

**Naturopathic Medicine Doctoral Program  
School of Health Sciences  
Universidad del Turabo  
Gurabo, Puerto Rico**



**UNIVERSIDAD DEL TURABO**

**NATUROPATHIC MEDICINE DOCTORAL PROGRAM**

**Self-Study Report Supplement**

**Submitted for the Consideration of the**

**Council on Naturopathic Medical Education CNME**

**December 2014**

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## INTRODUCTION

Universidad del Turabo submits this self-study report supplement for the consideration of the Council on Naturopathic Medical Education (CNME) in response to the June 6, 2014 Council's letter. We are addressing all of the Council requests for additional information or clarification as listed in the Requirements for the Self-Study Report Supplement.

## **SUPPLEMENT FOR POINT #1**

### **APPRAISAL OF CURRENT STATUS AND PLANS AND RECOMMENDATIONS FOR FUTURE DEVELOPMENT FOR EACH ACCREDITATION STANDARD**

#### **CHAPTER 1 MISSION AND OBJECTIVES**

##### *Appraisal of Current Status*

The NMDP has recently (October, 2013) undergone a process of the revision of its mission and objectives. Objectives are now clearly aligned with the Program's mission. Specific program objectives are in place and address the required domains of instruction, research, and service. Our Program now has a clear, concise, and realistic mission statement that identifies what we intend to accomplish and encompasses the educational preparation of naturopathic physicians/doctors.

##### *Plans and Recommendations for Future Development*

Considering that the NMDP Strategic Plan is evaluated and revisited every five years, it is recommended that the mission and objectives should be revised accordingly to respond to the revision of the Plan. Any revision to the Institution's mission and objectives including those realized at the School of Health Sciences will trigger the need to revise the NMDP mission and objectives. Dr. Milva Vega, NMDP Director will be accountable for constituting a committee composed of faculty members, supervisors, and students who will be in charge of revising and updating the Program mission and objectives accordingly.

#### **CHAPTER 2 ORGANIZATION, GOVERNANCE AND ADMINISTRATION**

##### *Appraisal of Current Status*

UT is currently working on the self-study for reaccreditation of the Middle States Association of Colleges and Secondary Schools. The reaccreditation visit is scheduled to be

conducted on campus between the months of March-April 2015. The NMDP recently (2013) reviewed its strategic plan. Based on the revision and results a new plan for the next five years (2013-2018) was developed and it's being implemented.

Being part of a university system offers our program a unique opportunity to receive full administrative support from diverse areas and departments that guide all operations, actions, and development under strict compliance with laws and regulations and institutional values of excellence, respect, equality, and innovation. The NMDP is part of a very strong and reliable academic institution, which has available the necessary infrastructure to ensure quality processes are in place. This guarantees full support at the Program level regarding faculty hiring, development, program resources, and infrastructure among other.

#### *Plans and Recommendations for Future Development*

The self-study process currently ongoing by UT will provide an extraordinary opportunity for the NMDP and the Institution to assess its overall effectiveness; to improve services and policies; measure its effectiveness; examine the effectiveness and efficiency of the proposed physical expansions and will provide relevant information for the community and stakeholders.

In the future all NMDP constituents (faculty, students, and staff) will work along with the Program Director and the Dean in developing innovative strategies to increase the highly-qualified faculty pool for the Program. Also they will work in the identification of new preceptorship and clinical education sites. Both strategies will enhance the program's ability to fulfill its mission and educational objectives.

## CHAPTER 3 FINANCIAL RESOURCES

### *Appraisal of Current Status*

UT supplies each School with the financial resources sufficient assistance to achieve its mission and goals and to foster its development and growth. The fiscal resources allocated to the SHS and the NMDP, provide evidence of Institutional support. The NMDP has proven to have the necessary financial base to meet the Program's commitments based on its current enrollment. The Institution has demonstrated continued compromise with the Program's finances by supporting all faculty, students, and administrator needs. This has enabled the Program to achieve its mission and educational objectives. Given the Program's current enrollment and according to financial forecasts, the program proves to be economically viable for everyday operations and to reach short and long term goals.

### *Plans and Recommendations for Future Development*

The NMDP anticipates and increase in the community interest in the Program. This in turn is expected to increase the Program's annual enrollment and increase the need of financial resources to facilitate faculty hiring and the development of the clinical area. Taking into consideration the full administrative and financial support the Program has received in the past, we do not anticipate any difficulties in having the necessary financial resources available in the near future to facilitate the Program's evolution, expansion, and growth.

The need to integrate more new and advanced instructional technology into courses will increase also the need for technical support staff to provide needed repair and maintenance and for everyday troubleshooting. Careful planning will be performed to make the appropriate and on-time requests for technology and support for the Program. This will be guided by the NMDP Director with the intake of faculty, clinical supervisors, and students.

## CHAPTER 4 PROGRAM FACULTY

### *Appraisal of Current Status*

The naturopathic orientation of the program is guaranteed through the presence of highly experienced and trained ND's who are part of the faculty group either as full-time or as part-time professors. The overall composition and combined experience of our faculty provides assurance of this Program's potential to produce graduates who are capable of integrating naturopathic principles, philosophy, and clinical theory into clinical practice.

UT NMDP faculty holds the required professional qualifications, updated local and professional state licenses, and professional certificates appropriate to their discipline as required facilitating clinical experiences. Faculty members are strategically allocated to academic, clinical, and research courses in accordance to their expertise and qualifications. The qualifications, experiences, and professional preparation of our basic sciences, clinical sciences, and clinic practice faculty are sufficient in depth and content to facilitate the achievement of the Program mission, the programmatic objectives, and the proposed student learning outcomes.

### *Plans and Recommendations for Future Development*

As the Program grows a need to hire additional faculty with an ND degree will be evident. UT is committed to ensuring that the NMDP has an adequate, stable cohort of full-time faculty with primary professional commitments to the Program. A plan is in place to maintain the Program faculty professional development based on students and Institutional needs. Although faculty members possess sufficient skills in instructional and academic methodology and technology, we have identified areas for improvement. Therefore, we have been including training and workshops for the NMDP faculty and administrators in a variety of topics including Blackboard technology, Banner, SEDONA, formative and summative assessment procedures,

electronic grade books, and reasonable accommodations for students with disabilities to name a few.

Recruiting ND faculty from Puerto Rico is limited by the small number of licensed ND providers on the Island. Our Program has been successful in hiring ND professors who are committed to the naturopathic philosophy and treatment protocols in addition to having experience on the matters of teaching. To continue attracting potential candidates, Institutional salaries are assessed regularly based on market. Although salaries are adequate to attract potential faculty, UT is constantly working to improve their salaries and benefits offer to create and maintain a healthy and competitive pool of professionals.

## CHAPTER 5 STUDENT SERVICES

### *Appraisal of Current Status*

Academic services and enrichment activities facilitate student's achievement of the Program mission and the programmatic objectives. UT and the SHS provide student services and activities that reflect the NMDP program mission and objectives, support good student morale, and assist students in the achievement of personal and professional growth.

Student organizations like the Naturopathic Medicine Student Association (*Asociación de Estudiantes de Medicina Naturopática* AEMN for its Spanish name and acronym) empowers leadership roles and create an environment of pride among students. The organization allows students to assume leadership roles, to have a formal means of communicating with the Program, to contribute to student life and well-being, and to participate in community and Institutional service activities. The organization increases student's sense of belonging to their academic Program and to the profession.

Comprehensive services for admissions, orientation, advisement and counseling, financial aid, and student quality of life and wellness are in place and readily available to all of the SHS students as well as the NMDP students. Current resources available to the NMDP students (NMDP Student Handbook, the general UT Student Handbook, the Graduate Programs Catalog, the Report of Delinquencies Incidents by Categories, and the Systemic Evacuation Plan) are sufficient in depth and content for students to be oriented regarding academic and Institutional policies and procedures.

A process to file, manage and record student complains is functional and in place. The NMDP keeps records of complaints filed by the students regarding direct program matters. This matters have included in the past courses planning, courses programming, academic related activities, and clinical practice situations. Conversations regarding these matters have led to consider students point of view and opinions when making improvements at the programmatic level including clinical and courses planning.

