

Alicia M. Castillo-Ortiz
Cel: (939)969-9711
alicia.castillo1@upr.edu ; dra.aliciacastillo@yahoo.com

Education

Doctor in Education, 1989, major in Planning and Evaluation.
Interamerican University, Río Piedras, Puerto Rico

Doctor of Philosophy: 36 credit/hours approved in Educational Administration, 1979 to 1982,
New York University, New York

Master of Arts in Education, 1977, major in Administration and Supervision,
Interamerican University of Puerto Rico

Bachelor of Arts in Education, 1974, majors in Home Economics and General Sciences,
University of Puerto Rico, Río Piedras, Puerto Rico

Academic Experience

- January 1998 to present Professor, Department of Graduate Studies in Education,
University of Puerto Rico, Río Piedras Campus,
Graduate courses offered: Doctoral and master degree courses in Leadership, Strategic
Planning, Theory and Practice in Administration and Supervision,
Modern Trends and Practices in Educational Administration, Human Resources
Management, Administration of Secondary of Schools, Program Evaluation, Curriculum
Design, Doctoral Internship in Administration and Supervision, Management of
Educational Institutions, director of thesis, projects and dissertations, etc.
- January 1998 to present Part time faculty- School of Education and School of Professional Studies
Universidad Metropolitana. Teach undergraduate and graduate courses.
- July 1983 to December 1997 Associate Professor, Department of Education, Universidad Metropolitana.
Full time faculty and Coordinator of Secondary Education Program.
Undergraduate and graduate courses offered: Theory and Practice in Administration,
Administration and Development of Human Resources, Supervision,
Administration of Financial Resources, Leadership, Evaluation of Curriculum and
Academic Programs, Administration of Secondary of Schools, Curriculum, Comparative
Education, Innovations in Education, Educational Planning, Measurement and
Evaluation, Assessment, Evaluation of Exceptional Children, Introduction to Education,
Social and Psychological Foundations, Teaching methods in Elementary and Secondary
School, Educational Planning, Practice teaching Seminar and Practicum in Elementary
and Secondary School, Practicum in School Administration and Supervision, Internship
in Administration and Supervision, Mentoring of thesis and research projects.
- August 1990 to Dec. 1997 Part time faculty- Department of Graduate Studies in Education,
University of Puerto Rico, Río Piedras Campus
- August 1992 to Dec. 2008 Member of dissertation committees for doctorate students,
Interamerican University, Río Piedras

August 1995 to June 1999 Part time faculty- Department of Graduate Studies in Education, different dates, University of Phoenix, Guaynabo, Puerto Rico

August 1994 to Dec.1994 Part time faculty- Department of Graduate Studies in Education, Universidad Central de Bayamón, Puerto Rico

August 1990 to June 1999 Part time faculty-Graduate Program in Education, different dates, Universidad del Turabo, Caguas, P. R.

August 1976 to present Conferences, Trainings and Workshops offered to teachers from State Department of Education and private schools, students of Graduate and Undergraduate programs, university faculty and professional organizations.

August 1974 to Sept. 1979 Health Education Teacher, Sotero Figueroa Junior High and University Gardens High School, Río Piedras VI School District

June to July 1974 Home Economics Teacher /Special Summer Program for Adults and School Dropouts, Puerto Rico Department of Education, San Juan Este School District (San Juan II)

Administrative Experience

August 1997 to Present Coordinator (various dates), Educational Administration and Supervision Area and Leadership in Educational Organizations Area, Dept. of Graduate Studies- Education, Univ. of Puerto Rico

August 2000 to June 2001 Director- Department of Graduate Studies in Education University of Puerto Rico, Río Piedras Campus

July 1995 to Dec. 1997 Vice-chancellor for Academic Affairs Universidad Metropolitana, Río Piedras, Puerto Rico

July 1994 to May 1996 Assistant Vice-chancellor for Evaluation and Development, Universidad Metropolitana

January 1993 to July 1994 Director of the Department of Education Universidad Metropolitana

December 1991 to Dec. 1992 Assistant Secretary of Education, Student Services Area Puerto Rico Department of Education, Hato Rey, P. R.

July 1991 to Dec.1991 Special Assistant to the Secretary of Education in charge of Special Projects and Schools with Innovations

Nov.1990 to July 1991 Director of Strengthening Institutions Program, a project funded by Title III, Universidad Metropolitana

July 1985 to January 1990 Dean of Extension and Continuing Education Universidad Metropolitana, Río Piedras, Puerto Rico

July 1983 to July 1985 Director, Department of Education Universidad Metropolitana

Feb. 1982 School Principal V, Julio Vizcarrondo High School
to June, 1983 Carolina I School District, Carolina, Puerto Rico

Sept. 1979 School Principal II, República de México Secondary School
to Feb. 1982 and Sotero Figueroa Junior High School, Río Piedras VI

Licenses

License 366 Certified Professional Planner
License 8058 General Supervisor
License 8196 School Superintendent
License 856 Secondary School Principal- For life license
License 2022 Educational Researcher
License 8195 Home Economics Teacher
License 612329 Drivers License

