women, including prevention, guidance, protection and security programs.
- b) Gather, relate, review, reduce or increase the budget requests of the different state agencies.
- c) Carry out the hearings, document examinations, observations, investigations, inspections or verifications that are considered necessary to carry out said management studies or evaluations.
- d) Hold hearings with the directors of the agencies. “Organic Law of the Office of Management and Budget” [Law No. 147 of June 18, 1980, as amended]
- e) Perform financial, programmatic, managerial, and operational analyzes of all public agencies, including those that operate with their own funds or contributions from the Government of the United States.
- f) Take into consideration and incorporate during the analysis of the budget requests of the agencies, the indications and recommendations contained in the studies and the managerial and operational audit analyzes carried out in the agencies.

- g) Obtain from the Electric Power Authority a list of the annual energy consumption of the different government agencies, broken down by each entity, and submit said information to the Governor as part of the budget exercise.

The EAPD annually presents the budget for the corresponding fiscal year to the OGP, which is responsible for reviewing it and approving it. Throughout the year it is audited and monitored by this office through monthly reports and/or any other additional requirements.

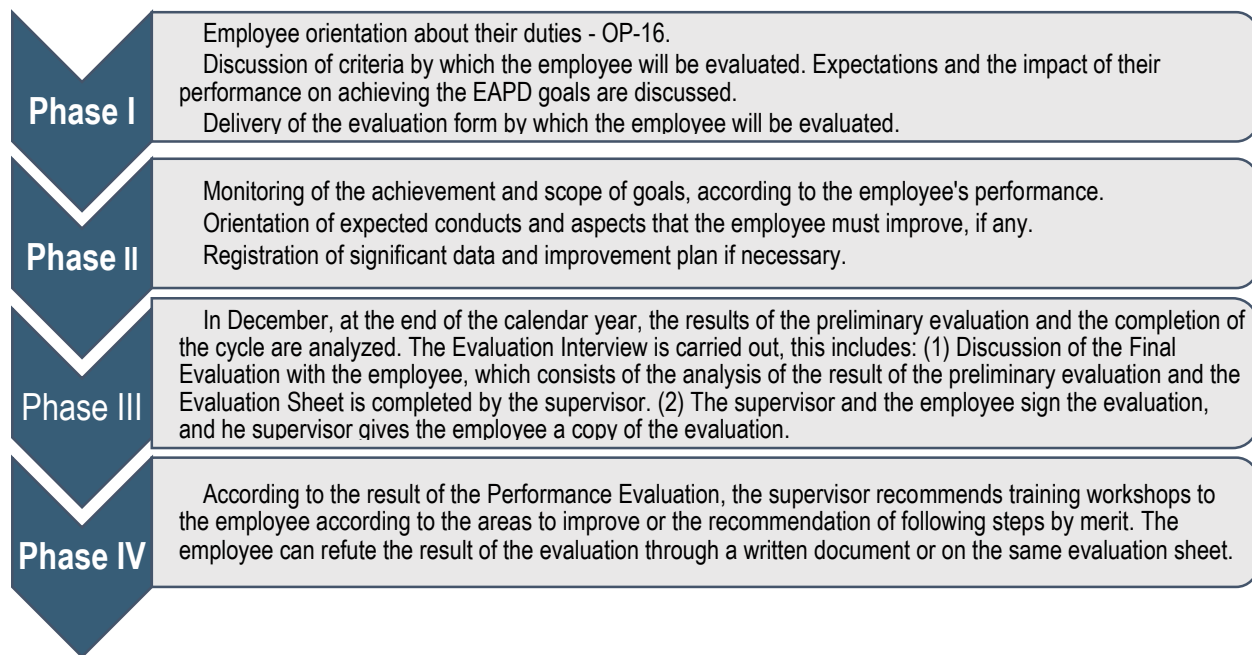
Law 184, of August 3, 2004, as amended, section 6.5(1) indicates that "each agency will be responsible for preparing a biannual or annual plan for the training, qualification and development of its human resources based on a study of needs and program priorities.

For such purposes, the training process developed by the Office of Human Resources and Labor Relations is based on the following parameters:

1. Law number 6 of 2010 – that establishes the training procedure through the Office of Training and Advice on Labor Issues and Human Resources Administration (OATRH). This is the leading agency with advisory, regulatory, oversight and educational faculty in the field of human resource management and labor relations for the public service.
2. Memorandum 7-2011 indicating that any payment for training must be made to OATRH. If an external resource is hired, the EAPD must request a waiver from the OATRH.
3. EAPD Training Plan

On the other hand, the different areas receive their own specialty training. For example, the Financial Aid Office receives constant training from the Puerto Rico Student Financial Aid Administrators Association (PRASFAA) and the National Association of Student Financial Aid Administrators (NASFAA). In the area of Information Systems, the Puerto Rico Innovation and Technology Service (PRITS) Office maintains training for technical personnel. The Accounting area receives training from the Office of the Inspector General, the Department of the Treasury, the Comptroller's Office, the Office of Management and Budget, the Puerto Rico Institute of Statistics, among others, whose relevance is evaluated by the supervisor of each unit. In this way, the EAPD supports initiatives that have a positive impact on the development of its human resources.