#### *Plans and Recommendations for Future Development*

According to some of our students, sometimes a non-timely (well in advance) faculty selection leads to programmatic changes. This in turn could ultimately affect program planning and increases students concerns.

During the last months, especially since Dr. Bou appointment as Dean of the SHS, course programming, timely faculty selection, contracts, and appointments, and communication with students has been a priority. Formal and informal meetings with students have occurred, SHS staff has been particularly appointed to facilitate the student's enrollment processes, and course programming has been carefully monitored and followed for compliance with individual student plans as well as the Program's general academic sequence. Individual situations to facilitate

faculty timely selection and hiring had been directly presented to the vice-chancellor who in turn has given full support to the Dean's office so contracts can be signed on time. We anticipate that with the continued implementation of these measures we in turn will continue to improve our student services, incorporating their suggestions and opinions which in turn will improve overall student satisfaction with the Program services.

## CHAPTER 6 PROGRAM OF STUDY

### *Appraisal of Current Status*

The NMDP program of study has been carefully evaluated and is consistent with our mission and in compliance with CNME standards. The NMDP is a residential full-time four-year academic program, offered in a part of term format in four part of terms during the year; two part of terms from August to December and two from January until May. The program of study includes 278 credits. Clinical education complies with the minimum required by CNME Standard VI (1,200 clock hours of clinical training involving patient contact from which a minimum of 850 hours are required in direct patient care under supervision of our licensed NMDP clinical faculty members). Our program meets the minimum requirement of four academic years and 4,100 hours as required by CNME.

The program of study is competency based. Competencies are based on those established by the Association of Accredited Naturopathic Medical Colleges (AANMC) to include the role of the ND as Medical Expert, Manager, Professional, Health Scholar, and Health Advocate. The program of study is designed from the necessary ground and basic courses up to courses in which the student demonstrate the skills and applies the knowledge acquired. The AANP Principles of Naturopathic Medicine are reflected thorough the entire program of study.

### *Plans and Recommendations for Future Development*

The Program's plan of study recently went through a complete revision of the curricular sequence. This revision included restructuring the academic terms in which all of the Program courses are to be offered and redistributing the amount of credits for students to take each term. In the future we plan to assign new course codes to improve the way Program courses are identified as part of the Program in the University electronic catalog and database system.

Current clinical education designed for the Program provides students with the opportunity to practice in a variety of settings. As the Program continues to grow we recognize the need for more clinical training sites. Actually for the most clinical education settings the faculty-to-student ratio is generally 1:6. In the future and as needed a written affiliation agreement will be in place for each newly-affiliated clinical site. Each of these agreements will clearly state the educational goals for the training and the role of the student clinicians.

The NMDP recognized that the preceptorship opportunities with NDs in the Island are limited as we have a total of nine ND practitioners in PR. For that reason the Program has established collaboration with experienced NDs that have been receiving students from our Program to preceptor with them. As a fairly new profession in Puerto Rico, one limitation is finding sufficient clinical faculty to allow the Program to keep growing. For that a faculty recruitment plan is in place with support from the UT administration. Also in place is the development of a formal list of ND's who can collaborate with the ND Program as preceptors. This will increase the amount of clinical sites where the students can interact and enhance their required skills.

UT also recognizes the need to increase and improve the Program academic and clinical facilities. A brand new SHS building is currently under construction. This construction is

expected to be completed by fall 2015. A complete Naturopathic Medicine Clinic will have its place in the new building. The clinic will be equipped with state of the art equipment, technology, and facilities so patients can receive excellent services and students can have the best possible practice scenario with a variety of patients and conditions. For the new building the NMDP is planning to have a medecinary to provide the most frequent and essentials nutritional supplements, botanicals, homeopathics, and essential oils readily available.

## CHAPTER 7 EVALUATION AND ASSESSMENT

### *Appraisal of Current Status*

The Naturopathic Medicine Doctoral Program (NMDP) Evaluation Plan is in place to guide Program evaluation and assessment processes. The plan has proved to be functional for the evaluation of the different Program dimensions: (1) student's academic and clinical performance; (2) program graduates; (3) overall program outcomes and effectiveness. Each area is aligned with the Program's objectives as well as the Program's mission. Coordinating and overseeing the compliance of the NMDP evaluation process is the responsibility of the Program Director. The Program Director is also responsible for making sure academic and clinical faculty members are oriented regarding the Program's assessment process.

Although student learning assessment has been consistent and well documented, we recognize a need to also focus on the overall program effectiveness assessment. With the direction and guidance of the Vice-chancellor of Assessment, the NMDP has been able to implement the Institutional Program Assessment plan. Through the use of Institutional forms the plan gathers information and evidence that not only focus on student assessment at the classroom or clinical level, but also collects a general picture of Program effectiveness and the alignment of the assessment results to the Program mission, vision, objectives as well as to Institutional goals.

### *Plans and Recommendations for Future Development*

As part of our formative assessment process we plan to incorporate an overall student satisfaction questionnaire. We intend to administer the first instrument by December 2014. Results will serve as a baseline to measure and document changes in student's opinions and feelings about their Program of study and the services provided through it. Results will also guide the Program in making the needed changes for improvement. In this questionnaire we intend to cover every aspect of the Program from academic programming and faculty selection, through clinical placements and general university student services.

The UT NMDP does not have a group of students completing the program of study yet. UT expects the first group of students to complete their degree on December 2015. We expect our Program graduates to take the NPLEX examination Parts I and II so we will be able to report on first-time test takers passing rates before December 2016 as required by CNME Accreditation Standard VII. A detailed process of assessing the Program graduates success is already in place. This portion of the assessment process will begin as soon as the Program has its first group of graduates. Among the indicators that will provide information to assess program graduates professional success are graduate's satisfaction questionnaires, NPLEX passing rates, employer's satisfaction questionnaires, documented graduates leadership roles within the profession, patient's satisfaction questionnaires, graduate's scholarly production, recognitions, or professional associations/presentations, and the NMDP exit interview.

### **CHAPTER 8 CONTINUING MEDICAL EDUCATION**

At this time the NMDP does not offer or sponsor continuing education courses related to naturopathic medicine. For their continued education faculty participates in a variety of

professional and continued education activities available in Puerto Rico and on the mainland. Faculty does so as it is a requirement for maintenance of their medical license.

## CHAPTER 9 LIBRARY AND LEARNING RESOURCES

### *Appraisal of Current Status*

Library services and collections play a crucial role in the support of the Institution's mission for teaching, learning, research, and information literacy. UT counts with a strong library and learning resources infrastructure, which includes among multiple services, excellent organization and administration.

Technology services are mainly administered by the Informatics and Telecommunications Division under the Vice-chancellorship of Information Resources with the collaboration of the SUAGM Central Information and Telecommunications Office.

Current library's collection is adequate and sufficient to meet the Program needs. Current collection includes a total of 108,341 print titles (163,174 volumes), audiovisual materials, and electronic resources. Library holdings, including those in electronic form, are adequate to meet the NMDP mission and educational objectives. Presently, the Naturopathic Medicine book collection has 296 titles and an additional 4,235 titles in supplemental areas such as medical botany, microbiology, bacteria immunology, virology, psychiatry, psychopathology, substance abuse, medicine, pathology, neoplasms, tumors, oncology, and specialties of internal medicine, gynecology and obstetrics, among others.

In addition to the print book collection, UT provides through the Virtual Library a collection of 350 naturopathic medicine related electronic books from EBSCO; 14,966 from World EBook Library; 24,687 from E-Books; 637 Films On Demand, and 3,324 Digital Dissertations. These resources are available to the entire university community 24 hours per day,

seven days per week basis. Additionally, the virtual library has eight (8) databases related to naturopathic medicine disciplines. The Virtual Library provides access to 43,953 electronic books in the areas of alternative medicine, natural medicine, and naturopathic medicine.

#### *Plans and Recommendations for Future Development*

To maintain technological infrastructure up-to-date, especially network communications equipment, servers, software, computers and multimedia equipment, the institution has a multi-year cycle Equipment Replacement Plan. Technology planning is coordinated through the SUAGM Technology Development Plan. The plan guides the university through a three year plan that is used as a basis for technology programs and equipment decisions. The plan includes the implementation of a wireless communications strategy that provides access to information and learning opportunities anytime, anywhere, and the development of a funding strategy to replace faculty and staff computing technology every three years.

