

UNIVERSIDAD DE LAS AMÉRICAS, A.C.
GRADUATE STUDIES REGULATIONS

1. REGULATIONS FOR MIXED-MODALITY GRADUATE STUDIES

CHAPTER ONE GENERAL DEFINITIONS

Article 1. These Regulations govern the mixed-mode graduate programs offered by the Universidad de las Américas, A.C. (UDLA).

Article 2. For the purposes of these Regulations, the University considers mixed-mode graduate programs to be those that require, for the student, a minimum number of hours under the guidance of an instructor and a maximum amount of independent work related to the student's employment and/or professional practice, and which comprise the following studies and degrees:

- **Specialty studies** are conceived as thematic concentration in a professional area for the acquisition of knowledge and practical experience that foster more effective employment and/or professional performance by the student.
- **The Master's degree** is conceived as the theoretical and practical mastery of the fundamental areas of the profession, as well as preparation for teaching.
- **The Doctoral degree** is conceived as the work of analysis and study of the experience acquired by the student in the practice of his or her profession in order to complete his or her research project through the implementation of improvements or innovations in his or her employment and/or professional field.

Article 3. The mixed-mode graduate programs of the Universidad de las Américas, A.C. are framed within the disciplines that, in accordance with its Mission, are offered by the institution. These programs are offered on a four-month academic term basis and have Official Recognition of the Validity of Studies (RVOE) granted by the Ministry of Public Education.

Article 4. Graduate programs are organized into Study Plans composed of Modules, Courses and/or Seminars, according to the nature of each program. Their academic activities include courses, seminars, workshops, and practical experiences that provide solid academic preparation in the general knowledge of the discipline and the specific knowledge of the student's professional and/or employment field, as well as the work leading to the award of the corresponding Diploma or Degree.

Article 5. The Academic Divisions shall be responsible for administering the graduate programs. They shall have the faculty members holding the required terminal degree(s) necessary to operate the programs, in accordance with the following definitions:

- **Faculty-guided hours** are those scheduled in the classroom or in practical training settings at a specific time under the supervision of a faculty member.

- **Independent study hours** are those that students devote outside scheduled class hours and outside the classroom as part of their autonomous learning process.
- A **Tutor** is the faculty member responsible for guiding and supervising the students' independent study hours. Tutors shall serve on the **Tutorial Committee**, which shall be primarily responsible for approving the applicant's research project, ensuring that it is related to the applicant's professional and/or employment field, and recommending the applicant's admission to the graduate program. Likewise, the Committee shall monitor the academic activity plan that each student is required to complete throughout the program, evaluating the student's progress and providing timely feedback. Finally, the Committee shall render its decision regarding the research project.

CHAPTER TWO ADMISSION AND ENROLLMENT

Article 6. The selection process for applicants to mixed-mode graduate programs, according to the nature of each program, may include:

- An interview with the Academic Coordinator of the program;
- Administration of an English placement examination (based on the results, applicants may either demonstrate proficiency in the language or be placed at the appropriate level);
- An admission examination; and
- The applicant's participation in a **Propaedeutic Session**, the purpose of which is to verify the existence of a research project based on the applicant's employment and/or professional activity, or to provide guidance for the preparation of a research proposal. (*Instrument 1*).

Article 7. During the interview with the Academic Coordinator of the Program, as applicable, applicants may submit:

- a) A copy of the Complete Certificate of Studies or, where applicable, the academic transcript;
- b) Documentation evidencing professional experience in the field, where applicable, or a letter of recommendation supporting the applicant's academic qualifications;
- c) A statement of purpose addressed to the Academic Coordinator of the program to which admission is sought;
- d) A letter of commitment to dedicate the necessary time and effort to the program.

Article 8. In those cases where so determined, and based on the results of the interview, the admission examination, and the propaedeutic session, the student shall complete, at the University, prior to entering the graduate program of his or her choice, any prerequisite courses that may be required.

Likewise, based on the results of the selection process, applicants seeking admission to any of the graduate programs of the Universidad de las Américas, A.C. shall receive one of the following decisions, which shall be final and not subject to appeal:

- a) Admission to the requested program.
- b) Conditional admission to the requested program.
- c) Admission denied.

Article 9. Admission is the process carried out to formalize the registration of an applicant to the Graduate Program to which he or she has applied, once the selection process has been completed. The admission process includes the following requirements:

Specialty

• Letter of acceptance approved by the Tutorial Committee. • Six (6) black-and-white passport-size photographs. • Birth certificate (original and copy). • Complete Bachelor's Degree Certificate or equivalent (original and copy). • Two copies of the Bachelor's Degree Diploma and Professional License or equivalent.
For applicants whose degree completion option is through graduate studies: • Letter of acceptance approved by the Tutorial Committee. • Six (6) black-and-white passport-size photographs. • Birth certificate (original and copy). • Certificate stating completion of 100% of the credits of the Bachelor's Degree Study Plan. • Letter of acceptance of this degree option issued by the institution of origin.

Master's Degree

• Letter of acceptance approved by the Tutorial Committee. • Six (6) black-and-white passport-size photographs. • Birth certificate (original and copy). • Complete Bachelor's Degree Certificate or equivalent (original and copy). • Two copies of the Bachelor's Degree Diploma and Professional License or equivalent.
For applicants whose degree completion option is through graduate studies: • Letter of acceptance approved by the Tutorial Committee. • Six (6) black-and-white passport-size photographs. • Birth certificate (original and copy). • Certificate stating completion of 100% of the credits of the Bachelor's Degree Study Plan. • Letter of acceptance of this degree option issued by the institution of origin.
For students entering from the Specialty Program (enrolled in the inclusive program): • Letter of Recommendation issued by the Tutorial Committee.