EAPD has a Performance Evaluation Process. The Human Resources Performance Evaluation System is a managerial function through which the quality and efficiency of the work performed by employees is analyzed and determined. It is regulated according to the parameters established by the Office of Training and Advice on Labor Affairs and Human Resources Administration (OCALARH). The criteria of productivity, efficiency, order, and discipline, among others, are considered. The Performance Evaluation Process, as shown in the next figure, comprises a one-year period in which the employee is evaluated every six (6) months and consists of four phases:



The Performance Evaluation System process uses four forms: Supervisory Personnel, Non-Supervising Personnel, Temporary Personnel, and Probationary Personnel. The current Teaching Staff Regulations establish in Chapter II, Article XVI, Section 16.1 that the Staff Committee of the Faculty will be composed of the Dean of Academic Affairs, who will chair it, and a member of each department who will be chosen by and among its members. These will follow the procedure established for performance evaluation and will be approved by the Academic and Administrative Council.

The Faculty Personnel Committee of EAPD uses three main instruments to evaluate the faculty: peer evaluation, student evaluation of teacher performance, and administrative evaluation of the teacher. The forms are included as **Exhibit 1.14**.

Peer evaluation is carried out according to the status of the employee:

- Regular instructors, who are those who receive the evaluation every two years from their appointment. After the fourth year, evaluation is carried out every three years. Probationary professors will undergo this evaluation each semester. If his performance is satisfactory, in the third year they are granted the status of regular professor.
- Contract instructors receive the evaluation every six months during the first year they are hired at the Institution. During the second year the evaluation is administered once during the academic year. As of the third year, it may be carried out every two years, at the discretion of the Department Director.

The student evaluation of the regular professor will be carried out once a year and this evaluation of the contracted faculty will be carried out every semester. If a professor has been contracted for more than three years, he will be evaluated once a year, at the discretion of the Department Director. The administrative performance of the faculty, whether regular or contracted, will be

evaluated by the Academic Dean. The results of the evaluation are used to grant permanence, promotions of rank, or sabbatical for the regular faculty, as well as for planning professional development activities for the entire faculty.

The EAPD advertises through its web page. There are no radio or television commercials. The EAPD coordinates visits and open houses in which interested candidates are allowed to visit our facilities and are oriented about admissions requirements and academic offering.

The EAPD has an internal process to communicate and disclose important information. All the communications are sent via institutional official email accounts to students, staff and faculty. There is a link to request an official communication to be sent to a group or all stakeholders named “Comunicaciones EAPD”. Notifications, information regarding employment opportunities and so on is disclosed through this with the approval of the area supervisor and in bulletin boards as well.

There are programs and services to promote affordability and to enable the students to make informed decisions. According to Federal regulations under the Higher Education Opportunity Act of 2008, which requires educational institutions to provide information about financial aid and about the institution itself to prospective students, those enrolled, and the public, EAPD complies with the Student Right-to-Know requirements and its webpage includes information on retention and graduation rates, student financial aid, and campus safety, which can be accessed at <https://www.eap.edu/sobre-la-eapd/estadisticas-institucionales/>.

The EAPD has a Financial Aid Office that is responsible for processing all applications for the different financial aids available according to student financial needs and their eligibility. It is the student's responsibility to follow the necessary steps so that they can process the aid. The Student Consumer Manual is designed with the purpose of providing up-to-date information on the various financial aids available and the eligibility requirements for them; it also includes the policies of the institution to grant aid, and the policies, rules, and regulations that students should know. An unofficial translation of his manual has been included as **Exhibit 1.15**. Translations of other materials provided to the student are included as **Exhibit 1.16**.

In addition, EAPD has an electronic Student Portal, a digital space where the students can access their information from anywhere with Internet access, to be up to date with their financial, academic, and economic aid information. Screenshots of the Student Portal are included as **Exhibit 1.17**.

EAPD publishes and adheres to applicable rules, policies, procedures, and regulations. The institutional stakeholders, including applicants, can make informed decisions regarding academic offering, and funding sources among others. Periodically and in accordance with the identified needs, documents and policies are reviewed, and the process is carried out in a collaborative and transparent manner.