To enhance the Program's database collection, we have requested UT to make available the NDAassist, Inc. database. The Program plans to continue increasing the print book collection which is systematically maintained by the Health Sciences librarian, Mrs. María A. Benítez. All recommendations for acquisitions by professors will continue to be coordinated with the Health Sciences librarian.

For the future UT is currently working on improvements to the library and the services provided through it. Some of the areas for future development are: establishing policies and procedures to protect the collection from theft and other types of loss; methods to measure library performance, and the establishment of a library advisory committee to provide advice and feedback on the library.

## CHAPTER 10 RESEARCH AND SCHOLARSHIP

### *Appraisal of Current Status*

The NMDP has an active research committee presided by Dr. Frank Valentín Silva MD, Chairman of the NMDP Research and Scholarship Committee. The research committee is composed of faculty, SHS leadership staff, and students. They meet regularly to discuss research, career advancement opportunities, proposal development, opportunities for collaborative work, and funding among other topics. Meeting acts are kept for each of the committee meetings and proceedings. The committee has proven to be an excellent venue for students and faculty member to gather, share, discuss, and disseminate research ideas and endeavors.

Faculty is constantly engaged in opportunities for research presentations, interdisciplinary collaborations, and on serving as judges and evaluators of research activities within UT and at other higher education institutions. The most recent research presentation of the NMDP was at the First Puerto Rico Cancer Meeting where 3 faculty members and 2 student presented their research work titled *Complementary and Alternative Medicine Therapies in Cancer Patients: The Facts*. The presentation was a huge success attracting interest not only to the topic discussed but also to our NMDP academic offerings. An article from this research work is currently being considered for publication.

### *Plans and Recommendations for Future Development*

As part of a biomedical approach we plan to establish clinical liaisons to conduct research studying the therapeutic and adverse effects of medicinal plants. The main emphasis is to compare and/or integrate conventional medical therapies with naturopathic medical therapies.

The NMDP is currently supporting Dr. Valentín and the NMDP Research Committee in establishing baseline data so that in the near future we can meet the requirements and submit a

research proposal to The National Center for Complementary and Alternative Medicine (NCCAM) from the National Institutes of Health (NIH). Current support for Dr. Valentín and the NMDP Research Committee is directed towards a pilot study in collaboration with University of Puerto Rico (UPR) Medical Science Campus titled *The Cardiovascular effects of Crataegus Oxyacantha on G Protein Coupled Receptors and Nitric Oxide Synthase in Endothelial Cells*. This research will focus on the study of the physiological and molecular level of various plants used in the treatment of chronic conditions and to investigate their mechanism of action.

Data collected will be used as baseline data to request funds from the NCCAM to advance research in this area. Short term results are planned to be shared at various forums: UT Annual Meeting of Researchers, UPR Annual Meeting of Researchers, and Ana G. Méndez University System (AGMUS) Annual Research Symposium. This research activity will also serve to establish links with other laboratories and clinical research facilities. In terms of education it will give a unique opportunity for the NMDP students to participate in research, get a first-hand experience in laboratory learning; develop critical thinking skills, an opportunity to experience literature search and evaluation, of developing a scientific approach to learning, and the possibility of participating in the development of external funding search among other experiences.

## CHAPTER 11 PHYSICAL RESOURCES

### *Appraisal of Current Status*

The Naturopathic Medicine Doctoral Program (NMDP) is currently located within the School of Health Sciences (SHS). The administrative offices of the SHS and those of the NMDP are located in the SHS building which is currently located across from the School of Sciences and Technology.

On campus students and faculty have access to all the latest technology and equipment to facilitate teaching, research, and other responsibilities. Classes for the NMDP are scheduled in classroom space dedicated to the Program located at the NES building in campus.

For clinical purposes a space was rented in SANOS Corporation for the establishment of the UT Naturopathic Clinic. These facilities include: reception for patients, receptionist and dispensary space, rooms for patient examination and treatment, and a conference room. The conference room meets the needs of students, faculty, clinic supervisor, and patients to have a physical space to meet, congregate, and discuss various aspects of the Program's academic, research, and clinical components. Being equipped with anatomical models, clinical reference and computers, the conference room makes a perfect space for team work, patient orientation, and professional discussions. Replaceable material in SANOS Clinic like hand sanitizing liquid, alcohol swaps, tongue depressors, and the container that keep the acupuncture needles is maintained in inventory. Replacements are regularly purchased through the School of Health Sciences (SHS).

SANOS Clinic is a leased temporary facility that has been rented until the SHS building is completed. The lease has an adequate period should the owner wishes to terminate the lease. This period and other conditions are clearly described in the contract. The construction of the new SHS building is well underway. The construction began on November 2013 and it is expected to be completed by fall 2015.

#### *Plans and Recommendations for Future Development*

Although the Institution has current appropriate facilities to offer the NMDP given its actual student enrollment, UT has identified physical space as the primary area in need for improvement. The construction of a new building has been anticipated for years and had already

begun. UT has committed to provide funding for the state of the art equipment in the facility. The NMDP faculty, students, and clinic patients will greatly benefit from the new building construction as new groups of students are admitted and the Program continues to grow.

The new SHS building will have 40,000 square feet of internal space and its being built at a cost of \$11,150,000. It will have 211 parking spaces, 10 classrooms, space for all SHS administrative offices, community health clinics, 10 academic laboratories, and 10 clinical services laboratories including those that will service the NMDP. A total of 1,604 square feet will be dedicated to the NMDP. The footage will be distributed between three medical offices offering services to the community, a multiuse room that would accommodate case discussion sessions, and an apothecary and hydrotherapy facility. The waiting area for the medical offices will be a large atrium shared by all health service providers. Faculty and staff have been directly involved in the planning and the space distribution process for the Program.

## **SUPPLEMENT FOR POINT #2**

### **SUMMARY CHAPTER**

The process of putting together this self-study report has given UT NMDP the opportunity to self-assess and document its strengths and as well as to identify and recognize areas of ample opportunity for growth and development.

Well-documented strengths can be summarized in: (a) the Program's strong commitment to the needs of our communities; (b) Institutional track record of academic excellence; (c) strong academic infrastructure to support the Program academic, clinical, and research objectives; (d) excellent human resources and faculty with a commitment to teach and to facilitate the Program's evolution and growth; (e) outstanding quality assessment processes and continuous improvement; (f) fantastic Institutional documents on policies and procedures that support, guide, and facilitate academic program endeavors; (g) strong, consistent, and outstanding Institutional support for Program operation, growth, and development; (i) active, enthusiast, and passionate student body that actively participate in the Program operation and contribute to its improvement and decision making process; and (j) continued growth and commitment in establishing and maintaining a research agenda among others.

Areas of ample opportunity for growth and development were also identified when in the process of self-assessing our Program history, current status, and projections for the future. These areas were discussed in detail in each of the chapters of the document. These included all programmatic areas from the Program's mission and objectives, program of study and faculty, to physical facilities and library resources.

Considering that the NMDP Strategic Plan is evaluated and revisited every five years, it is recommended that the mission and objectives should be revised accordingly to respond to the

revision of the Plan. Any revision to the Institution's mission and objectives including those realized at the School of Health Sciences will trigger the need to revise the NMDP mission and objectives.

Innovative strategies to increase the highly qualified faculty pool for the Program and the identification of new preceptorship and clinical education sites are being developed. As the Program grows a need to hire additional faculty with an ND degree will be evident. This will enhance the program's ability to fulfill its mission and educational objectives. This in consequence will increase need of financial resources to facilitate faculty hiring and the development of the clinical area. To continue attracting potential candidates, Institutional salaries are assessed regularly based on market. Faculty development is a priority. Faculty will be encouraged to keep up-to-date with the latest in education strategies and technology. Training and workshops for the NMDP faculty and administrators have been in place and will continue to occur on an on-going basis.