Awards Received

- Award for 30 years of service to the organization -Phi Delta Kappa, May 2013
- Recognition for Excellency in service and teaching of adult students in the AHORA Program. Universidad Metropolitana, School of Professional Studies, January 2007
- Contributions to of the Board of Directors- Puerto Rico Association for Higher Education- March 2001
- Contribution to the enhancement of early childhood – Department of Curriculum and Teaching- College of Education, UPR, October 25, 2000
- Honorary Award to Research Board of Advisors, American: Biographical Institute, 1989
- Distinguished Leadership Award, American Biographical: Institute, 1988.
- Included in Who's Who in American Education: 1987-88 edition.
- Doctor of Education, Summa Cum Laude, General Average 4.0.
- Master of Arts in Education, Magna Cum Laude, General Average 3.92.

Publications (1990 to present)

Castillo Ortiz, A. (2014). Educational leaders committed to learning and academic achievement of students- San Juan, P. R.: Center for Educational Leadership, University of Puerto Rico, Río Piedras Campus.

Castillo, A. (2012). Module 8: Inclusion in learning communities. In *El ABC de la Educación Especial, Diferenciada e Inclusiva*- Dr. Jorge Maldonado Rodríguez, main author. Publication of the Center for Educational Research. University of Puerto Rico- Río Piedras Campus. College of Education. 22-27.

Benítez Rodríguez, A. L. & Castillo Ortiz, A. (2012). Tendencies in leadership programs in higher education: implications for course design. *Cuaderno de Investigación en la Educación*, 27, <http://cie.uprrp.edu/cuaderno/reciente.html>.

Castillo Ortiz, Alicia (2012). Prologue of the book *Effective Schools in Puerto Rico, ¿Utopia or Possibility? written by Dr. María T. Ríos Hernández*, Hato Rey, Puerto Rico: Publicaciones Puertorriqueñas.

- Castillo Ortiz, A. (2011). The School Principal in its role as a didactic leader. *Professional Development for Schools of Diverse Learners' Principals: Strategies for Leadership and language Enhancement*. Center for Educational Research. University of Puerto Rico- Río Piedras Campus. College of Education, p. 43-51.
- Castillo Ortiz, A.M. (2008). *School principals as educational leaders*. Serie de Manuales didácticos. San Juan, Puerto Rico: Ediciones Santillana.
- Castillo Ortiz, A.M. (2008). *Innovations in supervision: Models and strategies*. Serie de Manuales didácticos. San Juan, Puerto Rico: Ediciones Santillana.
- Castillo Ortiz, A.M. y Piñeiro Caballero, O. (2006, December). Change of roles of school principals in Puerto Rico. *Cuaderno de Investigación en la Educación, 21*, 71-90.
- Castillo Ortiz, A.M. (2005, December). Inclusion in learning communities: A challenge for school principals. *Cuaderno de Investigación en la Educación, 20*, 75-93.
- Castillo Ortiz, A.M. (2005, December). Organizational leadership: A challenge for school principals in XXI Century. *Cuaderno de Investigación en la Educación, 20*, 34-51
- Castillo Ortiz, A. (2005). *How to face challenges in a school in the XXI century*. Puerto Rico: Ediciones Santillana.
- Castillo, A., Cabello, I & Martínez, E. (2005, December). Perceptions of school superintendents in relation to the competencies that the school principals need to develop and the competencies that they want to develop in order to facilitate principals work. *Cuaderno de Investigación en la Educación, 20*, 52-74.
- Castillo Ortiz, A. (2004). *Self-management for a successful school*. Documento de consulta. Puerto Rico: Ediciones Santillana.
- Castillo, A., Alvarez, M y Santos M. (2003) *Course for the Enhancement of Performance of school Principal*. A Guide, 15 modules and reference materials). Puerto Rico: Ediciones Santillana.
- Castillo Ortiz, A.M. (2002, December). Delphi Technique: The opinion of experts and its implications for the decision making process in higher education. *Cuaderno de Investigación en la Educación, 18*, 115-132.
- Castillo Ortiz, A. (2002, May). Critical analysis of Models, Approaches and Strategies in Supervision, 2nd Edition, by José Acosta Ramos. *Cuaderno de Investigación en la Educación, 17*, 116-125.
- Castillo Ortiz, A. (2002, May). Critical prospectus of the book The structure of critical administration: An interpretation by Dr. José Miguel Rodríguez. *Cuaderno de Investigación en la Educación, 17*, 102-108.
- Castillo, A. (2001, May). Change in education and transformational leadership. *Cuaderno de Investigación en la Educación, 16*, pp.2-18.
- Castillo, Ortiz, A. (2000, October). Educational needs for the beginning of the twenty-first century: A challenge for the administrator of higher education institutions. *Paideia Puertorriqueña: Publication of the Department of Graduate Studies in Education, University of Puerto Rico, Río Piedras Campus, 2*, (1), 143-160.