After reviewing applicable criteria to meet Standard II – Ethics and Integrity, the Institution concludes that:

- EAPD is committed to freedom of expression and academic freedom and respects intellectual property rights.

- The different governing bodies ensure an inclusive and respectful environment among the university community, and fair hiring practices.
- The institution also complies with federal and state regulations and requirements of transparency.
- Relevant information, policies and procedures are disclosed in an honest and truthful manner for the community through the institutional web page, students have access to up-to-date information through the Student Portal to make informed decisions.

The EAPD has commitment to demonstrate ethical conduct and operate with a high level of integrity to assure quality services for the community it serves. In addition, all school employees are regulated by state extensive laws which establish the ethical principles in the work area. The institution has always demonstrated compliance with state, federal and accreditation requirements and policies and adhere to them, and represent itself truthfully.

Standard VI – Planning, Resources, and Institutional Improvement

According to the MSCHE’s Standards for Accreditation and Requirements of Affiliation, the Standard VI is defined as follows:

“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.”

Escuela de Artes Plásticas y Diseño de Puerto Rico (EAPD) has sufficient resources and structures to fulfill its mission and goals. As required by the Commission, EAPD recognizes the importance of assessing and planning for the achievement of its mission and vision. This approach to the process of making decisions about critical issues had been carried out through the participation of the university community at all levels.

During the second semester of 2014 - 2015 and the first semester of 2015-2016, EAPD units and members of the university community were actively involved in determining the future of the EAPD. The Strategic Plan 2021-2026 contains the aggregated information from a strategic analysis of Strengths, Weaknesses, Opportunities, and Threats (SWOT). This plan states, from a broader perspective, what the EAPD aims to.



The Institutional Strategic Plan began with a draft that considered the goals and objectives related to the Institutional Mission and Vision. Deans, faculty members, students and the President and the Board of Directors constituted the Planning Committee. The final draft was presented to the

stakeholders through public hearings and by placing a copy of the document in the Francisco Oller Library with the expectation of receiving comments and recommendations. This planning process, based on qualitative and quantitative methods, allowed for input from all stakeholders within the institution and to learn what other needs should be addressed.

The process demonstrated an adequate relation between the Strategic Plan and the annual budget process, due the fact that several requests arose from departments and service offices, all of them linked to the five (5) strategic areas of the Plan, which are: Academic Affairs, Student Affairs, Institutional Quality, Fiscal Strengthening, and Social Commitment related to the Mission and Goals.

The Strategic Plan 2021-2026 aims at the goals of the EAPD by beginning to survey the most significant institutional and environmental needs according to the social, economic and political reality of the moment. Following the rigors of planning, an internal and external SWOT (Strengths, Weaknesses, Opportunities, Opportunities and Threats) analysis was conducted to detect variables that would allow the design of strategies in accordance with academic, financial, enrollment, technological and capital tasks based on the analysis of the internal and external environments. Part of the analysis included the results of evaluations of human resources, facilities, equipment, technology and organizational culture. Please refer to **Exhibit 2.1** for the detailed results of this analysis. The development of the Strategic Plan was closely linked to the budget process. The findings obtained from the consultation of the internal and external environments showed the following aspects:

Strengths:

- Unique national bibliographic collection
- Social and environmental commitment
- Privileged location
- Diverse academic offerings
- Rigorous admission criteria
- High profile of the admitted student
- Receives social recognition from students, faculty and graduates
- Adequacy of classrooms and workshops
- Highly qualified faculty
- Quality of the Learning Resource Center's digital resources
- Use of the CANVAS platform

Weaknesses:

- Need to systematize assessment
- Unstable budget and little community participation
- Lack of space to build new classrooms
- Art gallery currently inoperative
- Failures in accurate communication and process disclosure
- Low participation of constituents in decision making

- Lack of efforts to increase the Endowment Fund and provide continuity to collaborative agreements and alliances
- Absence of alumni association

Opportunities:

- Expanding virtual offerings nationally and internationally
- Implement Marketing and International Affairs Plan
- Institutional website with an overview of faculty credentials and accomplishments
- Curricular revision to strengthen the area of fundamentals
- Art and Design Marketing Creation and Development
- Elaboration of a Faculty Continuous Training Plan
- *Canvas platform* for the institutionalization of General Studies and Image and Movement
- Strengthening remote and distance education and work
- Institutional Marketing Plan
- Reactivating the Design Center

Threats:

- Increased competition by expanding the study options for students at other academic institutions
- Declining enrollment due to pandemic crisis
- Discontent, discouragement and low morale as a result of economic instability and low wages
- Lack of personnel

At the EAPD, the process of developing the Strategic Plan was characterized by the discipline, coordination and systematization of its stages and was framed within the institutional mission and goals, which are described in **Exhibit 2.2**. The Strategic Plan 2021-2026 was approved by the Board of Directors at its regular meeting on September 3, 2021 and is included as **Exhibit 2.3**.