NMDP students have identified communication, program planning, and timely faculty selection processes as areas in need of improvement. As a result and in order to adequately respond to students concerns, course programming, timely faculty selection, contracts, and appointments, and communication with students has been a priority. Formal and informal meetings with students have occurred, SHS staff has been particularly appointed to facilitate the student's enrollment processes, and course programming has been carefully monitored and followed for compliance with individual student plans as well as the Program's general academic sequence.

The Program's curricular sequence has been recently revised and updated. For the future we plan to assign new course codes to improve the way NMDP courses are identified within the

University electronic catalog and database system. To enhance the Program's database collection as well as to support curricular activities, we have requested UT to make available the NDAssist, Inc. database. The Program plans to continue increasing the print book collection which is systematically maintained by the Health Sciences librarian.

Research activities and plans are already being supported to enhance our Program curriculum and students learning process. The NMDP is currently supporting Dr. Valentín and the NMDP Research Committee in their long-term plans to submit a research proposal to The National Center for Complementary and Alternative Medicine (NCCAM). Current support for Dr. Valentín and the NMDP Research Committee is directed towards a pilot study in collaboration with University of Puerto Rico (UPR) Medical Science Campus titled *The Cardiovascular effects of Crataegus Oxyacantha on G Protein Coupled Receptors and Nitric Oxide Synthase in Endothelial Cells*.

Data collected will be used as baseline data to request funds from the NCCAM, dissemination, to establish links with other laboratories and clinical research facilities, for students to have a unique opportunity to participate in research, experience laboratory learning; develop critical thinking skills, experience literature search and evaluation, develop a scientific approach to learning, and participating in the development of external funding proposals.

As the Program continues to grow we recognize the need for more clinical training sites. The NMDP recognized that the preceptorship opportunities with NDs in the Island are limited as we have a total of nine ND practitioners in PR. For that reason the Program will continue to establish collaboration with experienced NDs to preceptor with them.

To improve and document the NMDP overall performance and to guide the Program in making the changes needed, a formative assessment will include in the future an overall student

satisfaction questionnaire. We intend to administer the first instrument by December 2014. Results will serve as a baseline to measure and document changes in student's opinions and feelings about their Program of study and the services provided through it. As we approach to have our first Program graduates (planned for December 2015) we have a plan in place to begin documenting NPLEX examination Parts I and II first-time test takers passing rates. We anticipate having this information available before December 2016.

UT recognizes the need to increase and improve the Program academic and clinical facilities. For that a brand new SHS building is currently under construction. This construction is expected to be completed by fall 2015. In the new building a complete Naturopathic Medicine Clinic with a medicinary will have its place. For the new building UT has committed to provide funding for the state of the art equipment in the facility.

The new SHS building will have 40,000 square feet of internal space and its being built at a cost of \$11,150,000. A total of 1,604 square feet will be dedicated to the NMDP. The footage will be distributed between three medical offices offering services to the community, a multiuse room that would accommodate case discussion sessions, and an apothecary and hydrotherapy facility. Also for the future UT is currently working on improvements to the library and the services provided through it. Some of the areas for future development are: establishing policies and procedures to protect the collection from theft and other types of loss; methods to measure library performance, and the establishment of a library advisory committee to provide advice and feedback on the library.

### **SUPPLEMENT FOR POINT #3**

#### **DETAILED INFORMATION ON DR. MILVA VEGA’S**

#### **ROLES AND RESPONSIBILITIES**

Duties, roles, and responsibilities of Dr. Milva Vega as the UT NMDP Director are:

1. Plan, administer, establish, and evaluate the NMDP academic program in collaboration with the Dean of the School of Health Sciences.
2. Recommend the recruitment and selection of the new faculty.
3. Coordinate and participate in the recruitment, admission, retention, enrollment, and graduation process of the students in collaboration with the Dean.
4. Coordinate and represent the Program in guidance academic activities, counseling, and community activities.
5. Evaluate and recommend requests for grade changes or assignments, validation and substitution of courses. Submit request to the Dean for approval.
6. Develop the Program and its faculty in the clinic and academic research, external funds, academic rules, curriculum, students exchange, faculty, and internationalization.
7. Develop exhibitions and professional publications and participate in conferences and dialogues and also in professional organizations in Puerto Rico.
8. Monitor the student’s compliance with the academic duties related to the Program.
9. Identify and request purchase of materials and equipment for the clinic and academic component of the Program.
10. Maintain control of the use of materials and equipment belonging to the Program and to manage their inventory.

11. Participate in inter-institutional committees, faculty conventions, and faculty's systemic meetings.
12. Develop and serve as liaison between the ND students' organizations.
13. Begin and maintain the process of accreditation of the Council on Naturopathic Medical Education (CNME).
14. Develop work plans and yearly reports.
15. Participate directly with the SHS administration in the identification of staff, physical space, equipment, and necessary budget to comply with the NMDP strategic plan and academic objectives.
16. Collaborate in the fulfilling of the Program student's activities.
17. Plan and submit the courses program, the classrooms distribution, the information contained in the courses catalogue, list of books needed, audiovisual material, and other information, as requested.
18. Recommend a professional development plan for the Program's faculty as required.
19. Participate in the School's Directive Committee and other SHS committees as appointed.

Dr. Vega is engaged in all of the Program aspects; from administration and planning to evaluation, growth, and development. Dr. Vega is directly involved in (1) the preparation of the NMDP annual work plan and annual accomplishments report; (2) the preparation of budget requests to fulfill the Program's work plan and strategic plan; academic and clinical planning; (3) developing and revising Program policies (academic, clinical, and research); (4) maintaining student records regarding complaints and resolutions; (5) overseeing the Program implementation and the Program evaluation; (6) facilitating faculty development including research and clinical endeavors; (7) leading the academic component of the Program including

course programming, curricular revisions, and the Program's evaluations; (8) collaborating on student selection, recruitment, and retention; (9) coordinating and leading the processes related to curricular revision and strategic planning; (10) leading all activities related to obtaining candidacy, final accreditation, and the maintenance of the CNME accreditation standards; (11) collaborating with the NMDP clinical coordinator to ensure integration between the academic and clinical components of the Program; (12) overseeing the Program's clinical component; and (13) recommending and supervising faculty.

The NMDP Director responsibilities have direct impact in the Program's everyday operation and management. The Program Director is responsible for the Program's growth, accreditation, and future development. In order to accomplish these, the Program Director communicates regularly with faculty and preceptors and conducts faculty meetings a minimum of two times per semester. The Program Director also attends meetings cited by the SHS Dean which are usually held monthly. The NMDP Director also takes an active role in the development of the SHS strategic plan. The SHS and UT grant the Program Director with sufficient autonomy and authority so that everyday operations can be successfully completed at the program level.

Dr. Vega devotes one morning a week and the weekends to her private practice as an ND. Dr. Vega annual (2014) teaching load broken by semester for both didactic and clinical courses is detailed in the following table.

<b>SEMESTER</b>	<b>COURSE(S)</b>	<b>CREDITS</b>	<b>DIDACTIC</b>	<b>CLINICAL</b>
2014-02 January-May 2014	NPCL 810	2		X
	NPCL 824	2		X
	NPCL 826	2		X
	<b>TOTAL CREDITS 6</b>		<b>0</b>	<b>3</b>
2014-03 Summer 2014	NPCL 812	2		X
	<b>TOTAL CREDITS 2</b>		<b>0</b>	<b>1</b>
2015-01 August-December 2014	NPCL 830	2		X
	NPCL 800	2		X
	PHMD 700	1	X	
	NPCL 804	2		X
	NPCL 832	2		X
	<b>TOTAL CREDITS 9</b>		<b>1</b>	<b>4</b>

**SUPPLEMENT FOR POINT #4**

**DETAILED INFORMATION ON DR. XAYMARA CRUZ UT-NMDP CLINICAL  
COORDINATOR**

Dr. Xaymara Cruz, ND is the UT NMDP Clinical Coordinator. Dr. Cruz was first appointed to her position in a part-time basis on August 2011. She was appointed on a full time basis in August 2013. Following is Dr. Cruz resume.

## Xaymara Cruz, ND

Rubicon 202 Rio Piedras Heights SJ, PR 00926

### Contact

Tel : 939-270-6878

e-mail : drcruznd@gmail.com

### Profile

**Objective** Seeking a challenging position within the SUAGM Naturopathic Medical School program where I can apply my knowledge and skills in order to achieve the goals and objectives of this institution and at the same time obtain professional growth.