- Castillo Ortiz, A. (2000). *Educational Administration: Management techniques, strategies and practices*. San Juan, P. R.: Publicaciones Puertorriqueñas.
- Maldonado, J., Montes, P., Castillo, A., Vázquez, C. (2000). *Foundations of Education for Early Childhood: Appropriate practices for the development of individual differences*. San Juan, P. R.: Publicaciones Puertorriqueñas.
- Castillo, A. (2000). Administration: Vision and reality for the new millennium. *El Sol, XLIV*, 2, 12-16.
- Castillo Ortiz, A. (1999, May). The responsibility of the school principal for the effectiveness of the teaching learning process. *IREI's, Initiative for the Improvement of the Middle School of the Puerto Rico Community Foundation*, 6 (1), 2-4.
- Castillo Ortiz, A. (1997, October). Mission of universities in Puerto Rico. *Publication of the Puerto Rican Association for Higher Education*. 7 (1), 5.
- Castillo, A.(1996, May).The School as a Learning Community. *Puerto Rico y Tú*, 2(17),12.
- Castillo Ortiz, A. (1995). *The vision of the middle school as a learning community*. Collection of conferences offered at the 3rd Conference for educators of the middle school. *IREI's, Initiative for the Improvement of the Middle School of the Puerto Rico Community Foundation*, Sept.28, 1995.
- Castillo Ortiz, A. (1995, December). Retention: Responsibility of all. *Panorama, VII*, (1), 3.
- Castillo, A. (1994, June). Mission of contemporary universities. *Panorama, V* (2), 10.
- Castillo Ortiz, A. (1990). The University in the year 2000. *Cupey- Revista de la Universidad Metropolitana, VII*, 166-180.
- Castillo Ortiz, A. (1990). *Identification of the Educational Needs at the University Level in Puerto Rico for Year 2000: Delphi Technique*, Ann Arbor: Michigan, University Microfilms.

Research and Evaluation (1985 to Present)

Castillo Ortiz, A. (2014, July). External Evaluation- School Improvement Grant under section 1003(g) – School transformation Program, TIER III schools- evaluation of program implementation in 4 schools of Fajardo and Las Piedras School District- Houghton Mifflin Harcourt.

Research project: Educational leaders (school principals) committed to learning and academic achievement of students- funded by *SAPIENTIS* February to December 2013- Center for Educational Leadership, Univ. of Puerto Rico.

Research project: Study for the development of a theoretic, historic, legal and pedagogic framework of the Post-secondary public and private level in Puerto Rico. Funded by Puerto Rico Council of Education. Corporate Research and Training and University of Puerto Rico, San Juan, P. R. October 2012 to September 2013.

External Evaluation- Title V Graduate Programs (PPOHA Programs). Universidad Metropolitana (2012-Present), Universidad del Este- Carolina (2010-Present).

External Evaluation: Educational of various programs funded by Title II Part A. Council of Higher Education. San Juan, Puerto Rico: Universidad Metropolitana, Universidad del Turabo, Universidad Interamericana- Aguadilla, Universidad Interamericana- Barranquitas, University of Puerto Rico- Ponce, Universidad Interamericana-San Germán. (2007-Present).

External Evaluation: MSP: Mathematics and Science Partnership Programs. San Juan, Puerto Rico: Puerto Rico Department of Education and Universidad del Este, Universidad Interamericana- Barranquitas, Universidad Interamericana- Fajardo, Universidad de Puerto Rico- Humacao. (2009-Present).

Castillo Ortiz, A. (2012, July). External Evaluation: School Improvement Grant (SIG) program under section 1003(g) for TIER I schools - Ramón Power y Giralt High School- for Global Education Exchange Opportunities, Inc. (GEEEO), San Juan, Puerto Rico.

External Evaluation: Title V Programs. Universidad Interamericana-Barranquitas, Universidad Metropolitana- Aguadilla, Universidad Metropolitana-Jayuya, Universidad Metropolitana-Cupey, Universidad del Este- Carolina, Universidad del Este-Yauco (2007-2012).

External Evaluation: programs funded by Title II Part A and other teacher training funds- San Juan, Puerto Rico: Houghton Mifflin Harcourt, Inc. and Puerto Rico Department of Education. (2009 - 2012).

Castillo Ortiz, A. (2009 -2011). *Program Evaluation. Students for Excellence in Nursing: Diversity and Academic Success (SENDAS)*. Federal funded program. San Juan, Puerto: Universidad Metropolitana.

Castillo Ortiz, A. (2007 - 2009). *Program Evaluation. Outreach Program for Excellence in nursing Program (OPEN)*. Federal funded program. San Juan, Puerto: Universidad Metropolitana.

External evaluation of Projects for teacher certification. San Juan, Puerto Rico: Puerto Rico Department of Education and Universidad Metropolitana. (2005-2009).

Castillo Ortiz, A. (2006, May). *Metaevaluation of No Child Left Behind Program, Title II, Part A, Subpart 3*. San Juan, Puerto Rico: Council for Higher Education.