Doctoral Degree

- Letter of acceptance approved by the Tutorial Committee.
- Six (6) black-and-white passport-size photographs.
- Birth certificate (original and copy).
- Complete Master's Degree Certificate or equivalent (original and copy).
- Two copies of the Master's Degree Diploma and Professional License or equivalent

For students entering from the Master's Program (enrolled in the inclusive program):

- Letter of Recommendation issued by the Tutorial Committee.

Article 10. Applicants who have completed prior studies at educational institutions incorporated into the State Governments shall submit the corresponding duly legalized documents.

Article 11. Foreign applicants or Mexican nationals who completed their studies abroad and submit documentation for registration in a language other than Spanish shall have such documentation translated into Spanish and legalized before the competent authority of the country in which it was issued, as well as before the Mexican Consular Service or the accredited representative of the Ministry of Foreign Affairs in the country of origin. For countries that are parties to the Hague Convention, it shall be sufficient for the documentation to bear the Apostille certification. Likewise, foreign students shall submit a copy of the immigration documentation proving their legal stay in the country.

Article 12. Procedures for the revalidation or equivalency of studies for Graduate Programs shall be completed prior to the beginning of the applicant's first academic term at the University. Otherwise, the applicant shall be required to complete 100% of the credits of the graduate program to which admission is sought at the University.

Article 13. Applicants admitted on a permanent basis to any Graduate Program of the Universidad de las Américas, A.C. shall acquire the status of students, with all the rights and obligations established in these Regulations and in the other provisions of the University.

Article 14. Students who, upon entering the University, have not submitted all the required documents shall complete their academic file within a period not exceeding ten (10) weeks from the date of admission. Students who fail to complete their file within the aforementioned period shall not be granted re-enrollment for the subsequent academic term.

Article 15. Graduate students shall be subject to the general regulations of the Universidad de las Américas, A.C. Likewise, they shall be subject to the internal regulations governing the Graduate Program in which they are enrolled.

Article 16. Applicants who fail to complete the admission and enrollment procedures within the established deadlines shall, by such omission, forfeit their enrollment.

Article 17. Any matter related to the admission and enrollment process shall be handled by the interested party or, where applicable, by a duly authorized representative.

Article 18. Upon initial enrollment, each student shall be assigned a student identification number for identification and registration purposes and shall be issued a student identification card certifying his or her status as a student.

Article 19. Should the total or partial falsification of any document be verified, the enrollment of the student concerned shall be cancelled, and all actions derived therefrom shall be rendered null and void. The Universidad de las Américas, A.C. shall be entitled to take any legal action it deems appropriate.

CHAPTER THREE RE-ENROLLMENT AND CONTINUATION

Article 20. Re-enrollment is the process by which the student renews his or her relationship with the Universidad de las Américas, A.C., and the University accepts such renewal.

Article 21. Re-enrollment shall be carried out at the student's request on the dates established in the academic calendar, provided that the student has no outstanding academic, administrative, or financial obligations.

Article 22. Re-enrollment shall be subject to the following guidelines:

- a) The student shall enroll in the Courses, Modules, or Seminars corresponding to his or her Study Plan, subject to the approval of the Academic Coordinator of the program.
- b) The student shall register for the English language levels required by his or her program.
- c) If the student has failed any Course, Module, or Seminar during the previous academic term, he or she shall repeat it in the immediately following term.

Article 23. The Universidad de las Américas, A.C. reserves the right to cancel any Course, Module, or Seminar that does not have a minimum enrollment of ten (10) students, or to offer it as a special course, in which case the student shall pay the corresponding fees.

Article 24. In order to maintain student enrollment and monitor academic performance, the Office of Student Services establishes the following academic standings:

- A student shall be considered to be in **Regular Academic Standing** when he or she has failed no more than one Course, Module, or Seminar.
- A student shall be considered to be in **Conditional Academic Standing** when he or she has failed two Courses or Seminars, or has failed the same Course, Module, or Seminar twice.
- A student shall be considered to be in **Permanent Academic Dismissal** when he or she has failed three Courses, Modules, or Seminars, or has failed the same Course, Module, or Seminar three times.

Article 25. Graduate students at the Universidad de las Américas, A.C. may submit a request for temporary withdrawal to the Academic Coordination of the Graduate Program in which

they are enrolled. The decision to approve or deny the request shall be submitted to the Office of the President for approval, and the decision shall be final.

Article 26. A student who voluntarily interrupts his or her studies for one year or more may be readmitted in accordance with the following guidelines:

- Submit a written request for readmission to the corresponding Tutorial Committee.
- Have no outstanding obligations of any kind to the University.

The readmission of a student shall be reviewed and decided upon by the Tutorial Committee, which shall submit its recommendation to the Office of the President for approval.

Article 27. A student who is readmitted to a Graduate Program shall be incorporated into the Study Plan in effect at the time of re-enrollment if such plan has been modified during the period of withdrawal, subject to the corresponding requirements and regulations, and after the appropriate equivalency of studies has been granted.

Article 28. The maximum time allowed for the completion of mixed-mode graduate programs shall include an additional fifty percent (50%) beyond the normal duration established in the corresponding Study Plan. This period shall be calculated from the student's initial enrollment in the program.

CHAPTER FOUR EVALUATION AND GRADING

Article 29. The evaluation of Graduate students shall include the following components:

- a) Evaluation of their performance in the Modules, Courses, and/or Seminars in which they are enrolled.
- b) Evaluation of the extracurricular activities carried out during the independent work hours. (*Instrument 2*).
- c) Evaluation of the development of their Research Program. (*Instrument 3*).