Planning and assessment in the EAPD occur from a broader to a narrow context. While the Strategic Plan guides the future of the institution, the decision making process for the assignment of resources to achieve its goals is the result of need assessment and planning at all levels.

Departmental Planning

The Strategic Plan leads to the drafting of departmental and action plans. Each Department Director or unit defines, together with his or her work team, the goals and objectives necessary to fulfill the institutional mission during the period covered by the Strategic Plan. This departmental planning and review is performed annually. The review is performed annually and involves the faculty in the creation and implementation of the plans, which are eventually integrated into the strategic plan.

Under Title V, emphasis has been placed on strengthening and improving the computer labs and workshops for the Associate Degree in Textile Design program, and over \$100,000 has been allocated for the purchase of furniture and equipment.

Annual Action Plans

The annual action plans are one of the steps in the planning process. Each Dean's Office and Department is responsible for submitting a document to the Planning Office. This describes the strategies and/or activities necessary to meet the objectives outlined in the Departmental Plan. These include cost, person in charge. An evaluation method is integrated to indicate the quantitative and/or qualitative achievement desired per activity by the end of 2025-2026.

Each annual action plan establishes a budget request necessary to achieve its operational objectives. Based on the information provided, the Executive Committee establishes budget priorities to address the different needs and integrate them into the annual budget request. Annual action plans demonstrate effective planning and assessment processes throughout the EAPD.

Annual Departmental Budget Request

The budget process is based on the goals and objectives outlined in the Strategic Plan. The budget presents an estimate of the costs submitted by the different functional units in the Annual Plans necessary to achieve the institutional objectives in accordance with the mission and/or alternatives for obtaining additional resources.

The budget process consists of five stages:

Stage I: Needs assessment by the Executive Committee.

The Executive Committee analyzes the requests from the academic departments and other units in their annual plans.

Stage II: Request

The chancellor submits the request to the Board of Directors for evaluation, recommendation and approval. The Planning Office initiates the budget request to the General Fund through the budget request module of the Office of Management and Budget (OMB). This Office requires from the various government agencies of the Government of Puerto Rico the budget requests with the corresponding work plans and justifications and all information of a programmatic, fiscal, and managerial nature, proposed expenditures, financial and operating statements.

Stage III: Presentation

The chancellor presents the budget to the Treasury Committees of the House and Senate of the Commonwealth of Puerto Rico.

Stage IV: Approval of the final budget by the OMB

Stage V: Distribution of the budget

Budget is assigned to the units and an analysis of the needs is conducted to identify additional resources to meet the objectives (in case the entire budget has not been approved).

For the past few years, the EAPD has been in charge of the budgeting process, indicating the most pressing needs for the development of the institution.

It is important to clarify that since EAPD is a public corporation, its budget has to be requested through the budget request module of the Office of Management and Budget, established by the Government of the Commonwealth of Puerto Rico. Please refer to **Exhibit 2.4** for a print screen of the module and **Exhibit 2.5** for the official template of the budget.

EAPD has managed to demonstrate effective use of its resources and has the fiscal and financial capacity to fulfill its mission and goals. EAPD has implemented an internal control system to assure the appropriate assignment of its resources. The use and allocation of resources is requested, informed and assessed during Academic Council Meetings, Executive Committee Meetings as well as in the Board of Directors Meetings where the Chancellor and the Finance Director provide a detailed report. Those meetings are held on a periodic basis.

Internal Control System

The internal control system includes the policies, processes and procedures adopted by the institution for the management of its financial capacity. The School has policies, processes and procedures in the areas of security, property and equipment control, data processing control, financial aid, purchasing, disbursements, collections, accounts receivable and accounts payable, human resources management, and student and academic affairs.

For more than fifteen years the institution has demonstrated its administrative and fiscal capacity to the Commonwealth of Puerto Rico Treasury Department through its performance in managing its own treasury, allowing a very healthy fiscal autonomy for the Institution. EAPD records all its obligations and makes all its disbursements according to the established policies. EAPD also processes the payroll of all its employees through an external company for payroll processing, and applicable deductions.

As part of the fiscal autonomy, the EAPD implements an internal quality control system that includes policies, processes and procedures for the management of financial and human resources activities and records. This control system applies to all service areas, as well as administrative, academic and student affairs. The Comptroller's Office, the Treasury Department, and the Office of Management and Budget of the Government of Puerto Rico have additional controls through policies, regulations and circular letters that the EAPD has to adhere to and comply with.