Castillo Ortiz, A. (2005). *Evaluation of the Project Caimito in Peace and the project Dando Amor*. San Juan: Puerto Rico: Sor Isolina Ferré Center in Caimito.

Castillo Ortiz, A. (2003, September). *Metaevaluation of the Dwight D. Eisenhower Professional Development Program Title II, Part B, of the Improving America's Schools Act of 1994: Years 1993-2001*. San Juan, Puerto Rico: Council of Higher Education.

Castillo Ortiz, A. (2003, June). *Evaluation of the Program Reading to promote learning and Integration of parents: Extended Hours Program at Caguas I School District*. Gurabo, P. R. Universidad del Turabo.

Castillo Ortiz, A. (2003, June) *Evaluation Report of the The Turabo connection: a technological approach for educators Program. Year 2002-03*. Gurabo, Puerto Rico. Universidad del Turabo.

Castillo, A., Cabello, I & Martínez, E. (2005, December). *Perceptions of school superintendents in*

relation to the competencies that the school principals need to develop and the competencies that they want to develop in order to facilitate principals work. Río Piedras, P. R.: University of Puerto Rico, Río Piedras Campus, Department of Graduate Studies.

Castillo Ortiz, A. (2003, May). *Study of teacher and student absences in the public schools in Puerto Rico: School Year 2000-2001.* Río Piedras, Puerto Rico: University of Puerto Rico, Río Piedras Campus, Department of Graduate Studies.

Castillo Ortiz, A. (2003, April). *Opinion of Parents of Students in some schools part of a special project for school change in relation to curriculum and academic support.* Río Piedras, Puerto Rico: University of Puerto Rico, Río Piedras Campus, Department of Graduate Studies.

Castillo Ortiz, A. (2002, June) *Evaluation Report of the The Turabo connection: a technological approach for educators Program. Year 2001-02.* Gurabo, Puerto Rico. Turabo University.

Castillo Ortiz, A. M. y Piñeiro Caballero, O. (1999-2005). Change of roles of school principals in Puerto Rico. Research project funded by Northeast and Islands Regional Educational Laboratory at Brown University in Providence, Rhode Island.

Castillo, A. (2002, April). *Assessment of a group of schools of the Puerto Rico Department of Education in their development as learning communities.* Río Piedras, Puerto Rico: University of Puerto Rico, Río Piedras Campus, Department of Graduate Studies.

Castillo Ortiz, A. (2002, April). *Delphi Technique: The opinion of experts and its implications for the decision making process in higher education.* Río Piedras, Puerto Rico: University of Puerto Rico, Río Piedras Campus, Department of Graduate Studies.

Castillo Ortiz, A. (2002, April). *Delphi Technique: Opinion of the experts and their effect in the decision making process in higher education.* Río Piedras, Puerto Rico: University of Puerto Rico, Río Piedras Campus, Department of Graduate Studies.

Northeast and Islands Regional Educational Laboratory (December, 2000). *Change of roles of school principals in Puerto Rico public schools .* The Education Alliance, Brown University.

Castillo Ortiz, A. (1999, October). *Educational needs in Puerto Rico for the new century: Implications for the administrative process of higher education institutions.* Río Piedras, P. R.: University of Puerto Rico, Río Piedras Campus, Department of Graduate Studies.

Castillo Ortiz, A. (1999, February). *Evaluation of the Administration and Supervision Program and related services: Students' point of view.* Río Piedras, Puerto Rico: University of Puerto Rico, Río Piedras Campus, Department of Graduate Studies.

Castillo Ortiz, A. (1998, May). *Differences between the Master of Arts in Education in Administration and Supervision Program and the requirements of the regulations for the certification of teachers in Puerto Rico.* Department of Graduate Studies in Education, University of Puerto Rico, Río Piedras Campus.

Participation in the research project *Delphi 2000*, for the Puerto Rico Economists Association, Banco Popular and the Puerto Rico Government Development Bank, chaired by Dr. José J. Villamil and Ms. Evelyn Otero, 1989 to 1992.

Castillo Ortiz, A. (May 1989.) *Identification of university needs in Puerto Rico for year 2000: Delphi technique*, Doctoral Dissertation.

Castillo Ortiz, A. & Rosa Soberal, R. (1985). *Analysis of the demographic structure of Puerto Rico for the establishment of the strategic planning system for Colegio Universitario Metropolitano*. Interamerican University of Puerto Rico.

Castillo Ortiz, A. (1985). *Relation between the objectives of the post-secondary institutions and the objectives included in the federal Proposals of these institutions*. Interamerican University of Puerto Rico.

Participation in the research project *Delphi 1990*, for the Puerto Rico Economists Association, chaired by Dr. Elías Gutiérrez, 1985.

Consulting Services and Special Projects (1985 to Present)

Coordinator- *21ST Century Community Learning Centers Technical Assistance Program* funded by Title IV, Part B Program—Ortiz, Lord, Hope and Associates- March 2012 to present.