Article 30. The evaluation of students' performance in the Modules, Courses, and/or Seminars shall be the responsibility of the instructor assigned to each of them, in accordance with the criteria established in the corresponding study programs.

Article 31. The evaluation of the extracurricular activities carried out by the student during the independent work hours of each Module, Course, and Seminar shall be the responsibility of the tutor. The planning, supervision, and evaluation of these activities are described in the **Manuals for Extracurricular Activities**.

Article 32. The evaluation of the Research Program shall be governed by the guidelines established in the **Guide for Research Projects**. This evaluation shall be the responsibility of the tutor and shall require the endorsement of progress granted by the members of the corresponding Graduate Tutorial Committee. (*Instrument 4*).

Article 33. The final grade for each of the components indicated above shall be expressed on a decimal numerical scale from **5.0 to 10.0**, with **8.0** being the minimum passing grade.

Article 34. In order to be eligible for the final grade in a Course, Module, or Seminar, the student must have attended at least **80%** of the sessions conducted under the guidance of an instructor and **90%** of the individual advising sessions and academic sessions corresponding to the Research Program.

If a student fails a Course, Module, or Seminar, he or she shall repeat it during the following four-month academic term, since passing by means of extraordinary examinations shall not be permitted.

Article 35. The tutor shall be responsible for compiling the grades obtained by the student based on the criteria established for the hours under the guidance of an instructor and the independent work hours corresponding to extracurricular activities and the Research Program, according to the percentages established for each Module, Course, or Seminar.

Article 36. The tutor shall be responsible for recording the final grade for the Module, Course, or Seminar on the corresponding official grade report and submitting it on the dates established by the Office of Student Services.

Article 37. In the event of an error in the final grade, the correction process shall be as follows:

- a) The student shall submit a written request to the Academic Coordinator of the program for correction of the grade within five (5) calendar days following the date on which the grade was announced.
- b) The Academic Coordinator shall consult with the tutor who signed the official grade report.
- c) The tutor shall notify the Academic Coordination in writing of the existence of the error and the correction of the grade, using the forms established by the Office of Student Services.
- d) The Academic Coordinator shall forward the instructor's notification within five (5) calendar days after receiving the student's request.

CHAPTER FIVE TUTORIAL COMMITTEES AND TUTORS

Article 38. The Tutorial Committee shall meet at least three times during each four-month academic term in academic sessions with the students. The Committee shall establish its own regulations, which shall be submitted to the Office of the President for approval. (*Instrument 5*).

Article 39. The responsibilities of tutors shall be as follows:

- a) To be responsible for supervising ten (10) students, ensuring that the research project is consistent with the program's research lines, that the project meets the required standards of quality, and that satisfactory progress is made in its development.
- b) To provide individual tutoring sessions according to the schedule established at the beginning of each academic term and to record the progress of such sessions in the Tutorial Log maintained by the corresponding Academic Coordination.

- c) To provide the student, in writing, with comments or suggestions regarding his or her research work within a period not exceeding one week. Such recommendations shall also be discussed with the student.
- d) To prepare the report on each student's performance in accordance with the formats established for each program and submit it on the dates established by the corresponding Academic Coordination in order to evaluate the progress of the students under his or her supervision and issue recommendations regarding their work plans. (*Instrument 6*).
- e) To attend the academic sessions for project evaluation and progress monitoring on the dates established by the Academic Coordination at the beginning of each academic term.
- f) To review and issue decisions regarding specific cases involving the reassignment of advisors, restructuring of research projects, or other related matters.
- g) To serve as a member of the examining committee during the defense of the research project.
- h) To conduct institutional research and disseminate it through internal and external publications.
- i) To participate as a member of the Editorial Committee of the Graduate Studies Publication of the Universidad de las Américas, A.C.
- j) To perform any other duties arising from the nature of the position, subject to the approval of the Office of the President of the University.

CHAPTER SIX RIGHTS AND OBLIGATIONS OF STUDENTS

Article 40. Graduate students of the Universidad de las Américas, A.C. shall have the following rights:

- a) The right to attend the Courses, Modules, or Seminars in which they are enrolled and for which the corresponding tuition has been paid.
- b) The right to use the University's facilities under the terms and conditions established in the applicable regulations, provided they have no outstanding financial obligations.
- c) The right to receive the syllabus for each Course, Module, or Seminar, as well as the corresponding Extracurricular Activities Manual, during the first session.
- d) The right to receive academic tutoring in accordance with the applicable regulations.
- e) The right to be evaluated in the Courses, Modules, or Seminars in which they are enrolled in accordance with the provisions established in the corresponding study programs, as well as to receive an assessment of the progress of their research project.
- f) The right to request the review and correction, where appropriate, of assignments, examinations, and grades.
- g) The right to receive recognition for academic achievement or participation in University activities in accordance with the applicable guidelines.
- h) The right to receive the diplomas and academic degrees earned in the study programs approved by the University and the Ministry of Public Education.

- i) The right to representation in the University's student governing body through a democratic election and in accordance with the statutes governing such body.
- j) The right to retain student status provided that the student complies with the academic, student, conduct, administrative, and financial regulations of the University.