Financial and Compliance (Single) Audit

EAPD's financial statements accurately describe assets and liabilities, the results of our operations, and our change in net assets. They also recreate the institution's financial capacity and are the basis for decision-making. We prepare an annual financial statement that includes a

Statement of Condition, Statement of Activities, Statement of Revenues, Expenses and Changes in Fund Balances, and Statement of Net Assets. In addition, we prepare a comparison of actual results versus budget that allows us to analyze the results of operations, which also demonstrate assessment of the effective use of financial resources.

The process of allocating financial resources is very important to operate efficiently and competitively. The efficient allocation of resources contributes to the mission, vision and projections of the EAPD and contributes to sound management. A single audit is performed annually by a firm of external auditors, the most recent of which was performed by Baker Tilly, which identified the use of funds as well as those areas that need special attention by Management. Please refer to EAPD’s Single Audit 2021, labeled as **Exhibit 2.6**. Former audits are included as **Exhibit 2.7**. The external and independent auditors perform a straightforward audit for us and have consistently provided an unqualified opinion with very few comments in the management letter.

Fiscal Condition Indicators

Financial Rates:

- Working Capital - Although not actually a ratio, it is used to measure the overall solvency of an institution.

Source	<u>Current Assets</u>	<u>Current Liabilities</u>	<u>Working Capital</u>	<u>Rating</u>
Single Audit 2020-21	\$ 5,574,060	\$ 294,243	\$ 5,279,817	<u>Acceptable</u>

- Level of Indebtedness - This indicator shows the degree of financial autonomy of the institution, since it relates the amount of debts to be settled to the amount of equity.

Source	Total Liabilities	Total Assets	<u>Rating</u>
Single Audit 2020-21	\$ 5,366,067	\$13,462,238	<u>Excellent</u>

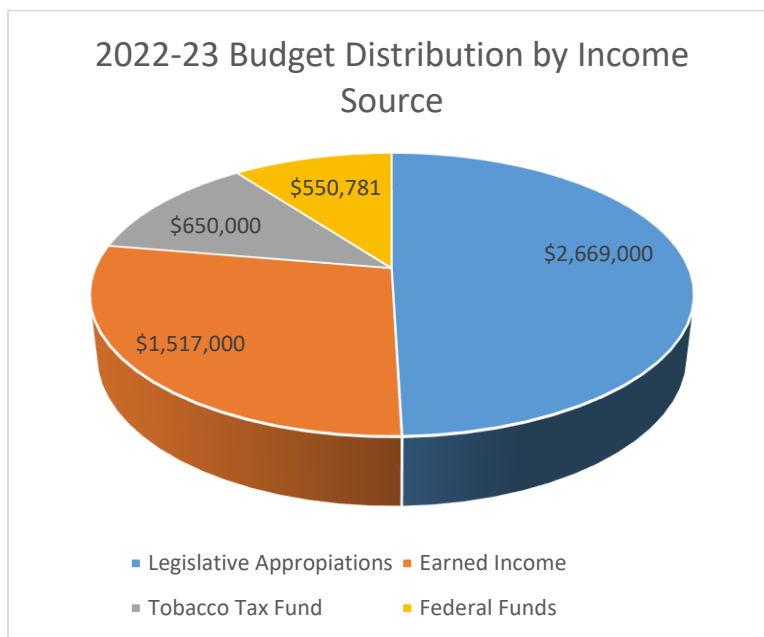
The described indicators demonstrate the financial strength of the institution and its capacity to face economic commitments. Likewise, and in spite of the government's history of commitment in the general fund contributions, the economic strength and stability demonstrated by the EAPD, together with the development of the Endowment Fund, would allow the institution to face any economic need.

Detailed Budget 2022 – 2023

Despite the fiscal crisis facing the country, the amount approved in the institution's budget during the last five fiscal years has increased by 11%.

The Escuela de Artes Plásticas y Diseño de Puerto Rico has a budget of \$5,416,781, divided into \$2,699,000 from the General Fund, \$1,517,000 from its own revenues, \$650,000 from the State Special Fund, and \$550,781 from Federal Funds. The officers in charge of preparing and formulating the Annual Budgets must use the goals and objectives outlined in the Strategic Plan as a basis for budget assignment. This process involves a cost-benefit analysis of activities in order to prioritize the allocation of funds in accordance with available resources.

The budget process incorporates participation of all levels by enabling units and department directors to carry out a budgeting exercise in accordance with current needs and the goals established in the Strategic Plan. The preparation of the budget presents an estimate of the costs necessary to achieve the institutional objectives and, if necessary, establish new strategies for raising external resources.