Vice-president- ACL Consultants, Inc.- Consultant in the development of academic programs and educational systems, External Evaluations, Research and Professional Development Training- August 2009 to present.

Director of Professional Development Program- School principals committed to learning and academic achievement of students- February to December 2013- Center for Educational Leadership, Univ. of Puerto Rico.

Consultant for Houghton Mifflin Harcourt Co.- Professional development and external evaluator- August 2005 to present.

Member of the Board of Directors of the Center of Educational Leadership (CLE). College of Education, University of Puerto Rico, Río Piedras Campus, May 2001 to Present.

Consultant in institutional planning and development for the INTECO Corp. and Caguas Municipality- Created the Secondary School Specialized in Science, Mathematics and Technology- July 2006 to July 2009. (School opened in August 2008).

Coordinator of Resiliency Strategies applied to School transformation Project: Professional Development for elementary teachers and school principals of the Bayamón Educational Region. Ortiz, Lord, Hope & Associates, June 2007 to July 2009.

Consultant for Ediciones Santillana- Writing of Books, courses and documents- September 2000 to December 2007.

Member of the Board of Directors of Fondo de Excelencia Magisterial de Puerto Rico, appointed in April 2002 by Hon. Sila Calderón, Governor of Puerto Rico- President from December 2003 to November 2006.

Evaluation of Title II Part A Request for proposals for Council Higher Education. July 2002 to May 2006.

Consultant for Editorial Santillana in evaluation and educational administration. August 2001- 2008.

Consultant in evaluation, Servicios Educativos Docentes, Inc. February 2004 to July 2005.

Member of Governing Board of Northeast and Islands Regional Educational Laboratory at Brown University in Providence, Rhode Island, appointed in April 2002 to May 2004.

Consultant for Universidad del Turabo in the accreditation standards of the National Council for Accreditation of Teacher Education, October 2002 to July 2004.

Member of the Commission for the Evaluation of the Educational System in Puerto Rico, appointed by Dr. César Rey, Secretary of Education, November 2001 to March 2002.

Consultant for the Puerto Rico Music Conservatorium - Strategic and operational planning process for the institution- February 2002

Consultant for the Puerto Rico Administration of Families and Children - Public policy and multilevel evaluation of personnel performance- December 2001-January 2002.

Consultant for the Santillana Group- Evaluation of teacher training programs- September 2001 to 2006.

Consultant for the School of Professional Studies, AHORA Program – Academic development of the program, a consortium between the Ana G, Méndez Educational System and Regis University in Colorado, August 1997 to present. Creation of the Proposal for the Master in Adult Education Program (2006-2007).

Consultant to the Center for Multidisciplinary Studies - Academic planning for institutional development in the transition from a technical school to an institution offering associate degrees, March 1998 to April 2004.

Review panelist and evaluator of proposals for the United States Department of Education, Washington, D. C., Title V (Hispanic Serving Institutions)- July 1999; and for Personnel Training for Federal TRIO Programs- February 2000.

President of the Visiting Commission of the Puerto Rico Council for Higher Education- for the evaluation and approval of the School Administration and Supervision Master's degree- Catholic University of Puerto Rico, Mayaguez Campus- October 1999.

Consultant - Preparation for the Evaluation and Accreditation Process of the Middle States Association of Colleges and Schools. Universidad Central del Caribe. January 1999.

Participation in the Saberes Committee, a special committee of advisors organized by the Puerto Rico Council of Higher Education to study the issues related to the future development of academic programs in the institutions of higher education. December 1996 to May 2000.

Preparation of the Evaluation for the Institutional Self Study for the Candidacy for Accreditation of the Middle States Association of Colleges and Schools of the Universidad Central del Caribe. June-July 1998.

Institutional Academic Planning and development, Universidad Metropolitana, 1995 to 1997.

External Evaluator of Bilingual Education Transitional Instruction Program (BETI) from the Puerto Rico Department of Education- work done in the Rafael Irizarry Jr. High School of the Peñuelas School District, years 1994-95, 1995-96 and 1996-97.

Leader for the preparation of the self-study for the evaluation of the Bachelor Degree in Respiratory Therapy for the Joint Review Committee for Respiratory Therapy- Report approved by JRCRT in December 1997.

Leader for the preparation of the evaluation for the institutional self-study for the Periodic Review Report for the Middle States Association for Colleges and Schools- Report approved by MSACS-November 1997.

Leader for the preparation of the self-study for the evaluation of the Bachelor and Associate Degrees in Nursing- National League for Nursing- Report approved by the NLN-August 1997.

Leader for the creation of 36 new academic programs: certificates, associate, bachelor and master degrees, Universidad Metropolitana. Years 1995 to 1997.

Leader for the revision and evaluation of 12 academic programs: certificate, associate, bachelor and master degrees- Universidad Metropolitana. 1995 to 1997.

Collaboration in the planning and implementation of distance education programs. Universidad Metropolitana, 1992 to 1997.

Leader of the evaluation committee for the institutional self-study for the Renewal of the Institutional License from the Puerto Rico Council for Higher Education- 1995-96- License Approved by CHE including 19 new programs- November 1996.

President of the Visiting Commission of the Puerto Rico Council for Higher Education- evaluation for Renewal of the License of the Coamo Off Campus Center of the Catholic University of P R.- 1994-95. Preparation of the Curriculum Evaluation and Revision of all the programs in the Bachelor in Education - Universidad Metropolitana, 1994.

External Evaluator for the Bilingual Education Teacher Training Program, Universidad del Turabo, 1992. External Evaluator for the Masters of Arts in Education in Administration and Supervision and Special Education Programs, Universidad del Turabo, 1991 and 1992.

Member of the Visiting Commission of the Council of Higher Education for the evaluation for the Renewal of the license of the University of Phoenix, to offer Master of Arts in Education in Curriculum and Instruction, 1992.

Preparation of the Evaluation Model for the Bachelor in Business Administration: Computerized Management Information, Universidad Metropolitana, October 1990.

Preparation of Institutional Self -Study, for the evaluation of the Puerto Rico Junior College, PROSEE Program for Middle States Association of Colleges and Schools (MSACS) accreditation activities, November 1990.

Curriculum design and course evaluation and revision for the courses I offer as part time faculty in the different institutions, 1989 to May 2000.

Consultant in Assessment and Evaluation in the Teaching Process for the Bilingual Multicultural Center of the Florida Atlantic University, 1987-1990.

President of Self-Study Committee for the evaluation for accreditation of the Off-Campus Division- Universidad Metropolitana, Council on Higher Education, 1988- 89, MSACS, 1989-90.

Proposal for the Master of Arts in Education at Universidad Metropolitana, majors in Educational Administration and Supervision and Special Education. Member of the committee in charge of feasibility studies and preparation of the proposal, 1987.

Collaboration in the preparation of proposals for federal funds under Title VII, Title III and Title II, Chapter I, Chapter II, Child Care Block Grant, Funds for Homeless Students, Serve America and Drug Free Schools and Communities Grants, 1985 to May 1997.

Preparation of proposals for funds under the Job Training Partnership Act (JTPA) and the Department of Labor, 1985 to 1990.

Three Ideas for the Enhancement of the Educational System in Puerto Rico, prepared for the Special Commission of the Senate for the Development of Puerto Rico, 1985.

Proposal for the Bachelor in Secondary Education, Universidad Metropolitana, concentrations in: English, Bilingual Education, Mathematics, General Sciences and Biology. Prepared with Dr. Luis R. Díaz Rivera, 1984. Proposal for the Concentrations in Spanish and History of the Bachelor of Arts in Secondary Education, 1984-1985.

Curriculum design and course evaluation and revision for the Bachelor in Secondary Education and Master of Arts in Education, Universidad Metropolitana, 1983-1985.

Member of the Task Force for the Institutional Self Study of Universidad Metropolitana for the:

- Middle States Association of Colleges and Schools accreditation
1985 -President of the Faculty Sub-committee
1990-91 - President of the Curriculum & Academic Programs Sub-Committee:
- Joint Review Committee for Respiratory Therapy in 1986.
- National League for Nursing in 1987,
- Council on Higher Education in 1984 and 1988.

Presentations (1999- Present)

New paradigms in classrooms of the university level, Conference to Faculty of Interamerican University of Puerto Rico- Barranquitas Campus- May 31, 2013.

Rubric design: Workshop for future teachers. Offered to students of Student Teaching practice of the School of Professional Studies- Universidad Metropolitana, Cupey and Bayamón Campuses- February 28, 2012.

Leadership in educational organizations model- based on Interstate School Leaders Licensure Consortium (ISLLC) Standards - Workshop for *SAPIENTIS* personnel- March 14, 2013.

Leadership in educational organizations: A challenge for school principals- Reflective seminar for school principals of Educational leaders committed to quality of learning and improvement of student academic

performance (*LECAMAE*)- offered at University of Puerto Rico- Río Piedras Campus, College of Education- April 5, 2013

Community leadership: A challenge for school principals in Puerto Rico- conference for school principals of Organización Nacional de Directores de Escuela de Puerto Rico (ONDEPR)- offered at American University - December 15, 2012.

Daily planning in the classroom and writing of learning objectives based on Norma Webb's model- Workshop for faculty of the Sor Isolina Ferré School, Ponce, Puerto Rico- August 24, 2012.

School transformation: ¿How to achieve it ?- given to teachers and catholic school principals- Catholic Schools' of San Juan Convention- San Juan Convention Center- February 28, 2012

Evaluation practices in the teaching learning process- given to teachers and catholic school principals- Catholic Schools' of San Juan Convention- San Juan Convention Center- February 29, 2012

Writing objectives and their importance in the teaching planning process and the preparation of course syllabi- given to faculty of the School of Technical Studies- Universidad Metropolitana de Cupey.- February 11, 2012.

Challenges of faculty members in front of the new paradigms of contemporary society- given to Faculty of Universidad Metropolitana- Jayuya University Center- January 12, 2012.

Challenges of adult education in a global and knowledge society- Adult Education of XXI Century Congress- Organized by School of Professional Studies Ana G. Mendez University System- Keynote speaker-October 15, 2011.

Teaching strategies and techniques for post-secondary courses- Workshop- given to faculty of the School of Technical Studies- Universidad Metropolitana de Cupey.- September 4, 2011.

Transforming student learning. Faculty Professional development - Title V Project - Universidad Metropolitana Embassy Suites Isla Verde. February 11, 2011.

Assessment instruments to measure learning. Faculty Professional development - Title V Project - Universidad Metropolitana. Embassy Suites Isla Verde. February 19, 2011).

Personal leadership. Professional development of Presidents of Chapters of Alpha Delta Kappa Sorority of Educators. Carmen Delia Dipini Library -Bayamón. March 18, 2011.

Assessment and continuous improvement of higher education. Faculty Professional development - Title V Project - Universidad Metropolitana. Hacienda Jibarito Convention Center, San Sebastián: March 18, 2011.

Teaching strategies and techniques for elementary school. Professional development of Faculty. Christian Fountain Bilingual School. August 5, 2010.

Evaluation of learning in the secondary level. Christian Fountain Bilingual School. August 5, 2010.

School principal as a transformational leader of the teaching learning process. 18 hours workshop for school principals and facilitators of the Puerto Rico Department of Education. Hotel Conrad, Condado: Houghton Mifflin Harcourt Pub and the Puerto Rico Department of Education. August 21-22, 2010

Teaching strategies and techniques for post-secondary level. Workshop for faculty of the School of Technical Studies. Universidad Metropolitana, Cupey, September 4, 2010.

A challenge for schools: teachers' role in the transformation of education in Puerto Rico. Key note speaker for plenary conference for 600 teachers and school principals of the Puerto Rico Department of Education. Hotel Caribe Hilton: Houghton Mifflin Harcourt Publishers and Puerto Rico Department of Education. August 28, 2010.

Assessment of student learning in higher education. Workshop for faculty. Universidad Metropolitana- Cupey-February 26, 2010.

Strategic planning for the development of the . Specialized Secondary School in Science, Math and Technology of East-Central Region of Puerto Rico- Workshop to faculty. Municipio Autónomo de Caguas. March 11, 2010.

Controversies in instructional leadership in 21st century. Faculty of Education-Univ. of Puerto Rico-Río Piedras: Center for Educational Research- April 9, 2010.

Assessment techniques and instruments and its application to content areas. Workshop to faculty. Universidad Metropolitana- Cupey. April 23, 2010.

Assessment and learning. Workshop to faculty. Universidad Metropolitana- Cupey. March 12, 2010. Administrative and Strategic leadership. Vicepresidency of Academic Affairs: Universidad Adventista de las Américas- Mayaguez. October 5, 2009.

Assessment of student learning. Universidad Metropolitana- Cupey: Workshop to faculty- Title V Program- Universidad Metropolitana. October 2, 2009

Assessment and learning. Workshop to faculty of the Specialized Secondary School in Science, Math and Technology of East-Central Region of Puerto Rico- October 28, 2009.

School Accreditation by Middle States Association of Colleges and Schools. Workshop to faculty St. Mary's School: September 17, 2009.

Analysis of tests for intermediate school students. Workshop to faculty of the Specialized Secondary School in Science, Math and Technology of East-Central Region of Puerto Rico- January 28, 2008.

The art of being a supervisor. Workshop to students of the School of Business Administration: School of professional studies. Universidad Metropolitana. February 19, 2009.

Reflection in action: A tool to transform teaching learning process- Faculty workshop- Specialized Secondary School in Science, Math and Technology of East-Central Region- Puerto Rico- June 9, 2008.

Curriculum revision for D'Mart Institute- Workshop for Administrators and Program Coordinators D'Mart Institute- March 28, 2008.

Curriculum development in Post-Secondary Education Institutions (Part I)- for Administrators and Program Coordinators D'Mart Institute-March 18, 2008.

Effective Communication in the classroom offered to teachers of Rev. Francisco Matías Lugo School, April 27, 2007.

Motivation in the Workplace- Workshop for Project Supervisors for Talented Students in Writing for Successful Readers Program, Houghton Mifflin, Co., December 4, 2006.

Creation of learning communities- Workshop offered to teachers in Santo Domingo, Dominican Republic, Houghton Mifflin, Co., August 4, 2006.

Workshops for school principals- Houghton Mifflin, Co. Titles: *The school principal as a professional, Supervision for the implementation of a federal program, Evaluation for the effectiveness in the implementation of a federal project*, August 2006.

Educational leader and change- offered to school principals and superintendents of Title III projects at the Department of Education in Puerto Rico, Mayagüez, Puerto Rico, June 2006.

Workshops for school principals- Houghton Mifflin, Co. Titles: *The school principal as a professional, Supervision for the implementation of a federal program, Evaluation for the effectiveness in the implementation of a federal project, School leader as a change agent, Conflict management*. June 2005. *Portfolio as a tool for the evaluation of the teaching learning process*. Workshop offered to faculty of AHORA Program at Ana G. Méndez Educational System. January 2005.

School leader as a change agent- Workshop for School Principals of CENIT Project- Department of Education of Puerto Rico. December 2004.

School scheduling- Workshop for School Principals- Vieques, Puerto Rico. Sponsored by the Center of Educational Research- College of Education- University of Puerto Rico- October 2004.

Evaluation of Program Effectiveness- Workshop. Offered to School Principals of Asociación de Escuelas Adventistas de Puerto Rico. June 2004.

Strategic Planning- Workshop. Congress of Catholic Schools of San Juan, July 2004.

Taller: *Construction of instructional objectives for the development of educational modules*. Offered to faculty of AHORA Program at Ana G. Méndez Educational System. December 2003.

Development of schools as learning communities. Congress of Research in Education. University of Puerto Rico, Río Piedras Campus, Collage of Education. March 2003.

New approaches in administration and their impact in the organization in the new millennium. Graduate program in Business Administration. Universidad Metropolitana. May 4, 2002.

Conference: Administrative leadership in educational organizations. Conference of the Center for Educational Leadership. College of Education. UPR, Río Piedras Campus, April 12, 2002.

Supervision Techniques, three training sessions given to the supervisory personnel of the State Agency for the Management of Emergencies in Puerto Rico, September and October 2001.

Conference: Licensing and accreditation of higher education institutions in Puerto Rico- International Congress on Higher Education- University of Costa Rica- April 2001.

Conference: Prospective critique of the book *La Estructura de la administración crítica: Una interpretación dialéctica*- University of Puerto Rico, College of Education- March 2001.

Conference- Inauguration of UNESCO Chair for Higher Education- University of Puerto Rico, College of Education – March 29, 2001

Conference: Change of roles of school principals in Puerto Rico and its impact on educational administration- International Congress on Education and Critical Thinking- March 14, 2001.

Keynote speaker- Learning Communities and cooperative teachers- Practice Teaching Program, College of Education, University of Puerto Rico- March 7, 2001

Conference: Change of roles of school principals in Puerto Rico- Sixth Puerto Rico Congress on Research in Education- March 2, 2001

Conference: Critique of the book *Modelos, Enfoques y Estrategias de Supervisión* written by Dr. José A. Acosta Ramos, Dean of Academic Affairs, Catholic University of Puerto Rico, Mayagüez Campus – October 27, 2000.

Moderator in Panel- University Reform: Myth or Reality- University of Puerto Rico, College of Education –October 19, 2000

Conference: Accreditation on higher education institutions and faculty evaluation, offered at the University of Puerto Rico to faculty members of the University of Tarapacá in Arica, Chile, Sept. 8, 2000.

Conference: School principal's role; Past, present and future- Annual meeting of school principals- Initiative for the Improvement of the Middle School (IREI) of the Puerto Rico Community Foundation- June 15, 2000.

Conference on the New Manual of Procedures for Special Education Programs: Implications for School Administrators offered at the Faculty of Education of the University of Puerto Rico, May 2, 2000.

Conference on Education for the New Millennium, offered at the Annual Conference for Education and Critical Thinking, March 30, 2000.

Conference on School Climate offered to the faculty and administrators of the Río Piedras Baptist Church School, March 28, 2000

Conference on Educational Administration: Challenges and Realities offered at the Department of Administrators and Supervisors of the Puerto Rico Teacher Association, March 2, 2000.

Conference on Educational Needs in Puerto Rico for the Beginning of the Twenty-First Century: A Challenge for University Administrators, offered at the XVII International Conference of the International Council for Innovation in Higher Education, November 1, 1999.

Conference on The Effect of Change in Schools, offered at the Semi Annual Meeting of the Schools participating in the Initiative for the Renovation of the Middle Schools, a project of the Puerto Rico Community Foundation, January 22, 1999.

Conference on Academic Regulations for Institutions of Higher Education. Given on January 14, 1999 to Student Services Personnel. Centro de Estudios Multidisciplinarios

Various lectures and presentations over the Organic Law of 1990 and participation in Public Hearings over other subjects- given as Special Assistant for the Puerto Rico Secretary of Education and as Assistant Secretary of Education, 1991-1992.

Conferences, Seminars, Workshops and Reports prepared for Interamerican University, Universidad del Turabo, Universidad Metropolitana, Universidad del Este, Catholic University of Puerto Rico, University of Puerto Rico and Puerto Rico Department of Education, 1983 to present. Main subjects covered: Accreditation, Program and Institutional Planning and Evaluation, Administration, Supervision and Leadership.

Languages Spanish and English

Professional Organizations

Puerto Rican Association for Planning
Phi Delta Kappa
American Association for Higher Education
Puerto Rico Association of University Professors