Article 41. Graduate students of the Universidad de las Américas, A.C. shall have the following obligations:

- a) To comply with the enrollment, re-enrollment, and payment requirements established in the applicable regulations.
- b) To make timely payment of all applicable tuition and fees. Failure to do so shall prevent the student from attending classes, receiving tutoring, taking examinations, or obtaining grades in the Courses, Modules, or Seminars attended.
- c) To attend classes regularly and punctually (with a tolerance of ten (10) minutes for two-hour classes and fifteen (15) minutes for classes exceeding two hours in duration) and to complete at least 80% attendance in face-to-face classes and 90% attendance at individual tutoring sessions and academic sessions. Otherwise, the student shall not be entitled to receive a final grade in the corresponding Course, Module, or Seminar and shall be required to repeat it.
- d) To comply with the evaluation requirements established in each Course, Module, or Seminar syllabus.
- e) To maintain Regular Academic Standing, meaning that the student shall have no Courses, Modules, or Seminars pending completion from previous academic terms. Students who fail to meet this requirement may not continue advancing in their academic program unless they register the failed Course, Module, or Seminar as a special course. At the end of each academic term, the Academic Coordination shall notify the student of this status.
- f) To satisfy the English language requirements established by the program.
- g) To complete the learning activities established in the study program, submit in a timely manner the final products corresponding to the independent work hours, present the required progress reports on the research project, attend individual tutoring sessions, and participate in the academic sessions conducted by the Tutorial Committee.
- h) To refrain from engaging in any conduct that may constitute academic fraud. Any student found responsible for academic fraud shall be subject to the disciplinary sanctions established by the regulations.
- i) To conduct himself or herself respectfully toward all members of the academic community, regardless of their area of responsibility or position within the University.
- j) To comply with the regulations governing the University's facilities and to respect such facilities and all other institutional resources. Failure to do so shall result in the sanctions established by the applicable regulations.
- k) To maintain a valid student identification card at all times.
- l) To provide the University with truthful, accurate, and honest information whenever requested and to keep such information permanently updated. Failure to do so may result in disciplinary sanctions.

- m) To comply with the security and access systems implemented by the University for the benefit of the university community. Failure to do so shall result in the corresponding disciplinary sanctions.
- n) To observe the non-smoking areas established by the University.
- o) Not to consume, use, sell, or provide alcoholic beverages or substances whose use is considered illegal to others within the University's facilities, in the surrounding areas of the campus, or at academic, cultural, or athletic events related to the University.

CHAPTER SEVEN

RESPONSIBILITIES AND SANCTIONS

Article 42. Any violation of the provisions of these Regulations or of the Institutional Regulations shall constitute grounds for the imposition of sanctions by the University authorities, in accordance with the procedures and governing bodies established in each of the University's regulations and governing documents.

Article 43. Two types of fraud that may be committed by Graduate students are recognized: **academic fraud** and **administrative fraud**.

Article 44. Academic fraud shall be understood as any action by a student which, whether completed or attempted, involves deception in the total or partial completion of an examination, research paper, assignment, or any other academic activity. Such actions shall be sanctioned by the annulment of the corresponding academic activity and the expulsion of the students involved from the University. If academic fraud is discovered after an academic degree has been awarded, such degree shall be declared void, and the appropriate educational authorities or institutions shall be notified.

Article 45. Students commit academic fraud when they:

- a) Copy the answers to an examination, research paper, or school assignment from another student.
- b) Use unauthorized materials during an examination without the authorization of the instructor administering it.
- c) Collaborate with another student in the completion of an examination, assignment, practical exercise, or academic work without the authorization of the course instructor.
- d) Impersonate another student, or allow another person to impersonate them, in taking an examination or submitting academic work.
- e) Obtain, provide, transfer, or use the total or partial contents of an examination or its answers.
- f) Offer or accept bribes, whether openly or through simulated acts, for the purpose of obtaining or providing the total or partial contents of an examination.
- g) Copy verbatim the contents of reference texts or the work of other students in order to include them as part of assigned research papers.
- h) Include verbatim copied material as part of assigned research papers without providing the corresponding references.
- i) Engage in any other action involving deception or unacceptable conduct for the purpose of obtaining an undeserved grade or academic recognition.

Article 46. Students commit administrative fraud when they:

- a) Refuse to pay, or fail to pay, any debt owed to the University.
- b) Issue to the University a check or any other negotiable instrument that cannot be honored.
- c) Provide false information regarding their identity or sources of income in order to incur debts with the University or obtain any type of scholarship or financial benefit.
- d) Submit false supporting documentation.

Article 47. Students who commit administrative fraud shall be subject, depending on the seriousness of the offense, to sanctions ranging from a formal warning to temporary or permanent expulsion from the University, as well as any corresponding legal proceedings, in accordance with the final and non-appealable decision of the Office of the President.

CHAPTER EIGHT

UNIVERSITY JUSTICE COMMITTEE

Article 48. The University Justice Committee is the conciliation and/or arbitration body responsible for issuing final and non-appealable decisions regarding matters and disputes of an exclusively academic and/or student nature arising within the Institution.

Article 49. The University Justice Committee shall have authority to:

- a) Hear, conciliate, or resolve directly and definitively disputes of a strictly academic and/or student nature submitted by any member of the academic community or student body, provided that their resolution has not been expressly entrusted to another University authority.
- b) Receive academic and/or student-related inquiries submitted by any member of the University community and issue non-binding advisory opinions thereon.
- c) Determine whether it has jurisdiction to hear or dismiss the matters, disputes, or inquiries submitted to it.
- d) Determine the principal nature of a dispute in those cases where its academic character is intertwined with matters of a different nature and decide the appropriate course of action.

Article 50. The University Justice Committee shall be composed as follows:

- a) The President of the University shall serve as Chair of the Committee.
- b) The Director(s) and/or Academic Coordinator(s) responsible for the academic area to which the matter or inquiry pertains shall serve as Secretary of the Committee. When any of them is a party to the dispute, the President of the University shall appoint the Secretary of the Committee directly.
- c) The faculty member(s) with the highest evaluation from the corresponding department or departments shall serve as Committee Members.
- d) The President of the Student Representative Body shall serve as a Committee Member.
- e) The representative(s) of the academic program concerned shall serve as Committee Member(s).