Year	General Fund	Own Income	Special State Funds	Federal Funds
2022-2023	\$2,699,000	\$1,517,000	\$650,000	\$550,781

On the other hand, the Endowment Fund continues to be a major source of fiscal support for the institution. Created through a \$248,000 allocation from a U.S. Department of Education Proposed Title V ("Hispanic Serving Institutions Program"), conditioned upon the matching of funds, over a five-year period ending September 30, 2005, the Endowment Fund was created to support the School's current and future operations, while maintaining its value at the same time.

The fund was created for the purpose of supporting the current and future operations of the School, while maintaining its value stable, and is supported by contributions and donations from individuals, businesses, corporations and foundations. The approval in 2020 of a new five-year proposal for \$2,869,610 from the Federal Department of Education's Hispanic Serving Institutions Title V Program is focused on improvements to various academic departments, faculty development, and increasing the Endowment Fund by \$1 million through a 1:1 funding match. These resources have made it possible to expand and improve institutional services. Currently, the Endowment Fund has \$2,787,000. Please refer to **Exhibit 2.8 – Endowment Fund Statement** and to **Exhibit 2.9 – Unofficial Translation – Endowment Fund Disbursement Policy** for additional context regarding the Escuela de Artes Plásticas y Diseño de Puerto Rico Endowment Fund.

Starting in 2020, the institution faced new challenges due to the COVID-19 pandemic. The situation caused us to refocus and rethink the way in which the academic offerings were being carried out, when we had to move from residential to virtual courses. In spite of the inconveniences faced in recent years, the institution has been able to reinvent itself in order to maintain quality standards that are in line with its mission and vision.

An example of this process was the restructuring of fees and the staggered increase in the cost per credit from \$90 to \$125 approved by the Board of Directors in 2019, which has become a source of additional income. Currently, the cost per credit is \$125 for regular students. This increase has represented an approximate increase of \$700,000 in the institution's income during the last four years.

Credit Cost Increase Baccalaureate Program

Cost per credit			
August 2019	August 2020	August 2021	August 2022
\$90	\$115.00	\$120.00	\$125.00

On the other hand, the continuation of the \$650,000 annual income from the tobacco tax, together with the approval of a five-year proposal for the Hispanic Serving Institutions Title V Program of the Federal Department of Education for \$2,869,610, have allowed for the expansion and improvement of institutional services.

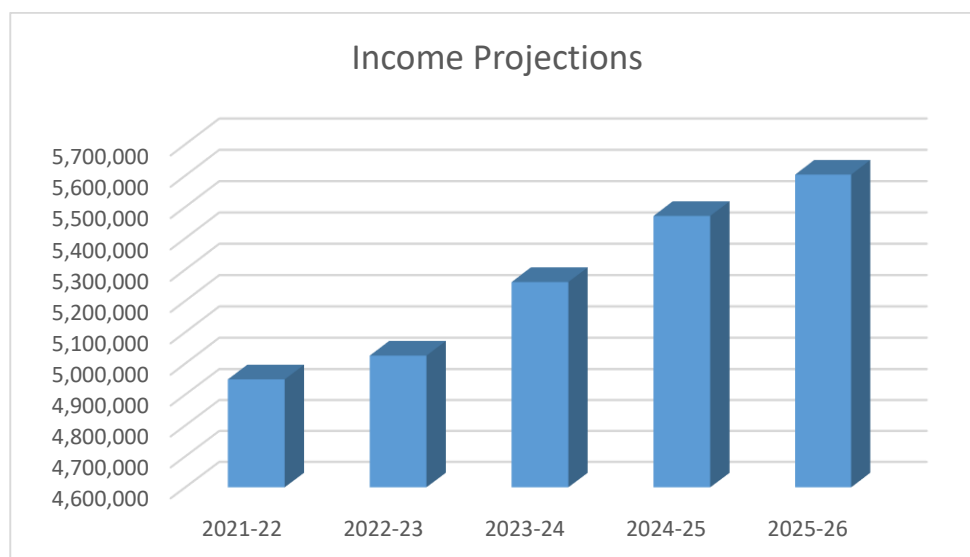
Projected Budget

Description	2021-22	2022-23	2023-24	2024-25	2025-26
Payroll & Related Expenses	2,119,000	2,149,000	2,197,000	2,247,000	2,375,000
Utilities	515,000	540,000	550,000	565,000	375,000
Private Services	504,000	515,000	525,000	550,000	685,000
Prizes, Donations	25,000	30,000	35,000	40,000	75,000
Transportation and Travel Expenses	10,000	15,000	15,000	15,000	20,000

Professional Services	755,000	770,000	785,000	792,000	852,000
Other Expenses	185,000	185,000	196,000	198,000	265,000
Materials	79,000	82,000	87,000	89,000	110,000
Equipment	131,000	143,000	140,000	144,000	310,000
Advertisement	2,000	4,000	5,000	7,000	15,000
Physical Improvement Expenses	624,000	650,000	650,000	650,000	650,000
TOTAL REVENUES	4,949,000	5,083,000	5,185,000	5,297,000	5,732,000

Similarly, the allocation of American Rescue Plan Act (ARPA) funds for the installation of photovoltaic panels will represent a savings of approximately \$200,000 in electrical power consumption. This will generate the availability of funds in the institution's income, thus maintaining a balance between the institution's assets and liabilities.

A new proposal for consideration by the Board of Directors foresees an increase in the cost per credit to \$150 by 2023. This cost per credit will be competitively lower than the rest of the public universities in the island. The possibility of increasing the cost per credit and offering a new graduate studies program could represent an approximate increase of \$750,000 in our revenues. The prospective credit increase will allow us to maintain academic quality with emphasis on MSCHE and NASAD professional accreditation. This option, together with other fundraising strategies, would allow the institution to have sufficient income to meet EAPD's financial needs, thus assuming the pressing needs of the institution and being able to offer the student body a diversity of courses and services necessary for their professional development.



Change and strengthening in the Technological Area

In 2019 the EAPD improved the technological infrastructure by adding antennas for Wireless internet in the facilities and changing to fiber optic service. Over \$500,000 had been invested in

computer equipment, including the acquisition of software and licenses such as the CANVAS Program to offer distance learning courses; *ADOBE Master Collection, Toon Boom, Autodesk Maya, Moodbox, Auto Cad and Fusion 360, Rhino, Protools, and Luxion Keyshot* were acquired to support the Departments of Image and Movement, Graphic Design, Industrial Design, and Fashion Design. Please refer to **Exhibit 2.10 - Technology Plan**.

On the other hand, the Diamond system that holds student data and is used for enrollment was migrated to the cloud, and the student portal module was acquired. This module allows the student access to obtain an unofficial copy of their transcript of credits, updated information on their financial award, and online course selection.

In this way, the administration, faculty and students are provided with modern and efficient technology to meet their needs and keep pace with technological changes. The EAPD is committed to continuously assign resources to maintain and replace hardware, software and operating systems in line with demand and drastic changes in the market.

Physical Facilities

The School of Fine Arts and Design is committed to fulfilling its mission through the effective distribution of its human, financial, technological and physical resources. The distribution of institutional resources has been key in the development of the EAPD. Currently, the School of Fine Arts and Design has two buildings located in the Barrio Ballajá of Old San Juan. Its main building is located in the grounds of the Castillo San Felipe del Morro, known as El Antiguo Manicomio Insular. This building houses the offices of the Chancellor (Information Systems, Economic Assistance, Marketing and Planning), the Dean of Administration (Human Resources, Finance, and Physical Plant), and the workshops of the Painting and Sculpture Departments.

The second building is located on San Sebastian Street and houses the offices of the Dean of Academic Affairs and the Dean of Students Affairs (Admissions, Counseling, Cultural Activities, Registrar's Office), the Learning Resources Center, computer lab, Design Center, and the workshops of Printmaking, Fashion Design, Image and Movement, Graphic Design, Industrial Design, and Art Education.

The Office of Institutional Research, attached to the Office of Planning, conducts a process of evaluation of institutional services through a questionnaire to students and alumni every three years. With the Title V Proposal, in fiscal year 2020-21 the EAPD invested over \$136,000 to furnish the computer and information technology laboratories. Also, through CARES Act funds, we have upgraded technological equipment and Wi-Fi systems in classrooms in both facilities.

Enrollment Increase

The 2020 cohort reflects a slight decrease attributed to the Covid-19 pandemic, for the year 2021 and thanks to various marketing strategies we managed to increase enrollment to 487 students which represents an increase of 17%. A redistribution of space in the Hospital de la Concepción building has allowed for the development of new office space in the Academic and Student Dean's

Offices, and the creation of an additional computer lab, a room for General Studies and the expansion of the Design Center.

In 2023, the enrollment is composed of 485 talented students, of which 100% are Hispanic, 72% are female, 87% are 24 years old or younger, 52% live in the metropolitan area near the institution, 69% are full time students, and about 80% receive federal Pell grants.

As established in our enrollment management plan, the enrollment projection for 2026 would increase to 519 students.

Total enrollment projection

Year	Forecast	95% Lower Bound	95% Upper Bound
2022	482	396.1929	567.8635
2023	500	373.8273	626.6854
2024	529	368.4021	690.5670
2025	517	323.8378	710.3876
2026	519	294.8533	743.4285

Additional Information

Periodic assessment of the effectiveness of student support programs and experiences is conducted on a regular basis. Services such as admissions, financial aid and registrar are assessed by the Institutional Researcher. Organized and systematic assessments to evaluate the extent of student achievement and to improve educational effectiveness are conducted as well.

EAPD supports a culture of student learning assessment. The Academic Program and Student Learning Outcomes Assessment Plan shows alignment between the institutional mission and curricula. The assessment from admission through alumni is an institutional effort and shared responsibility, and the mixed methodology allows depth and breadth in findings. The constant revisions in assessment plan, and the integration of technology to communicate the results are ways to support the decision process for improvements and innovations.

EAPD uses Canvas LMS to share information regarding assessment. Institutional researcher also publishes information on the webpage regarding outcomes such as graduation and teacher certification passing rates.

Assessment on the academic, administrative and student services is conducted and used to determine the future of EAPD. Institutional statistics are compared and revise in order to determine changes.

Faculty can also propose changes to courses and curricula. This process has several phases. Any instructor can propose changes to their representative in the Academic Council. Once announced, the proposed changes are evaluated by the curriculum committee.

As per the Strategic Plan 2022-2026 all programs are to be revised. EAPD is also preparing for its re-accreditation with the National Association of Schools of Art and Design and as part of the reviewing process for the drafting of the Self-Study is assessing curricula.

Full access to Canvas LMS can be provided for the evaluators, once they are assigned. As part of this report, please find attached **Exhibit 3.1** – Assessment on Admissions, enrollment and registration, **Exhibit 3.2** – Student Satisfaction with Services and Physical Facilities, **Exhibit 3.3** – Student Satisfaction with Study Program.

It is important to state that one of the most important evidences of consecutive assessment is the discussion of the information during periodic meetings. Informed decisions are framed in the continuing participation of the stakeholders. Academic Council, Executive Committee and Board of Director Meetings are held on a regular basis to discuss information and determine the policies and procedures to achieve EAPD's goals. Translations of the minutes of those meetings are going to be available to the team according the action plan that describes the translation process. This plan has been included as **Exhibit 3.4**.

Conclusion

Escuela de Artes Plásticas y Diseño de Puerto Rico has managed to comply with the Commission Standards for Accreditation and Requirements of Affiliation. Despite the fact that a Notification of Non-Compliance Action was received, EAPD continuously operates observing ethical practices and assuring the achievement of its mission through sound administration.

Institutional rules and policies guide management and administration. EAPD adheres to ethical and integrity standards truthfully. The institution has qualified administrative teams who support the faculty and academic programs, as well as student activities. EAPD complies with institutional, local, and federal regulations and policies. There is a commitment to academic freedom and creative thinking. EAPD demonstrates fair practices for hiring and grievance procedures.

EAPD adheres to its commitment to train its personnel and staff in the corresponding fields to assure compliance with all applicable regulations. The institution recognizes the importance of well trained professionals at the services of our stakeholders. Policies and procedures will be revised during the academic year 2022-2023. With the support of the accreditation consultant every area will be addressed to assure improvement of services and compliance with the standards.

Renewal and changes that support EAPD's mission, programs and services are based in reasoned processes and actions, planning, and assessment that involves the participation of the constituents. EAPD has acquired equipment, hired personnel, restored the historic buildings, and demonstrated efficient utilization and allocation of fiscal resources to improve its programs and services. The institution has also identified additional strategies to increase its own incomes and strengthen its financial capacity.

Financial planning, allocation of resources and renewal plans will be revised by the new dean of administration in order to assure that EAPD is working toward achieving its mission by informed decision making. Changes in administration will allow the institution to comply with ROA #11.

The Chancellor has conducted several meetings and has provided follow up to verify if several candidates that had been proposed have been evaluated by the Governor's Office to become part of the Board of Directors. Even though many candidates had been proposed, as per the Act that created the EAPD, those board members had to be confirmed by Puerto Rico's Senate. The Chancellor is also conducting additional efforts in order to ask for an amendment of the act to allow a different process in order to confirm the candidates.

As part of this process EAPD also recognizes that even though it demonstrates compliance, there are areas for improvement regarding aspects such as assessment and governance. EAPD has developed action plans and strategies to address those aspects in the near future. EAPD staff are actively developing, assessing and implementing strategies to ensure continuity of compliance, improvement of academic programs and sustainability of institutional operations.