### Key Skills

Proficient or familiar with a vast array of western and eastern medical therapies and techniques, including:

**Homeopathy**

**Acupuncture**  
and other TCM therapies

**Bodywork**

**Counseling**  
nutritional, behavioral

### Education

**2004 to 2010** **Doctor of Naturopathic Medicine (\*NPLEX Board Certified)**  
UB College of Naturopathic Medicine and Acupuncture Institute, Bridgeport, CT

**1999 to 2004** **Bachelor in General Sciences**  
University of Puerto Rico – Rio Piedras Campus, San Juan, PR

### Work Experience

**Naturopathic Medical Program, UT**  
**Clinical Affairs Coordinator** **Present**  
✓ Responsible for coordinating clinical educational component of the UT Naturopathic Medical Program and Lecturer.

**Doctor of Naturopathic Medicine, Puerto Nuevo, PR** **Present**  
✓ Private medical practice

**Park City Primary Care Center, Bridgeport, CT** **2006-2008**  
✓ Naturopathic medical care for low income community clinic, as a 3<sup>rd</sup> and 4<sup>th</sup> year medical student

**Chemical Abuse Services Agency Inc., Bridgeport, CT** **2006-2008**  
✓ Naturopathic medical care, nutrition advice, NADA protocol and general support care to patients admitted in a substance abuse residential program. Exposed to a great variety of physical and mental conditions.

**Healthcare Subrogation Group, Shelton, CT**  
**Medical Reviewer** **2008-2011**  
✓ Reviewed medical records in order to justify treatments for private insurance companies vs. worker's comp cases.

**Gilead Community Services-SCAP, Clinton, CT**  
**Residential Support Worker** **2007-2008**  
✓ Provided case management, conducted group sessions and general support care in all areas of daily living for adults suffering with mental illness (8 living in the center and 20 in the community).

**Sabita Holistic Center, Southport, CT**  
**Front Desk/Assistant** **2006-2007**  
✓ General customer service, appointments, "book keeping", marketing and activity coordinator.

**Altamira Family Practice, Guaynabo, PR**  
**Clinical Research Assistant** **2002-2004**  
✓ Randomization and follow up for Federal Clinical Research study SELECT: Prevention of Prostate Cancer with Vitamin W and Selenium. Responsible to coordinate follow ups in/out office (group) visits and telephone contacts for 520 participants. Keeping inventory of Study's supplements. Processing participants: History taking, vials and chart preparation and data entry.

### Languages

**Spanish (native)**

**English (fluent)**

*\*References available upon request\**

Dr. Cruz devotes Saturdays to her private practice as an ND. Dr. Cruz annual (2014) teaching load broken by semester for both didactic and clinical courses is detailed in the following table.

SEMESTER	COURSE(S)	CREDITS	DIDACTIC	CLINICAL
2014-02 January-March* 2014  <i>*From March to May 2014 Dr. Cruz had full academic download and devoted her time to clinical coordination only.</i>	NPCL 785	2		X
	NPCL 808	2		X
	NPCL 808	2		X
	NPCL 810	2		X
	NPCL 770	1		X
	NPCL 824	2		X
	NPCL 824	2		X
	NPCL 824	2		X
	NPCS 705	2	X	
	<b>TOTAL CREDITS 17</b>			<b>1</b>
2014-03 Summer 2014	<i>Dr. Cruz had no academic load during this term.</i>			
2015-01 August-December 2014	NPCL 818	2		X
	NPCL 818	2		X
	NPCL 816	2		X
	NPCS 701	2	X	
	NPCL 822	2		X
	NPCL 822	2		X
	<b>TOTAL CREDITS 12</b>			<b>1</b>

## SUPPLEMENT FOR POINT #5

### DETAILED INFORMATION ON TYPES OF DISTANCE/ONLINE TECHNOLOGY AND HOW IS THIS TECHNOLOGY USED FOR THE NMDP

During the past 6 months UT began using a new platform for "Web Conferences" called ZOOM. The website of the developers of it is <http://zoom.us/>. The Naturopathic Medicine Doctoral Program (NMDP) has taken full advantage of the use of this platform adding it to the traditional use of other methodologies like Skype and WebEx.

Universidad del Turabo (UT) web site for the platform is: <http://utwebcon.zoom.us>.



The platform and the web site are fully functional. In the near future IT personnel will be working to add some graphics to the page to provide a better visual projection for visitors. To use this web site (<http://utwebcon.zoom.us>) associates, administrative personnel, and faculty register using their SUAGM credentials.

The platform is currently contracted with the ability to allow 25 concurrent connections to a virtual classroom (Web Conference Room) and also have up to 20 concurrent virtual

classrooms. It is designed for use on personal computers or laptops with Windows or Mac operating systems; also "Smart phones" or "Tablets" with Windows, Android or IOS operating systems. Finally a traditional phone ("Non-Smart") can allow users to connect to the "Web Conference" with the ability to listen and speak.

The ZOOM platform allows you to share the image of the camera, sharing the screen of your device, share the use of any application on your device, transfer control of your device to another participant, transfer the host role of "Web Conference" to another participant and provides for scheduling "web Conference" and send "meeting requests" to prospective participants. It is recommended that the device be used for participants includes at least a screen, a microphone, speakers, and a camera (optional).

The availability of this technology has allowed the UT NMDP to hire highly qualified ND professionals who can deliver lectures to our students from distant places. Students meet all together in the classroom and simultaneously receive the course through the use of technology. The professor has a complete view of the classroom, can track participation, and can foster interaction among students. Then UT arranges and pays for the professors to come to campus and meet with students in person during a specific time of the academic term. The use and availability of this technology has allowed our residential program to integrate the notion and awareness of the profession outside Puerto Rico by diminishing the barriers usually imposed by distance.

**SUPPLEMENT FOR POINT #6**  
**DETAILED INFORMATION ON HOW THE CLINICAL EDUCATION**  
**COMPONENT IS ORGANIZED**

Secondary level students complete 6 shifts/courses (12 credits) during the first 3 terms of their 3<sup>rd</sup> year (NPCL 800, 802, 804, 806, 808, 810), at the rate of 2 shifts per week/term. Promotion to student clinician (primary level student) during the 4<sup>th</sup> term of the 3<sup>rd</sup> year is granted after completing the following requisites:

- A minimum of 280 clinic hours, completed at the main clinic or the approved satellite clinics (currently distributed within our main clinic in SANOS, PITIRRE (satellite) and new satellite additions (beginning August 2014):
  - Female detox and residential sober living site (extension of *Iniciativa Comunitaria* Organization).
  - Male detox site (*Iniciativa Comunitaria* organization).
  - SANOS organization substance abuse and mental health services (Buprenorphine program).
- Satisfactory (as defined by the midterm and final evaluation forms) evaluations by all supervisors under which the student performed under, evidenced by a pass grade for all secondary level shifts (NPCL 800, 802, 804, 806, 808, 810).
- Completed secondary level competencies handbook. This serves as evidence for competency in basic medical patient interaction, case taking, management, and ethics.
- Minimum total of a 100 patient contacts.
- Pass grade in clinic promotion test/evaluation.

Primary level student completes 12 shifts/courses (24 credits) starting on 4<sup>th</sup> term of the 3<sup>rd</sup> year through the 4<sup>th</sup> and final term of their 4<sup>th</sup> year, at the rate of 2-3 shifts per week/term (NPCL 812, 814, 816, 818, 820, 822, 824, 826, 828, 830, 832, 834). Students need to:

- Complete a minimum of 630 clinic hours at the main clinic or the approved satellite clinics (currently distributed within our main clinic in SANOS, PITIRRE (satellite) and new satellite additions (beginning August 2014):
  - Female detox and residential sober living site (extension of *Iniciativa Comunitaria* Organization)
  - Male detox site (*Iniciativa Comunitaria* organization)
  - SANOS organization Substance abuse and mental health services (buprenorphine program).
- Satisfactory (as defined by the midterm and final evaluation forms) evaluations by all supervisors under which the student performed under, evidenced by a pass grade for all primary level shifts (NPCL 812, 814, 816, 818, 820, 822, 824, 826, 828, 830, 832, 834). Each term the student is expected to show improvement and comply with expectations for a primary level student. Increasing expectations are described as follows:

<b>TERM</b>	Term 1	Term 2	Term 3	Term 4	Term 5
<b>ACADEMIC TERM</b>	4th term	1 <sup>st</sup> term	2 <sup>nd</sup> term	3 <sup>rd</sup> term	4 <sup>th</sup> term
<b>YEAR</b>	3rd year	4 <sup>th</sup> year	4 <sup>th</sup> year	4 <sup>th</sup> year	4 <sup>th</sup> year
<b>COURSES</b>	NPCL 812-814	NPCL 816-818-820	NPCL 822-824-826	NPCL 828-830-832	NPCL 834
<b>EXPECTATIONS</b>	Transition and orientation, support as needed by supervisor	Student must demonstrate to perform at or over 25% autonomy capacity, evidenced by supervisors evaluations	Student must demonstrate to perform at or over 50% autonomy capacity, evidenced by supervisors evaluations	Student must demonstrate to perform at or over 75% autonomy capacity, evidenced by supervisors evaluations	Student will have the opportunity to participate in research projects. Student must demonstrate to perform at a 100% capacity, evidenced by supervisors evaluations and any additional report or recommendation for graduation

- Completed primary level competencies handbook. This serves as evidence for competency in basic medical patient interaction, case taking, management, and ethics.
- Performed effectively in five (5) grand round case presentations/discussions.
- A minimum total of a 225 patient contacts.

Clinical Field Observation/Preceptorships

Clinical Field Observation/Preceptorships are satisfied through 180 hours of observation with licensed health professionals (ND, MD, DO, DC, DPM, OMD, L.Ac.). Divided in 3 cumulative courses: NPCL 770 (60 hrs/2cr), NPCL 780 (60 hrs/2cr), and NPCL 790 (60 hrs/2cr).

A minimum of 90 hours must be completed with an ND practitioner, with a minimum of 20 hours and a maximum of 50 hours per professional (ND or non ND).

Students can start their observation/preceptorship experience during summer term after completing the 2nd year, once approved clinic entry exam (offered as final exam to NPCL 785 Clinical Rotation II under “other rotations-clinic entry”). Completion of 180 must be achieved by graduation. Students need to have a **minimum of 125 patient contacts** under the 180 total hours in observations/ preceptorships.

So far students **have not satisfied any portion of the 1200 hour by practicing at clinics operated by private ND practitioners.** Private offices mentioned as clinical affiliations are used for observations/preceptorship affiliations

Detailed amount of clinical hours required by out NMDP and the courses under which they are completed described in the following table:

ROTATIONS	CLINICAL HOURS	Clarifications/ corrections
Other Rotations – Clinic entry level (NPCL 775-36 hours, NPCL 785-36 hours)	72	72
Clinical Secondary Shift (NPCL 800, NPCL 802, NPCL 804, NPCL 806, NPCL 808 & NPCL 810-50 hours each)	300 (offered)	(280 minimum accepted)
Clinical Primary Shift (NPCL 812, NPCL 814, NPCL 816, NPCL 818, NPCL 820, NPCL 822, NPCL 824, NPCL 826, NPCL 828, NPCL 830, NPCL 832-50 hours each & NPCL 834-100 hours)	650 (offered)	(630 minimum accepted)
Other Rotations (NPCL 765-24 hours, NPCL 795-12 hours)	36	36
Clinical Field Observation/Preceptorships (NPCL 770, NPCL 780 & NPCL 790-60 hours each)	180	180 minimum
Grand rounds	64	56 minimum
Community service	30	30 minimum
<b>Total</b>	<b>1,332</b>	<b>1,304*</b>

Total 930  
\*minimum required

These hours occur throughout the clinical component of the program

\*The total of 1,304 hours was calculated using the 930 minimum hours required when adding the Clinical Primary and Secondary Shifts.

The **minimum required number of patient interactions** established by UT that clinical interns must achieve, both in a primary and secondary capacity are detailed in the following table:

<b>SHIFT OR OBSERVATION/PRECEPTORSHIPS</b>	<b>TOTAL OF REQUIRED PATIENT INTERACTIONS</b>
Clinical Secondary Shift	100
Clinical Primary Shift	225
Observations/Preceptorships	125
<b>TOTAL REQUIRED PATIENT INTERACTIONS FOR UT NMDP STUDENTS</b>	<b>450</b>

## **SUPPLEMENT FOR POINT #7**

### **DETAILED INFORMATION ON EXACTLY WHAT PERCENTAGE OF BOARD MEMBERS HAVE AN EMPLOYMENT OR CONTRACTUAL ARRANGEMENT WITH THE UNIVERSITY**

There are 13 board members, of which 7 have employment or contractual arrangements with SUAGM, as follows:

- 1 director is the president and CEO of the corporation
- 1 director is the executive vice president
- 1 director has an annual contract for providing additional external legal advice, in addition to the official external legal advisor (there is no in-house counsel).
- 1 director has a professional services contract, expiring 7-31-2014 for professional advice in health and medical projects for the institutions
- 1 director is owner of a corporation which has a 3 year contract, expiring 7-3-2016, to provide evaluation and consulting services for several academic projects
- 1 director is the president and CEO of SUAGM's public relations and advertising agency
- 1 is owner of a corporation providing medical health services under 2 contracts expiring on 7-31-2014.

**SUPPLEMENT FOR POINT #8**

**A CONCISE STRATEGIC/LONG-RANGE PLAN INCLUDING ENROLLMENT PROJECTIONS, NMDP GROWTH EXPECTATIONS, AND ALLOCATION OF FINANCIAL RESOURCES**

*Strategic Long-Range Plan*

The NMDP develops a strategic plan aligned with the Institution and the School of Health Sciences (SHS) mission, vision, and goals. The NMDP strategic plan has seven focus areas:

1. Students (admissions, current students, alumni)
2. Faculty (development, recruitment)
3. Research (research, external funding)
4. Clinical Component (internships, externships, service delivery)
5. Community Impact (community service)
6. Program Administration (governance, accreditation)
7. Curriculum (courses, syllabi, literature resources)

For each of this areas specific measurable indicators of success are in place. Strategies to accomplish each expected outcome are clearly stated in the Plan. Each area has one or more expected outcomes. Each Focus area is revised at the end of each academic year. Strengths, limitations, opportunities, and new outcomes are identified and developed accordingly if needed. The whole Strategic Plan is revised every five years (current strategic plan period is 2013-2018). Program focus areas are modified or changed as needed to respond to the Program's needs and stage of development.

<b>NMDP STRATEGIC PLAN 2013-2018</b>		
<b>FOCUS AREA 1 STUDENTS (ADMISSIONS, CURRENT STUDENTS, ALUMNI)</b>		
<i>Issue: A rigorous and consistent admission process is the basis for selecting highly qualified candidates for the program. A climate of trust and professionalism is essential during student academic life. Program graduates are the product of the Program’s academic and clinical delivery. Their excellence is key for the public trust in our Program capacities.</i>		
<b>OUTCOME</b>	<b>INDICATOR(S) OF SUCCESS</b>	<b>TIME FRAME</b>
The Program’s admission process will be conducted at the School of Health Sciences (SHS) following the academic norms and regulations established by UT.	Steps followed during the admissions process, student’s documents and files completed at the SHS, reports to the UT admission office.	March-April 2014 March-April 2015 March-April 2016 March-April 2017 March-April 2018
Initiate a program option for Advance Standing Students.	Program admission in to the NMDP of MD’s, DC’s, and OM’s.	August of 2016
The UT NMDP will achieve an NPLEX passing rate of 80%.	NPLEX reports	By 2018
<b>FOCUS AREA 2 FACULTY (DEVELOPMENT, RECRUITMENT)</b>		
<i>Issue: Aligned with Ana G. Mendez University System Vision 2020 document, the NMDP faculty members will pursuit the highest competencies on their specialty areas.</i>		
<b>OUTCOME</b>	<b>INDICATOR(S) OF SUCCESS</b>	<b>TIME FRAME</b>
To establish a mentoring program for students.	Student’s responses to the program, files which include the activities, action plans, participation of the faculty and students in the mentoring academic program, not only for remediation purposes but also for professional planning, information seeking and other professional and personal issues.	On May of each of the plan’s year the NMDP Program will evaluate its achievements in this area measured by an increase in the amount of academic mentoring sessions.

The NMDP Program will have a total of three (3) ND’s full-time faculty members.	Faculty recruited according to institutional policies and procedures.	May 2016
A part-time faculty pool will be established for the Program.	New part-time faculty certified and recruited accordingly to institutional policies and procedures and program needs.	May 2015
<b>FOCUS AREA 3 RESEARCH (RESEARCH, EXTERNAL FUNDING)</b>		
<i>Issue: The research program of the NMDP has not been active as previously planned. There is a need to initiate at least one research and develop peer reviewed publications.</i>		
<b>OUTCOME</b>	<b>INDICATOR(S) OF SUCCESS</b>	<b>TIME FRAME</b>
Increase the amount attendance of students and ND’s faculty to the annual AANP convention.	Attendance of at least 40% of the Program students over a five year period.	By 2018.
Increased number of faculty members engaged in research and proposal writing.	Faculty submissions of their research proposals to the corresponding agencies. A minimum of one proposal submitted annually.	Target dates according to the funding agencies.
Establish research and professional collaboration presentations along with colleagues from other universities.	Researchers from other universities collaborating with our Program faculty in research, presentations, and publications.	According to the research plan to be established by researchers.
Develop our first research proposal.	Approved research proposal. Ongoing research activities.	August 2017
Publish preliminary or research findings.	Publishing of the research findings.	August 2018

<b>FOCUS AREA 4 CLINICAL COMPONENT (INTERNSHIPS, EXTERNSHIPS, SERVICE DELIVERY)</b>		
<i>Issue: An excellent clinical component in our Program is essential for our students to acquire the clinical competencies required for CNME.</i>		
<b>OUTCOME</b>	<b>INDICATOR(S) OF SUCCESS</b>	<b>STRATEGIES</b>
Develop a satellite clinic. Identify additional preceptorship sites.	A new satellite clinic site working as part of the NMDP. An increase in the number of preceptorship sites	Memorandum of understanding (MOU) between NMDP and the satellite clinical site.
The main Naturopathic Medicine Clinic will be established in the new SHS new building.	SANOS Clinic will be moved to the new SHS building.	Spring 2016.
Increase the amount of NDs who students can preceptor.	Signed collaborative agreements for the clinical preceptorship of students.	Communication with the different NDs offices in the Mainland. Inform thru the AANP site, our interest and need for preceptorships sites.
<b>FOCUS AREA 5 COMMUNITY IMPACT (COMMUNITY SERVICE)</b>		
<i>Issue: Our Program needs to serve the community. Students and faculty must be aware of their role and impact within their community. Our Program need to lead initiatives geared to the health prevention, wellness and diminish disease impact.</i>		
<b>OUTCOME</b>	<b>INDICATOR(S) OF SUCCESS</b>	<b>TIME FRAME</b>
Students and faculty participation in health fairs. Orientation and consultation services to the community.	Health fairs participation of the students and professors in activities. Developed support groups in the community for the health awareness Program's and disease prevention.	Continuously
<b>FOCUS 6 PROGRAM ADMINISTRATION (GOVERNANCE, ACCREDITATION)</b>		

<i>Issue: The Programs administration efficiency in operations and governance is crucial to meet the stakeholder's expectations.</i>		
<b>Outcome</b>	<b>Indicator(s) of Success</b>	<b>Time frame</b>
The NMDP will obtain <i>candidate status</i> for accreditation by the Council of Naturopathic Medicine Education (CNME).	CNME decision and candidate status granted.	December 2014
One research coordinator will be appointed to the Program.	Appointment of one research coordinator.	January 2014
<b>FOCUS AREA 7: CURRICULUM (COURSES, SYLLABI, LITERATURE RESOURCES)</b>		
<i>Issue: The Programs administration efficiency in operations and governance is crucial to meet the stakeholder's expectations.</i>		
<b>OUTCOME</b>	<b>INDICATOR(S) OF SUCCESS</b>	<b>TIME FRAME</b>
Review of the courses every three years.	At least 65% of the courses will be reevaluated and the Professor will fill the Course evaluation report.	May of 2016
Develop collaborative learning teams.	The NMDP will have at least two courses where the integration of a on-site professor and a virtual education professor will collaborate together in the course teaching.	August 2017
The NMDP will develop memorandum of understandings (MOU) with other Naturopathic Schools CNME accredited to come as visitors professors in Turabo NMDP.	At least one professor from another Naturopathic School will be teaching one term as a guest professor.	August of 2017

*NMDP Enrollment -Growth- Projections*

The UT NMDP was approved by the Puerto Rico local credentialing agency in 2008. The authorization was granted after careful evaluation and satisfactory recommendation of the Puerto Rico local credentialing agency the Puerto Rico Education Council-PREC (*Consejo de Educación de Puerto Rico-CEPR* formerly *Consejo de Educación Superior de Puerto Rico-CES*). With their approval the Program (NMDP), the first in Puerto Rico and in the Caribbean, was established at the UT School of Health Sciences (SHS). The first group of students was admitted to begin the program in September 2008.

Since the first group of student’s admission until present (2014), the Program has proved to be a Program of interest to the community and to potential candidates as demonstrated in the following figure:

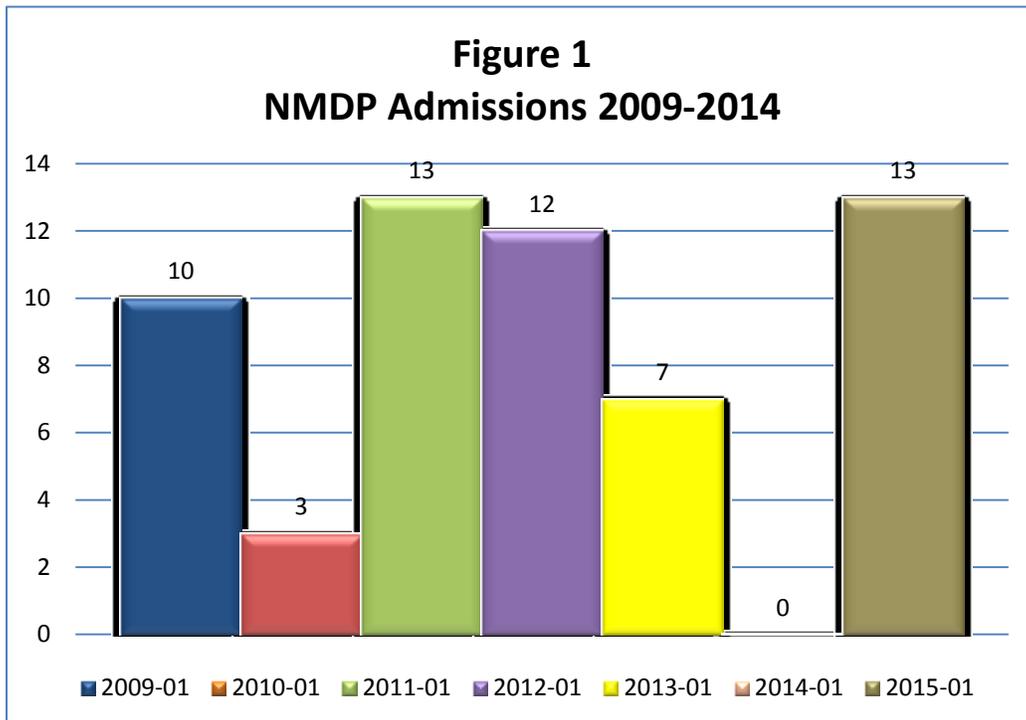
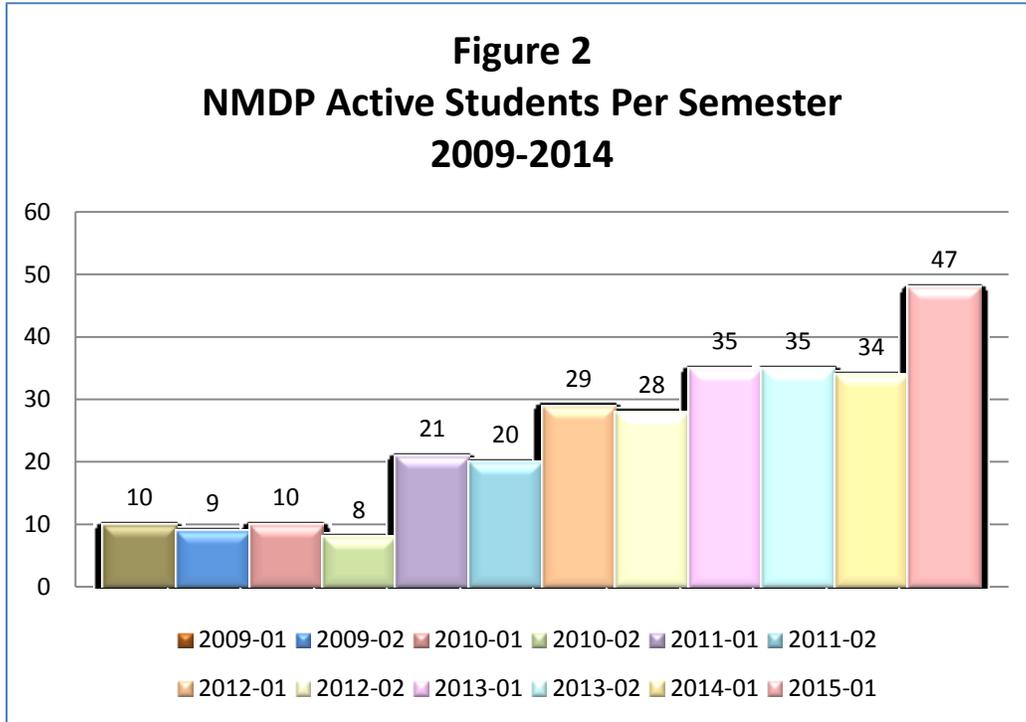
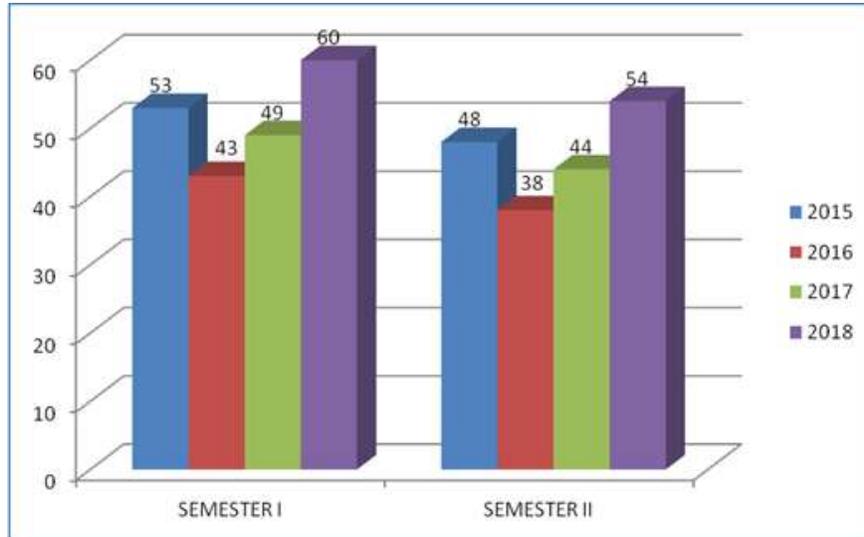


Figure 2 shows the NMDP total enrolment by semester from August 2008 until present (as of December, 2014).



Program retention (an average of 90%) has been excellent through the years. Students are persistent in their academic and personal goal which is an indicator of their interest, professionalism, and compromise with the ND profession. Enrolment projection for the next 4 academic years was calculated taking into account a 90% retention rate and 20 new students each year.



*Allocation of financial resources*

UT has historically demonstrated continued compromise with the Program’s finances by supporting all faculty, students, and administrator needs that enable the Program to achieve its mission and educational objectives. Funding assignment for the Program has been stable and consistent throughout the years. After salaries and benefits are covered, funds are distributed according to a formula that takes into account the program needs, objectives, research goals and plans, services, required equipment purchases, replacement, and maintenance, and student services and activities among other criteria.

The NMDP annual budget considers revenues and expenditures based on the Program’s enrollment, needed staff, equipment, material, and physical facility’s needs, and short and long term programmatic goals among other considerations. Forty-seven (47) students are currently (as of December 2014) enrolled in the NMDP. Given this enrollment and according to financial forecasts, the Program proves to be economically viable for everyday operations and to reach short and long term goals.

The program was able to prepare a multiyear financial projection that is accurate and considers internal fiscal and administrative policies. The financial projection is reasonably accurate given the Program’s current condition, market trends, and future development plans.

<b>CURRENT NMDP BUDGET AND PROJECTIONS FOR THE NEXT</b>				
<b>THREE FISCAL YEARS</b>				
<b>Area</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>
<b>REVENUES</b>				
Tuition (\$325 P/CR)	\$804,668	\$880,599	\$1,016,373	\$1,232,962
Laboratory Fees	-	3,800	8,100	8,100
General Fees (\$495)	49,847	40,141	46,387	56,384
<b>Total Revenue</b>	<b>\$854,514</b>	<b>\$924,540</b>	<b>\$1,070,860</b>	<b>\$1,297,446</b>
<b>DIRECT EXPENSES</b>				
Part Time Faculty	66,000	58,000	70,000	136,000
Full Time Faculty ( <i># of full time faculty members per year 2-3-3-3</i> )	84,500	126,750	126,750	126,750
Academic Director	61,500	61,500	61,500	61,500
Clinic Director	61,500	61,500	61,500	61,500
Fringe Benefits (22%)	60,170	67,705	70,345	84,865
Other Direct Expenditures ( <i>5% - general NMDP operational expenses</i> )	40,233	44,030	50,819	61,648
<b>Total Direct Expenses</b>	<b>373,903</b>	<b>419,485</b>	<b>440,914</b>	<b>532,263</b>
<b>INDIRECT EXPENSES</b>				
Administrative Support	41,663	43,691	50,435	61,197
Students Services	104,046	109,111	125,953	152,830
Operating and Maintenance Plan	89,664	94,029	108,543	131,705
Indirect Cost Recovery Plan	11,764	12,337	14,241	17,280

Debt Services	45,195	47,395	54,711	66,385
Marketing	12,079	12,667	14,623	17,743
Transfer to Auxiliary Enterprises	7,475	7,838	9,048	10,979
Other Expenditures	3,532	3,704	4,276	5,189
<b>Total Indirect Cost</b>	<b>315,418</b>	<b>330,771</b>	<b>381,829</b>	<b>463,307</b>
<b>Transfer to Central Administration</b>	152,887	167,314	193,111	234,263
<b>TOTAL EXPENSES</b>	<b>842,209</b>	<b>917,570</b>	<b>1,015,853</b>	<b>1,229,833</b>
<b>BALANCE</b>	<b>\$12,305</b>	<b>\$6,970</b>	<b>\$55,007</b>	<b>\$67,612</b>

Tuition, lab fees, and general fees are based on 20 new students each year. Retention rate for the Program was estimated at an average of 90%. Between 40% and 47% of the NMDP revenue, is invested in faculty and Program operation (direct costs). Another average between 50% and 55% is allocated for facilities and administrative costs related to the Institution and the University System as a whole.

Full-time faculty hiring projections were calculated as follow: 2 new members for 2014-2015; and one additional member to be hired 2015-2016. NMDP administrative staff is considered with one full-time Program Director and one full-time Clinic Director both with full time faculty appointments. Fringe benefits (22%) were calculated according to Institutional policies.

Budgetary projections demonstrate that the Program is feasible and economically solvent and solid based on its enrollment projections and faculty needs. The budget projection for the NMDP is adequate and commensurate with the Program’s enrollment, staff, programmatic objectives, short and long term plans, and other necessities identified by faculty, students, and administration.