CHAPTER NINE RECOGNITIONS

Article 51. The Universidad de las Américas, A.C. recognizes those students who demonstrate excellence in academic performance through the following distinctions:

a) Honors Distinction (Mención Honorífica): This distinction shall be awarded to students who meet the following requirements:

- Have not failed or left incomplete any course during their academic program.
- Have achieved the minimum grade point average established by the corresponding academic division.
- Have been nominated by the members of the examining committee during the thesis defense examination and ratified by the Tutorial Committee.

This distinction shall be awarded only for Master's and Doctoral degrees.

b) Academic Excellence Award: A distinction granted during the Annual Graduation Ceremony to those students who have obtained the highest grade point average of their graduating class in the Graduate Program in which they are enrolled.

c) Summa Cum Laude Medal and Diploma: A distinction awarded during the Annual Graduation Ceremony to the student who has obtained the highest overall grade point average among all Graduate Program graduates of the graduating class and whose distinction has been ratified by the University Council.

CHAPTER TEN STUDENT REPRESENTATION

Article 52. Graduate students may be represented in the Student Association of the Universidad de las Américas, A.C.

Article 53. Graduate students may organize themselves for cultural, artistic, athletic, or scientific purposes, provided that such associations and their objectives are consistent with the mission and nature of the University.

Article 54. All student associations referred to in the preceding Articles, together with their representatives, bylaws, and any other documents or actions derived therefrom, shall be registered with and approved by the Office of the President of the Universidad de las Américas, A.C. as a prerequisite for official recognition by the University.

TRANSITORY PROVISIONS

First. Any matters not expressly provided for in these Regulations shall be submitted to the Tutorial Committee of each Graduate Program for consideration. The Committee's decision shall be submitted to the Office of the President for approval. The decision issued shall be final and not subject to appeal.

These Regulations shall enter into force as of **February 2025**.

2. PEDAGOGICAL MODEL

The Pedagogical Model of the mixed-mode graduate programs offered by the Universidad de las Américas, A.C. is based on a humanistic approach within the cognitive-contextual paradigm, which emphasizes the development of the cognitive and socio-affective processes required to respond to the demands that the context places upon the individual. Likewise, it is consistent with the competency-based education model, which places special emphasis on the development of the professional competencies required by the student in accordance with his or her professional and/or employment field. Based on these theoretical conceptions, the elements of the model are defined below.

- **Mixed-Mode Program**

A Mixed-Mode Program is understood to be one in which the Courses, Modules, or Seminars are completed through academic work that includes both face-to-face instructional hours under the guidance of a faculty member and independent work supported through academic tutoring.

- **Teaching-Learning Process**

The Teaching-Learning Process is based on a mediation-oriented instructional approach that promotes the student's ability to learn how to learn, understood as the development of thinking processes that enable high-quality independent work, continuous professional updating, and the transfer of acquired knowledge to the context in which the student lives. Accordingly:

- o **The student** is conceived as an individual capable of the continuous construction and reconstruction of knowledge. Therefore, it is necessary to promote both the acquisition of knowledge and the development of cognitive and socio-affective processes that contribute to meaningful learning and the development of professional competencies. From this perspective, the learner is capable of organizing and directing his or her own learning, playing an active role in the integration of concepts and conclusions, problem solving, and the proposal of alternatives to problematic situations within his or her professional field.
- o **The instructor** is conceived as the individual responsible for the process of acquiring and updating the theoretical and practical knowledge established in the study programs of the various Courses, Modules, or Seminars that comprise the Study Plan.
- o **The tutor** is conceived as a facilitator who assists students in integrating and applying the theoretical and practical knowledge necessary to achieve meaningful learning, develop professional competencies, and design and conduct research projects.
- o **The Tutorial Committee** is conceived as the collegial body composed of the tutors of each program, whose purpose is to review, discuss, endorse, and evaluate students' academic work, as well as to plan, supervise, and

evaluate the contents, instructional materials, and educational technology resources necessary to achieve the objectives of the program.

- o **Research** conducted within these programs is conceived as the process of generating solutions related to the problems identified by students within their professional and/or employment field.
- o **The institution**, represented by the Academic Coordinator of the Program, is conceived as the body responsible for providing the facilities, resources, and administrative support necessary to create an environment conducive to learning, creativity, and productivity through the interaction of the university community.
- o **The employment field** is conceived as the setting from which the problems to be addressed through research projects are identified.

3. OPERATING STANDARDS

The standards governing the operation of the Mixed-Mode Graduate Programs refer to the responsibilities of the participants with respect to face-to-face instruction and independent work.

Face-to-face instruction consists of academic activities carried out under the guidance of an instructor and is specified in the study programs of each Course, Module, or Seminar included in the Study Plan.

Independent work refers both to the extracurricular activities that complement face-to-face instruction and are related to the contents of the Courses, Modules, or Seminars, and to the research activities aimed at solving problems identified in the student's employment field and related to each student's research project. This work is carried out under the guidance of a tutor and the supervision of the Tutorial Committee.

The responsibilities established for each participant in the operation of the program are set forth below.

- **Academic Coordinator**

- a) Conducts the applicant selection and admission process for the program.
- b) Selects and appoints faculty members and tutors.
- c) Establishes the course schedule for each four-month academic term.
- d) Carries out the administrative management corresponding to the program under his or her coordination.
- e) Chairs the Tutorial Committee and has the casting vote in any decision made by the Committee.

- **Tutorial Committee**

- a) Issues the letter of recommendation for the admission of applicants to the program based on the evaluation of their research project.
- b) Reviews and approves the research project and the extracurricular activities plan to be completed by the student, and evaluates the student's progress each four-month academic term.
- c) Meets at least three times during each four-month academic term in academic sessions with the students and prepares the corresponding minutes.
- d) Evaluates and approves the instructional materials proposed by faculty members and tutors. The Committee may modify the extracurricular activities plan and make recommendations to strengthen the research project based on the results of its evaluation.
- e) Determines whether the student is prepared to become a degree candidate and proposes the composition of the degree examination committee.

- **Tutor**

- a) Supervises ten (10) students, ensuring that each research project is consistent with the research lines of the program, that the project meets quality standards, and that satisfactory progress is achieved in its development.
- b) Prepares the Manuals for Extracurricular Activities corresponding to the Courses, Modules, or Seminars, as well as the Research Project Guides, and submits them to the Tutorial Committee for review.
- c) Evaluates the work products specified in the Manuals for Extracurricular Activities and the Research Project Guides, and provides feedback to the students under his or her supervision.
- d) Establishes the academic activities plan for each assigned student and monitors the student's progress.
- e) Conducts individual tutoring sessions according to the schedule established at the beginning of each academic term and records the progress of such sessions in the Tutorial Log maintained by the corresponding Academic Coordination.
- f) Provides the student, in writing, with comments or recommendations regarding his or her research work within a period not exceeding one week. These recommendations shall also be discussed with the student.
- g) Prepares the report corresponding to each student's performance in accordance with the formats established for each program and submits it on the dates established by the corresponding Academic Coordination in order to evaluate the progress of the students under his or her supervision and issue recommendations regarding their work plans.
- h) Attends the academic sessions for project evaluation and progress monitoring on the dates established by the Academic Coordination at the beginning of each academic term.
- i) Reviews and issues recommendations in specific cases involving the reassignment of advisors, restructuring of research projects, or other related matters.
- j) Serves as a member of the examining committee during the defense of research projects.
- k) Conducts institutional research and disseminates it through internal and external publications.
- l) Participates as a member of the Editorial Committee of the Graduate Studies Publication of the Universidad de las Américas, A.C..

• **The Instructor**

- a) Prepares the instructional plan for the Course, Module, or Seminar he or she teaches.
- b) Conducts the face-to-face instructional sessions of the Course, Module, or Seminar.
- c) Develops the instructional materials that support the face-to-face instructional sessions and submits them to the Tutorial Committee for review.
- d) Conducts and evaluates the learning experiences during the face-to-face instructional sessions, as well as the activities derived therefrom (assigned homework, oral presentations, etc.).
- e) Evaluates the learning outcomes achieved by the students during the face-to-face instructional sessions and assigns the corresponding grade.

• **The Student**

- a) Attends the face-to-face instructional sessions punctually and participates actively (a minimum attendance of 80% is required to be eligible to pass the Course, Module, or Seminar).
- b) Completes the activities and assignments established by the instructor and submits them on time and with the required quality.
- c) Attends at least 90% of the individual tutoring sessions and submits the progress established in his or her personal schedule regarding extracurricular activities and the research project.
- d) Attends at least 90% of the sessions held with the Tutorial Committee and submits the work products required for each session.

4. EVALUATION STANDARDS

The evaluation of learning in the **Mixed-Mode Graduate Programs** shall be conducted in accordance with the following standards:

- **Courses, Modules, and Seminars**

The evaluation of the Courses, Modules, or Seminars shall be the responsibility of the instructor, who shall base the assessment on the learning achievement criteria established in the corresponding study programs.

- **Extracurricular Activities**

The successful completion of these activities and the numerical grade obtained shall be the responsibility of the tutor and shall correspond to the final products established in the protocols for reporting independent work activities attached to the Manual for Extracurricular Activities of each program.

- **Research Project**

The research project shall be evaluated as either Passed or Not Passed based on the determination of the student's progress in its development.

The approval of the student's progress and the numerical grade assigned shall be the direct responsibility of the tutor, provided that such evaluation has been endorsed by the Tutorial Committee.

Each student shall prepare a schedule to monitor the progress of the research project. This schedule shall be reviewed and approved by the tutor according to the nature of the proposed research. Under no circumstances may the schedule exceed the time limit established in the Regulations, and the research project shall comply with the guidelines established by the Tutorial Committee.

5. INSTRUMENTS

The Mixed-Mode Graduate Programs include a series of instruments that establish the parameters for the preparation of different types of materials, as follows:

- **Instructional Materials:** This category includes Anthologies, the **Manual for Extracurricular Activities**, and the **Research Project Guide**.
- **Examinations:** This category includes examinations and/or integrative assignments designed to evaluate the learning achieved during the face-to-face instructional sessions.
- **Progress Monitoring:** This category includes the monitoring of progress made in the development of research projects.
- **Tutorial Log:** This category includes the monitoring and record of individual tutoring sessions, as well as the minutes of the academic sessions of the Tutorial Committee.

The corresponding formats for each category are presented below.

ANTHOLOGIES

Anthologies consist of a collection of readings related to the contents of a Course, Module, or Seminar, or focused on a specific thematic area (for example, research methodology, a topic related to the research problem, among others).

Anthologies may be prepared by instructors and/or tutors and shall be submitted to the Tutorial Committee at least one month before the beginning of the four-month academic term in which they are to be used, in order to be reviewed and approved.

Where appropriate, the Tutorial Committee may recommend revisions based on both the relevance and currency of the materials, as well as the activities designed for their analysis and application. In such cases, the instructor or tutor shall have a period of fifteen days prior to the beginning of the four-month academic term to make the required revisions and shall submit the final material for reproduction one week before the starting date of the academic term.

CRITERIA FOR THE PREPARATION OF ANTHOLOGIES

- **Introduction:** Includes a general presentation and description of the material, as well as its relationship to the Course, Module, or Seminar, or to the intended application objective.
- **Objectives:** Specify the general objective of the Anthology and the specific objectives, identifying the contents and cognitive processes to be promoted, as well as the ethical and value-based aspects upon which thoughtful reflection is expected through the study and analysis of the material.
- **Recommendations for the Use of the Material:** Describes recommendations for the use of the material, together with the principal self-learning strategies that may be applied during its study.
- **Work Schedule:** Includes the schedule indicating the dates for the completion of each reading and instructional material contained in the Anthology, as well as the due dates for the submission of the required final products in each case.
- **Texts:** Presents the readings or instructional materials that comprise the Anthology in the sequence established in the work schedule. The texts shall be selected according to their relevance to the stated objectives. The materials must possess recognized academic quality, and it is recommended that **70%** of the Anthology consist of publications no more than **three years old**, in order to ensure that the contents remain current. Each text shall include the complete bibliographic reference to its source and bear the statement:
"For study and research purposes only. Reproduction prohibited."
- **Study Guide:** Each reading or instructional material included in the Anthology shall be accompanied by a **Study Guide** specifying the final product the student is required to submit, together with its required format and content characteristics. It is recommended that a variety of text-processing activities be incorporated (such as the use of advanced organizers, essay writing, preparation of critical reports, among others), ensuring that the required final products demonstrate the achievement of meaningful learning. In addition, each guide shall include a self-assessment activity

addressing both the learning outcomes achieved and the planning of their transfer and application.

- **Evaluation and Self-Assessment:** The Anthology shall include a formal evaluation at the end, which shall also be submitted to the instructor or tutor, as appropriate, together with a self-assessment.

EXAMINATIONS AND/OR INTEGRATIVE ASSIGNMENTS

The purpose of **Examinations** and **Integrative Assignments** is to evaluate the student's learning in the Course, Module, or Seminar completed. Examinations and the proposed Integrative Assignments are prepared by the instructor responsible for the Course, Module, or Seminar and submitted to the Academic Coordination of the program at least **fifteen days** prior to the scheduled administration date established at the beginning of the four-month academic term. The Academic Coordinator shall verify that the proposed evaluations reflect the expected quality of learning outcomes and constitute an appropriate evaluation instrument for the corresponding program and level of study.

CRITERIA FOR THE PREPARATION OF EXAMINATIONS AND INTEGRATIVE ASSIGNMENTS

- **Consistency** with the general and specific objectives of the corresponding Course, Module, or Seminar.
- **Consistency** with the competencies established for each Course, Module, or Seminar, including the thematic contents, cognitive and socio-affective processes, and skills to be developed.
- **Consistency** with the academic level of the corresponding graduate program.

PROGRESS MONITORING

The purpose of the **Progress Monitoring Instruments** is to provide systematic follow-up of each student's progress in **Extracurricular Activities** and the **Research Project**.

The instruments included are as follows:

- **Academic Activities Program**

This instrument includes the following elements:

- **Four-Month Academic Term.**
- **Academic Calendar for the Four-Month Academic Term:** Indicates the beginning and ending dates of the academic term, examination periods, vacation periods, and re-enrollment dates.
- **Academic Activities:** Includes the Courses, Modules, or Seminars to be taken, the Extracurricular Activities, and the Research Project. It also includes individual tutoring sessions and academic sessions with the Tutorial Committee.
- **General Schedule:** Includes academic periods, dates, schedules, locations, requirements, and expected products (where applicable).
- **Activity Monitoring:** Includes the sections corresponding to the student's self-assessment and the tutor's evaluation. Compliance or non-compliance with each academic activity is recorded, both for face-to-face attendance and for the submission of the required final products. A qualitative analysis of the student's performance in each academic activity is also included (the criteria for this analysis correspond to the evaluation criteria established for each activity; for example, the evaluation criteria contained in the study programs and the evaluation criteria for extracurricular activities).

These sections shall be reviewed during the individual tutoring sessions.

- **Research Project Schedule**

This instrument includes the following elements:

- **Four-Month Academic Term.**
- **Academic Calendar for the Four-Month Academic Term:** Indicates the beginning and ending dates of the academic term, examination periods, vacation periods, and re-enrollment dates.
- **Research Project Stages:** Lists the general stages of the research project and specifies the stages to be completed during the corresponding academic term. The **Research Project Guide** is included.
- **General Schedule:** Includes academic periods, requirements, resources, and expected products. It establishes the dates, schedules, and locations for the individual tutoring sessions and the academic sessions with the Tutorial Committee.
- **Progress Monitoring:** Includes the sections corresponding to the student's self-assessment and the tutor's evaluation. Compliance or non-compliance with each stage of the research project, the individual tutoring sessions, and the academic sessions with the Tutorial Committee is recorded. A qualitative analysis of the student's performance in this area is also included. These sections shall be reviewed during the individual tutoring sessions.



Inclusive Graduate Programs

RESEARCH PROJECT IDENTIFICATION/
EVALUATION FORM

GRADUATE: _____ COORDINADOR: _____
PERIOD: _____

I. IDENTIFICATION

1. Applicant's Name _____

2. Academic Coordinator's Evaluation

3. English Language Placement _____

4. Company Where the Applicant Is Employed _____

5. Position Held and Principal Duties Performed _____

6. Areas Related to the Activities Performed _____

7. What type of research project do you wish to undertake? _____

8. Do you consider it necessary to receive propaedeutic support in order to define your research project? _____

II. EVALUATION

9. What type of problems do you face in relation to your employment? _____

10. Is there any significant problem within the company where you work for which no solution has yet been developed? _____

11. Do you have a research line related to your professional field? _____

12. Do you consider it feasible to develop a project that contributes to solving problems within your area of work? _____

13. How would you formulate the general objective of the project in order to contribute to solving problems within your area of work? _____

14. Does the applicant possess the basic knowledge required to develop a research project, or is it necessary to complete a prerequisite course?

YES ☐

NO ☐

MANUAL FOR EXTRACURRICULAR ACTIVITIES

The **Manual for Extracurricular Activities** consists of a set of activities related to the contents of a Course, Module, or Seminar, or focused on a specific thematic area (for example, research methodology, a topic related to the research problem, among others).

The Manuals for Extracurricular Activities are prepared by the tutors and submitted to the Tutorial Committee at least one month before the beginning of the four-month academic term in which they are to be used, in order to be reviewed and approved. Where appropriate, the Tutorial Committee may recommend revisions based both on the relevance and currency of the materials involved in the activities and on the activities themselves. In such cases, the tutor shall have a period of fifteen days prior to the beginning of the four-month academic term to make the required revisions and submit the material for reproduction one week before the beginning of the academic term.

CRITERIA FOR THE PREPARATION OF MANUALS FOR EXTRACURRICULAR ACTIVITIES

- **Introduction:** Includes a general presentation and description of the Manual, as well as its relationship to the Course, Module, or Seminar, or to the intended application objective.
- **Objectives:** Specify the general objective of the Manual and its specific objectives, identifying the professional competencies to be developed through the activities, as well as the thematic contents and the cognitive and socio-affective processes to be integrated into them.
- **Recommendations for the Use of the Manual:** Describes recommendations for the use of the Manual, together with the principal self-learning strategies that may be applied during the completion of the activities it contains.
- **Work Schedule:** Includes the schedule indicating the dates for carrying out each of the proposed activities, as well as the due dates for the submission of the required final products in each case.
- **Bibliographic, Hemerographic, or Video Materials:** When any of the activities require the use of bibliographic, hemerographic, or video materials, such materials shall either be included in the Manual or the location where they are available shall be specified according to the order and dates established in the schedule. The materials shall be selected based on their relevance to the established objectives and shall possess recognized academic quality. At least **70%** of the materials shall have been published within the previous **three years** in order to ensure the currency of the contents. All materials shall include the complete bibliographic reference to the source and, in the case of printed materials, shall bear the statement:

"For study and research purposes only. Reproduction prohibited."

- **Study Guide:** Each extracurricular activity shall be accompanied by a Study Guide specifying the final product that the student is required to submit, together with its required format and content characteristics. It is recommended that the Manual include a variety of activities appropriate to the corresponding graduate level, ensuring that the required final products demonstrate the development of the proposed competencies. In addition, each Study Guide shall include a self-assessment activity.

Each extracurricular activity protocol shall contain, at a minimum, the following elements:

- o General information for the Module or Seminar.
 - o Extracurricular Activity.
 - o General objective (including the competency to be demonstrated).
 - o Relationship to the Module or Seminar.
 - o Description of the extracurricular activity.
 - o Product to be submitted.
 - o Schedule of the stages included in the activity.
 - o Evaluation criteria.
- **Evaluation and Self-Assessment:** The Manual shall include a general formal evaluation, which shall also be submitted to the tutor, together with a self-assessment.

TUTORING LOG FORM

Program						
Student						
Tutor						
Academic Term						
Period Covered						
Date of Tutoring Session	Schedule (Duration)	Topics Discussed	Conclusions	Commitments and Date of Completion	Tutor's Signature	Student's Signature

GUIDELINES FOR RESEARCH PROJECTS

- **Introduction:** Includes the general presentation and description of the Manual, as well as its relationship to the development of the research project.
- **Objectives:** Specify the general objective of the Guidelines and the specific objectives, indicating the theoretical and practical aspects of research methodology that they are intended to promote.
- **Recommendations for the Use of the Manual:** Describes the recommendations for using the Manual, as well as the principal self-learning strategies that may be applied during the development of the activities it contains.
- **Work Schedule:** Includes the schedule indicating the dates for processing the instructional materials and completing each of the proposed activities, as well as the submission dates for the final products required in each case.
- **Bibliographic, Periodical, or Video Materials:** If any activities require the use of bibliographic materials, periodical publications, or video recordings, these shall either be included in the Guidelines or the location where they are available shall be indicated, in accordance with the sequence and dates established in the schedule. The materials shall be selected based on their relevance to the development of the research project and shall be of recognized academic quality. At least **70%** of the materials shall have been published within the previous **three years** to ensure that the contents remain current. All materials shall include the complete source reference and, in the case of printed materials, shall bear the following statement:
"For study and research purposes only. Reproduction prohibited."
- **Work Guide:** Each material and activity proposed shall be accompanied by a work guide specifying the final product that the student is required to submit, as well as its required format and content. The activities shall contribute to the progress of the research project. Each work guide shall also include a self-assessment activity.
- **Evaluation and Self-Assessment:** The Guidelines shall include a formal overall evaluation, which shall also be submitted to the tutor, together with a self-assessment.

TUTORING RECORD FORM
Student Progress Summary

Student Name: _____ **Date:** _____
Tutor: _____ **Student No.:** _____

General Matters:

Student's Signature

Tutor's Signature

MINUTES FORM FOR ACADEMIC SESSIONS OF THE TUTORIAL COMMITTEE

Minutes No.: _____
Date of the Session: _____
Session No.: ____
Participating Members of the Tutorial Committee:
Participating Students (when applicable): Indicate the student's name, student number, and academic program.
Agenda:
Session Summary:
Agreements:
Signatures of Participants: