

Consolidated Monitoring Report
to the
Middle States Commission on Higher Education

UNIVERSITY OF PUERTO RICO

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Submitted by

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Table of Contents

SECTION ONE	1
THE CONSOLIDATED MONITORING REPORT OF THE UNIVERSITY OF PUERTO RICO.....	2
THE UNIVERSITY OF PUERTO RICO.....	3
UPR Governance Structure, Roles and Responsibilities.....	4
The Budget Process.....	5
Recent Developments.....	5
RELEVANT BACKGROUND.....	6
Fiscal Measures and the 2010-2011 Budget Process.....	6
The 2009-2010 Student Conflict.....	7
Institutional Actions.....	10
MSCHE and Other Agencies' Actions.....	11
SECTION TWO	
THE UNIVERSITY OF PUERTO RICO ACTION PLAN.....	12
Institutional Context.....	13
STANDARD 4 – LEADERSHIP AND GOVERNANCE.....	14
Foster and enhanced institutional climate and identity.....	14
Cultivate an Open University culture.....	15
Revisit and empower leadership and governance at all levels.....	16
STANDARD 11 – EDUCATIONAL OFFERINGS.....	18
Guarantee sustained length, rigor, and depth of the academic offerings.....	18
STANDARD 3 – INSTITUTIONAL RESOURCES.....	19
Secure continuity and institutional effectiveness with available resources.....	19
Maintain and nurture additional sources of funding to continue advancing institutional education and research priorities.....	22
CONCLUSION.....	24

UPR UNIT'S MONITORING REPORTS AND ACTION PLANS

Río Piedras Campus
Mayagüez Campus
University of Puerto Rico at Cayey
University of Puerto Rico at Humacao
University of Puerto Rico at Arecibo
University of Puerto Rico at Bayamón
University of Puerto Rico at Ponce
University of Puerto Rico at Aguadilla
University of Puerto Rico at Carolina
University of Puerto Rico at Utuado

APPENDICES

1. The University of Puerto Rico Action Plan for Sustained Compliance with the Leadership and Governance, Educational Offerings, and Institutional Resources Standards of Excellence
2. University of Puerto Rico Organizational Chart
3. Certification No. 30 (2009-2010) of the University Board
4. UPR Approved Budget 2010-2011
5. Capital Improvement Projects
 - 5.a. Projects in progress
 - 5.b. Projects needing funding
 - 5.c. Temporarily postponed projects
6. Five Year Projected Budget
7. Projected Distribution Summary by Units, Programs and Expenses
 - 7.a. Projected Distribution Summary by Units
 - 7.b. Projected Distribution Summary by Programs
 - 7.c. Projected Distribution Summary by Expenses

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SECTION ONE

Between April 21 and June 22, 2010, 10 of the 11 units that comprise the University of Puerto Rico (UPR) system suffered stoppages prompted by student unrest. The stoppages began in the Rio Piedras Campus and propagated to the Mayagüez Campus, UPR in Cayey, Humacao, Arecibo, Bayamón, Ponce, Aguadilla, Carolina, and Utuado, resulting in the interruption of operations and educational offerings for 62 days. The Medical Sciences Campus stopped for 4 days, after which students held an assembly where the will to resume academic activities prevailed by a large margin.

Triggered by these events, on June 26, 2010 the Middle States Commission on Higher Education (MSCHE) placed on probation the Rio Piedras and Mayagüez Campus, the UPR in Cayey, Humacao, Arecibo, Bayamón, Ponce, Aguadilla, Carolina, and Utuado for lack of evidence of compliance with Standard 4, Leadership and Governance, and Standard 11, Educational Offerings. The Commission requested the submission of the present **Consolidated Monitoring Report** to document that the institution has achieved and can sustain ongoing compliance with said standards. In addition, the MSCHE requested evidence that UPR is developing and/or implementing a long term financial plan, including steps taken to improve the institution's finances, and seeking alternative funding sources, in accordance with Standard 3, Institutional Resources.

In recent years, both the MSCHE and the US Department of Education (USDE) have made a concerted commitment to better enforce compliance with applicable standards and rules of law aimed at promoting the continuity of the learning process. In spite of a long history of labor and student stoppages, this is the first time that units in the UPR system are placed on probation by the MSCHE and decertified by the USDE for an unlawful interruption of academic offerings. It is also the first time that the MSCHE places on probation practically an entire university system.

Whereas the affected units remain accredited while on probation, institutional accreditation and licensing are co-requisites for eligibility to the Higher Education Act funds, representing over \$200 M a year in Title IV funds only, for the University. More than 70% of UPR's student body participates in these programs. Institutional accreditation is also a requirement of eligibility for the professional and specialized accreditation of susceptible academic programs and services in the University, as well as to be able to compete for research and education federal funds. More importantly, it is the highest credential of excellence and quality in higher education.

Therefore, to confront these unprecedented challenges and recognizing the utmost importance to recuperate the institution's traditional good accreditation standing to continue the effective accomplishment of its mission, the **University of Puerto Rico Action Plan for Ongoing and Sustainable Compliance with the Leadership and Governance, Educational Offerings, and Institutional Resources Standards of Excellence** (Appendix 1) included and explained in this Report was developed and the prompt and decisive actions therein deployed at all levels of the University system, guided by the following Prongs and Goals.

1. FOSTER AN ENHANCED INSTITUTIONAL CLIMATE AND IDENTITY

- GOAL: Optimize the flow and exchange of timely and accurate information and broaden opportunities for productive communication and input to all sectors of the University Community, to stimulate a climate of trust, collaboration, commitment and identification with the institution's mission, goals, and challenges.

2. CULTIVATE AN OPEN UNIVERSITY CULTURE

- GOAL: Support an Open University Culture that values diversity of ideas, guarantees and encourages freedom of speech and the right to dissent, while safeguarding the rights and responsibilities of all members of the University Community with the continuity of the institutional education, research and service mission.

3. REVISIT AND EMPOWER LEADERSHIP AND GOVERNANCE AT ALL LEVELS

- GOAL: Revisit the roles and responsibilities of all constituents of the institution's leadership and governance to foster an environment that stimulates and enforces compliance with the best practices in University rules and regulations, leadership, governance and institutional integrity accreditation standards, to ensure an empowered and committed leadership effectively supporting the accomplishment of the institution's mission in a manner appropriate to their charge.

4. GUARANTEE SUSTAINED LENGTH, RIGOR AND DEPTH OF ACADEMIC OFFERINGS

- GOAL: Guarantee the continuity and the appropriate content, rigor, coherence and length of the institution's academic and research endeavors at all times, to support an effective and seamless student learning process and advancement toward their degrees in harmony with the Open University Culture.

5. SECURE CONTINUITY AND INSTITUTIONAL EFFECTIVENESS WITH AVAILABLE RESOURCES

- GOAL: Secure continuity and effective accomplishment of the institutional mission and goals with the available resources by developing and implementing the appropriate financial measures.

6. MAINTAIN AND NURTURE ADDITIONAL SOURCES OF FUNDING TO CONTINUE ADVANCING INSTITUTIONAL EDUCATION, RESEARCH AND SERVICE PRIORITIES

- GOAL: Continue and develop initiatives to increase and diversify sources of funding to support the accomplishment of the institutional mission and goals.

THE CONSOLIDATED MONITORING REPORT OF THE UNIVERSITY OF PUERTO RICO

Given that most aspects to be addressed respond to systemwide events, situations, and challenges, the MSCHE President and Vice Presidents recommended that the University present a single consolidated report with attached individual reports for the 10 documenting their specific actions for compliance with emphasis on Standard 11.

The Consolidated Monitoring Report of the University of Puerto Rico addresses the Commission's action, concerns and expectations regarding these standards through the enactment of the UPR Action Plan with evidence of the current and projected actions towards sustained and ongoing compliance at the system and unit levels. These actions are the result of an introspective identification and critical self assessment of the historical elements underlying the institutional culture, the events and circumstances underlying the student conflict, and the internal and external environmental factors, in context with the relevant elements of each of the standards.

The UPR Action Plan sets specific goals, actions and activities to attain the expected observable outcomes. The Individual Monitoring Reports describe each unit's particular context, evidence based actions taken, current status, and progress under each standard.

The Consolidated Monitoring Report is organized in three sections:

- **Section One.** An overview of the UPR and relevant background.
- **Section Two.** The principles and processes for the preparation of the UPR Action Plan, the Consolidated Monitoring Report and the individual Monitoring Reports, description of the Institutional Context, plus a substantive discussion of the actions and activities devised and underway organized by the relevant standards, prongs and goals.

- **Section Three.** Includes the 10 affected units Monitoring Reports and aligned Action Plans with relevant and contextual information, and actions in progress according to their particularities.

THE UNIVERSITY OF PUERTO RICO

The University of Puerto Rico, founded in 1903, is a state supported university system established by Law No. 1 of January 20, 1966, as amended, with the mission to serve the people of Puerto Rico and contribute to the development and enjoyment of the fundamental, ethical and aesthetic values of Puerto Rican culture, and committed to the ideals of a democratic society (<http://sindicatos.upr.edu/docs/ley-upr.pdf>). To advance its mission, the University strives to provide high quality education and create new knowledge in the Arts, Sciences and Technology.

The University system comprises 11 institutional units:

- Three main campuses: Río Piedras, Mayagüez, and Medical Sciences, with Research Universities - High Research Activity; Master's Colleges and Universities - Larger Programs, and; Special Focus Institutions - Medical Schools and Medical Centers Carnegie Classifications, respectively;
- Eight colleges: UPR at Cayey, Humacao, Arecibo, Bayamón, Ponce, Aguadilla, Carolina, and Utuado with Baccalaureate Colleges - Diverse Fields Carnegie Classification.

At present, the UPR system offers a total of 463 different degrees in the Arts, Sciences, Business, Engineering and Technology, including 35 philosophy and professional doctorates, 128 masters, 16 graduate certificates, 245 baccalaureate and 39 associate degrees, many of which are unique to the Island, plus 42 Medicine and Dental Medicine residency programs and 192 transfer programs between units leading to baccalaureate degrees.

Tuition is among the lowest in the nation, accounting for less than 10% of UPR revenues. In accordance with a 4% annual increase per incoming class established in Certification No. 60 (2006-2007) of the Board of Trustees, tuition has increased from \$45 per undergraduate credit hour in 2007 to \$51 in 2010 and from \$113 per graduate credit hour in 2007 to \$127 in 2010 (<http://www.certifica.upr.edu/PDF/CERTIFICACION/2006-2007/60%202006-2007.pdf>). Each cohort is guaranteed the same tuition rate for a period of 150% the time required for degree completion.

Since its inception, the UPR has educated the majority of the top leadership of Puerto Rico's academic, business, and government sectors and confers degrees at the rate of 9,000 per year. Of the over 30,000 high school students that take the College Board in Puerto Rico, 65% apply for admission to the UPR; one out of each 3 university students in the Island pursues studies in UPR; and one of every two university degrees are conferred by the UPR.

Over 90% of the UPR student body is of Hispanic origin, with close to 70% of undergraduates receiving the PELL Grant. With a faculty and non teaching personnel of close to 5,000 and 9,000 respectively, and a total enrollment of over 65,000 in 2009-2010, UPR is the premier Hispanic serving institution in the United States and the baccalaureate origin institution of 17% of all Hispanics that have obtained a Ph.D. in Science and Engineering nationwide.

Of all academic offerings in UPR, 57% are susceptible to professional accreditation, of which close to 60% are already accredited. UPR is the only higher education institution in the Island where all of its teacher preparation programs are accredited by the National Council for the Accreditation of Teacher Education. As part of a vigorous professional and specialized accreditation project led by the Vice Presidency for Academic Affairs, it is projected that all susceptible academic programs and services will be fully accredited by year 2016.

During the past decade, UPR's development has focused on the graduate level; conferring over 422 PhD's in the last 5 years, 48% in Science and Technology. Research and scholarly articles published in indexed and peer reviewed journals totaled 805 in Puerto Rico during 2009, 85% of which were produced by UPR faculty.

UPR Governance Structure, Roles and Responsibilities

The University of Puerto Rico Law defines the institution's governing structure, roles and responsibilities in the development of policies and decision making processes. The management of the institution both at the system and unit levels are regulated by applicable laws, University rules and regulations, complimentary bylaws, resolutions by the Board of Trustees, President's and Chancellors' directives, and rules and regulations adopted by each governing body within their roles and responsibilities (<http://sindicos.upr.edu/regl-pol-norm.htm>). Appendix 2 depicts the University of Puerto Rico Organizational Chart.

In compliance with University Law, as amended by Law 65 of June 21, 2010, the **Board of Trustees** is composed of 17 members including one student and two faculty members elected by their peers, and fourteen citizens designated by the Governor and confirmed by the Senate of Puerto Rico, of which at least 5 should be UPR alumni. The Board of Trustees is responsible for the direction, quality and integrity of the institution, the approval and update of its development plan and the oversight of its implementation and progress. It is also responsible for the approval of the budget recommended by the President, assisting in the development of resources to sustain and improve the institution, and the establishment of institutional policies and Bylaws.

The **President**, who is appointed by and responds to the Board of Trustees, has the responsibility of leading, coordinating and supervising the academic, administrative, and financial enterprise of the University.

Each unit is headed by a **Chancellor** appointed by the Board of Trustees by recommendation of the President, with responsibilities similar to the President's at campus level.

The **University Board**, headed by the President of the UPR, includes the Chancellors, one faculty member of the Academic Senate and one student elected by his peers from each campus, the Central Administration Finance Director, and 3 appointed members of the President staff. It is charged with advising the President regarding the academic, administrative and financial planning and progress of the University system.

The **Administrative Board** of each unit is headed by the Chancellor, and is composed by the Deans for Academic, Student, and Administrative Affairs, academic department/faculty heads, representatives of the Academic Senate, and one student elected by his peers. It advises the Chancellor in administrative matters, including the distribution of the assigned budget, the academic calendar, faculty requests for leaves, tenures, financial aid, and promotions.

The **Academic Senate** of each unit is also headed by the Chancellor, and includes the Deans for Academic, Student, Administrative Affairs, academic department/faculty heads, elected faculty member representatives from each academic department/faculty, the Director of the Library, and students elected by their peers. It serves as the official forum of the academic community for the discussion of issues related to the institution's general course in matters related to academic affairs within the scope established by the University Law, rules and regulations. It also establishes the general guidelines for faculty appointments, tenure, promotion, evaluation, and leaves.

The President is an ex-officio member of all Administrative Boards and Academic Senates. The composition of Administrative Boards and Academic Senates varies throughout the system according to their particular academic and administrative structures and to changes proposed by some units throughout the years.

Until 1997, the UPR in Arecibo, Bayamón, Ponce, Aguadilla, Carolina, and Utuado were organized under the Administration of Regional Colleges (ARC). Each college was headed by a Dean Director that responded to a Chancellor, who presided over a single Administrative Board and Academic Senate for the ARC, from which representatives to the University Board were drawn, along with the Chancellor of the ACR. In 1997 the ARC was dissolved, transferring all operational and academic functions to these units, providing for the appointment of

Chancellors responding directly to the President, the organization of an Academic Senate and Administrative Board at each unit, and for their representation in the University Board, on the same footing as the other campuses.

The Budget Process

Budget development in alignment with institutional planning, is a primary responsibility of governance, within the calendar and processes set in Certification No. 100 (2005-2006) of the Board of Trustees, which includes the development by the President of the Budget Project with allocations for the system, its consideration by the University Board to receive its recommendations, and the evaluation and approval of the Board of Trustees. The Board of Trustees ultimately determines budget allocations for the system upon recommendation of the President considering the recommendations of the University Board (<http://www.certifica.upr.edu/PDF/CERTIFICACION/2005-2006/100%202005-2006.pdf>).

The General Fund of the UPR feeds from various sources. According to UPR Law, the Office of Management and Budget of Puerto Rico assigns annually 9.6% of the average net income collected by state government appropriations in the two prior fiscal years. Budget allotments to the units are based on the previous year recurring budget, plus recurrent additions to finance salaries and benefit increases, operational expenses, and earmarks according to the institutional plan.

The UPR Central Administration Budget Office discusses the budgetary outlook for the next fiscal year with the Chancellors and issues the general guidelines for the distribution of resources. Upon the approval of the fiscal year Budget by the Board of Trustees, the Chancellors, in coordination with their respective Budget Officers, bring the campus' proposed budget distribution to the Administrative Board for its certification. By Law, each UPR unit is required to balance revenues and expenditures and return unused funds to UPR's General Fund.

Financial statements of the UPR as a system are audited by external auditors. Units' financial information is available in the Finance Offices throughout the system, and is provided by the Central Administration Finance Office in the IPEDS Finance Reports.

Recent Developments

During 2009-2010 UPR's leadership and governance experienced important changes. On September 30, 2009, after nearly 8 years in office, President Antonio Garcia Padilla, Esquire, resigned, followed by the resignation of 9 of the 11 Chancellors, in most cases, due to retirement. The Board of Trustees promptly appointed a Search Committee that established the criteria, searched, interviewed and rigorously evaluated a number of suitable candidates for Acting President. Besides other potential candidates, all Vice Presidents and some incumbent Chancellors and Deans were invited by the Board to apply for the post for the sake of institutional continuity during the process towards the formal appointment of a President.

On October 1st, 2010, the Board of Trustees appointed Dr. Miguel Muñoz as Acting President, a recognized academician, researcher and former Secretary of Agriculture. Once appointed, in compliance with applicable University regulations, the Acting President appointed 9 Acting Chancellors in concord with the Board of Trustees, qualified by their professional and academic credentials, experience, commitment with the mission and goals of the University, and peer recognition required for the post. Likewise, most vacant positions on the President's staff, namely, Vice Presidents and Office Directors, i.e., Legal Affairs, Budget, Human Resources, and Planning, were filled with former associates or with people that held these posts in the past, therefore, with the credentials, experience and knowledge for a smooth continuation of the institutional endeavor.

On February 1, 2010 Dr. José Ramón de la Torre was appointed by the Board of Trustees as President of the UPR, following a systemwide process in accordance with applicable rules and regulations with the recommendation of Search and Consulting Committees assembled at both the campus and systemic levels, among twelve candidates.

President de la Torre is a recognized expert in Romance Philology, former Dean of Humanities of the UPR Río Piedras Campus, and former Executive Director and President of the Puerto Rico Institute of Culture until his current appointment.

Based on the institutional commitment to foster an organized transition with the appropriate overlap at all levels for the substantive transfer of information critical for the seamless continuity of the University agenda, President de la Torre promptly initiated the processes for the appointment of Chancellors, in compliance with the applicable rules and regulations. All Search and Consultation Committees across the system were appointed between February 18 and March 18, 2010. University General Bylaws prescribe 60 days for the submission of the reports by these Committees to the President, which in this case were due from April 19 to May 18, 2010. After receiving the reports, the President is allowed another 20 days to submit recommendations to the Board of Trustees.

Though this process has been impacted by the events described in this Report, to date most Committees' reports have been received and 4 of 11 Chancellors have been appointed by the Board of Trustees: Dr. Miguel Muñoz for the Mayagüez Campus, Dr. Rafael Rodríguez for the Medical Sciences Campus, Dr. Arturo Avilés for UPR Bayamón, and Professor Ivelice Cardona for UPR Aguadilla. Chancellors Rodríguez, Avilés, and Cardona were already serving as Acting Chancellors while Dr. Miguel Muñoz served as Acting President until the appointment of Dr. de la Torre, which validates their commitment, qualifications and knowledge of the University enterprise to guarantee continuity of the institutional agenda in their respective units. The appointments of the remaining Chancellors are forthcoming, and expected no later than late September and early October of 2010.

RELEVANT BACKGROUND

Fiscal Measures and the 2010-2011 Budget Process

The student stoppage that resulted in the probationary action by the MSCHE on June 2010 responded to the prospective measures considered by the University to face the projected decline in state appropriations resulting from the overall deficit that the central government faces. This scenario was aggravated by a concurrence of factors that prevented a timely and accurate disclosure to all University constituents of the institution's fiscal situation with enough anticipation to grasp its magnitude, provide input, and garner their solidarity and support to the measures to be taken to secure continuity and effective implementation of the institutional mission and goals with the available resources, and contribute to that end within their roles and responsibilities.

As the interim administration took the helm in October 2009, it was revealed: (1) an \$18 M shortfall in the current 2009-2010 due mostly to overestimated revenues which provoked an overall adjustment of the order of 2%; (2) that the projected reduction for fiscal year 2010-2011 would be of the order of 10% relative to 2009-2010, following a decline in state appropriations.

A thorough analysis to assess the magnitude of the budgetary and fiscal situation, and to identify the corresponding short and long term measures was initiated. Among many other measures identified to reduce costs and enhance funding sources to alleviate the current and projected insufficiencies were: (1) the issuing by the Board of Trustees of Certification No. 98 (2009-2010) which called for the development of a new tuition exemption policy and established the general conditions for such policy (<http://www.certifica.upr.edu/PDF/CERTIFICACION/2009-2010/98%202009-2010.pdf>); (2) the enactment for a second year of Certification No. 59 (2008-2009) of the Board of Trustees, which allowed Chancellors to take the necessary measures for a self sustainable summer offer (<http://www.certifica.upr.edu/PDF/CERTIFICACION/2008-2009/59%202008-2009.pdf>).

Certification 98 responded to findings by the Office of Internal Auditors which revealed the need of standardized criteria for the granting of exemptions throughout the system. Further studies ordered by the Board showed that besides the exemption categories authorized by the Board of Trustees, other waivers were implemented in the units

without the required authorization. Namely, 3 out of 10 students currently receive tuition exemptions, reducing the system's yearly tuition income by 30%.

Certification No. 59 (2008-2009) of the Board of Trustees followed a 2009 recommendation by former President García Padilla, and the then Chancellors, to secure the continuity of summer offerings. Namely, to lift the prevailing faculty compensation level policy of 1.5 times their monthly salary for a 3 credit summer course, and to allow the institutional units to take the necessary measures for a self sustainable summer offer through the establishment of a Summer Course Fee. This was the second year of the two year period contemplated in the Certification.

All units except for the Medical Sciences Campus proposed significantly reduced faculty compensations, 8 units proposed an additional Summer Course Fee that ranged from \$5 to \$35 per credit, while the Río Piedras Campus identified the necessary funds to offer the summer session without requiring a fee. Not including the Medical Science Campus, over 700 summer courses were projected under this proposal, which would have impacted over 20,000 students. Additionally, students would have benefitted from USDE Title IV funds that as of this last summer permit coverage for summer courses, including all fees.

In the face of the deficit confronted by the Central Government, the official notification of the 2010-2011 appropriations for the UPR by the Office of Management and Budget (OMB) was delayed relative to the calendar prescribed in Certification No. 100 (2005-2006) of the Board of Trustees for the development, consideration and approval of the University Consolidated Budget. The calendar prescribed in Certification 100 overlapped also with the student conflict, which severely hindered necessary access to campuses for the effective processing and exchange of vital information between the Central Administration Budget Office and key personnel at institutional units, which further delayed the design of the President's 2010-2011 Budget Project, its presentation to the University Board and the Board of Trustees.

While waiting for the notification from the OMB, the Board of Trustees suggested to the President to have the Budget Director present them with the possible scenarios under consideration for the elaboration of the Budget Project, in order to start gaining understanding of the actions to be proposed to approach the expected financial restraints. This exercise was perceived by some members of the University Board as an attempt to conceal financial information and bypass the role of the body to consider and make recommendations to the Budget Project prior to its presentation to the Board of Trustees for its approval.

Furthermore, the receipt of the external financial audit for fiscal year 2009 was also considerably delayed, aggravating the climate of uncertainty and mistrust.

The 2009-2010 Student Conflict

As described in the Voluntary Report submitted to the MSCHE in June 2010, there is substantial evidence that a stoppage at UPR, especially at the Río Piedras Campus, was planned since October 2009. In October 2009, after a week of student unrest, stoppages and incidents at most campuses prompted by circumstances foreign to the University, Acting President Muñoz declared a 4 day Academic Recess to guarantee student safety, as an announced October 15 Island wide labor stoppage neared. Two Law students presented an Injunction in court to invalidate the Academic Recess, which was rapidly dismissed on the basis of the soundness of the decision for the safekeeping of its student body and the integrity of the institution in the face of the announced Island wide labor stoppage. The MSCHE requested an Information Report regarding these events, which was submitted in November 2009.

The 2010 student unrest that resulted in the MSCHE probationary action started at the Río Piedras Campus when a 48 hour stoppage was slated for April 21, 2010 during a student assembly held on April 13th. The initial points of contention were the development of a new tuition exemption policy and the implementation of a Summer Course

Fee. As explained above, it was not the first time that summer courses would be offered with the inclusion of an additional fee.

Following the stoppage vote of April 2010, students of the Río Piedras Campus took possession of University facilities, closing all access to facilities. Violent acts and great turmoil ensued when the students confronted the University Guards in their attempt to retain control of the institution. The other units gradually joined by declaring stoppages, which later degenerated into an indefinite illegal stoppage, characterized by students and other supporters from the internal and external community limiting access to University premises. Violent incidents and damage to University property were reported mostly in the Río Piedras, Mayagüez and UPR Carolina campuses. In the case of the Río Piedras Campus, significant damage was done to property, and numerous barricades were built with University property and construction materials belonging to private contractors developing projects for the Campus, to prevent the flow of traffic and pedestrians.

In most campuses, student assemblies leading to stoppages were contentious, often poorly attended, with questionable means to guarantee and limit the participation to *bona fide* students and the appropriate use of parliamentary methods. For example, it became a pattern in units where a “strike vote” was not obtained the first time around that additional assemblies were prompted by different student groups until it was obtained. The intervention of students from other units was reported in many assemblies.

The number of students and other supporters blocking the gates at the respective units was variable, in general small, and often assisted by students from other units. For example, after holding a student referendum in UPR Aguadilla where the will to return to classes prevailed by an ample margin, operations resumed on June 10th, 2010, but only briefly, since protesters from other units and other supporters quickly mobilized to the campus to continue impeding access. Referendums held with similar outcomes as well as attempts to hold referendums in other units faced similar opposition.

As detailed in the Voluntary Report, the University took several steps to try to remedy the challenging situation, namely:

- Diplomacy, including dialogue and mediation, in a good faith effort to dispose of the conflict in an expedited manner so as to safeguard the continuation of the academic activities in a prompt fashion. This included multiple efforts to mediate both with the assistance of court mediators and independent third parties.
- Enforcement, including deployment of the state police at the gates and petitions to the courts to maintain open access to the Río Piedras, Mayagüez and other campuses.
- An Information Campaign to alert students, the University Community, taxpayers and the people of Puerto Rico at large as stakeholders of the State University, of the implications and consequences of the prolongation of the conflict on the accomplishment of its education research and service mission and integrity, and compliance with requirements to maintain institutional accreditation and licensing, eligibility for Higher Education Act (HEA) Student Financial Assistance programs including the PELL Grant, and to obtain funding to support competitive research.

The Río Piedras student assembly designated a Negotiating Committee (NC) to discuss the issues with the President of the UPR. In a show of good faith, the President accepted to converse with this group, instead of with the officially elected leaders of the General Student Council, the institutionally recognized student organization to provide input to the administration regarding issues that affect the student body. The Puerto Rico Civil Rights Commission entered as mediators and quickly made significant progress in identifying the main issues and possible avenues for their resolution. However, after a few meetings the NC refused the mediation of the Commission and demanded to speak directly to the Board of Trustees.

In another show of good faith, the President of the UPR invited the President of the Board of Trustees to join the dialogues, which resulted in a document summarizing a series of understandings about the terms that could be reviewed, analyzed or clarified in the implementation of Certification 98. This document was signed by the members of the NC on May 7th and endorsed by the Board of Trustees on May 8th. Nevertheless, in a meeting the following day, the NC reneged on the understandings without presenting them to the Río Piedras Campus student assembly as agreed and instead called for a new assembly on May 13, 2010 for the continuation of the stoppage.

On May 14, 2010, the Board of Trustees issued Certification Number 126 (2009-2010) ordering the closure of the Río Piedras Campus until the 31st of July, to provide for the continuation of diplomatic and legal ways to regain control of the campus, hopefully before that date, without having to resort to stronger measures (<http://www.certifica.upr.edu/PDF/CERTIFICACION/2009-2010/126%202009-2010.pdf>). However, a group of protesters on the order of 100-200 and not all necessarily students, remained inside the Campus, maintained the barricades and continued restricting access to the premises.

Upon claims that the NC of the Río Piedras was monopolizing the talks, a National Student Negotiating Committee (NSNC) was formed with a student representative from each campus, plus 5 from the original NC. Still faithful to the possibility of a resolution through diplomacy, on May 17, 2010 the President of the UPR and the Board agreed, not only to resume the dialogue with this new group, but to put on hold the court ordered injunctions against several members of the NC and NSNC for violations to the law and University rules and regulations by them and their supporters during the ongoing stoppage, as long as conversations showed progress.

On May 22, 2010, the Board of Trustees agreed to amend the most contentious point in Certification 98, which proposed that students eligible both for tuition exemption and the PELL Grant should choose between one or the other aid to cover tuition costs, as is the practice in many local and national institutions. Furthermore, a set of general criteria to be considered by the Board of Trustees for the implementation of Certification 98 were agreed upon on May 26, 2010.

Nevertheless, once these agreements were reached, the NSNC presented a series of new demands never brought before at the campus or system levels. Many were reasonable and workable, such as a full disclosure of the University budget and finances, while others were against the law and University policies and sound administration practices, or beyond the scope of the University, such as giving students a say on daily institutional operations with impact in the budget, the dismissal of charges and sanctions related to violations during the conflict, and the repeal of laws and policies at the state government level.

On May 27, the Governor of Puerto Rico suggested a renowned mediator, Episcopal Bishop David Álvarez—who assisted in the resolution of struggles to oust the US Navy from the Puerto Rican island-town of Vieques—to help parties expedite the achievement of agreements to reopen the State University. The students quickly rejected the proposition.

Nevertheless, dialogue continued, at this point mostly focused on the implementation of a new student Stabilization Fee under consideration at the time, and the dismissal of charges and administrative sanctions. Substantive evidence of the status of institutional finances was provided at student's request seeking alternatives to the fee, but no viable alternatives were proposed by the NSNC.

On June 2, 2010, the University Board issued Certification No. 30 (2009-2010) (Appendix 3) which called for "continuing the talks with open gates" in recognition of the threat of the campus' ongoing unlawful closure on accreditation, but the NSNC claimed that the University Board had no influence over the determination of student assemblies.

On June 9, 2010 University representatives "stood up from the table" understanding that efforts at dialogue were exhausted, allowing for the continuation of efforts to dispose of the conflict through pending judicial actions. Within a

short time a large contingent of students and supporters, including masked and hooded individuals (branded in Spanish as *encapuchados*), took over Central Administration facilities blocking access both to the Botanical Garden and to the President's office, restricting the liberty of the President of the UPR, the President of the Board of Trustees and members of the Administration participating in the talks, as well as other personnel present at the time. Once more the Administration resorted to mediation to resolve the impasse which lasted for over 8 hours.

Through court assisted mediation, an agreement with the NSNC was finally reached on June 16, 2010 by the signature of a set of agreements contained in Certification No. 131 (2009-2010) of the Board of Trustees, which for the most part coincided with those achieved previously with the administration during the month of May, namely (<http://www.certifica.upr.edu/PDF/CERTIFICACION/2009-2010/131%202009-2010.pdf>):

- To not apply summary sanctions in connection with violations during the conflict.
- Appoint ex judges as Examining Officers to evaluate administrative actions against students in connection with the conflict.
- Expedite the appealing of the rulings of administrative actions, as applicable.
- Postpone implementation of the Stabilization Fee to the second academic session of year 2010-2011.
- Comply with the process and calendar of activities for the establishment of the new Tuition Exemption Policy agreed upon in Certification 131.
- Consider alternatives to the implementation of a self sustainable summer offer.

After the Board of Trustees officially issued Certification 131, the NSNC called for an assembly in Ponce to ratify the agreements as a condition to lift the stoppages and surrender control of the campuses back to the Administration. On June 21, 2010 the respective units promptly retook operations to repair the damages and update maintenance, in order to resume activities towards the completion of the academic session.

Given the extent of the interruption, for the first time in many years the units of the University of Puerto Rico did not offer a summer session.

Institutional Actions

When students took over the Río Piedras Campus, the University Administration filed judicial actions aimed at regaining physical control of the facilities. The actions, seeking injunctive relief and redress of damages, are based on the contention that the constitutional right to free speech and association does not encompass the type of illegal activities in which the protesting students engaged.

Similar judicial actions were filed regarding the student conflicts at the Mayagüez and Bayamón campuses. In Mayagüez, the UPR obtained a permanent injunction from the Court of First Instance against several student leaders and participants of the concerted activities to impede free access to the campus. The Bayamón case is still pending before the Court of First Instance. In contrast, the Río Piedras Campus case bifurcated into two different procedural stages. The action for damages is still in the lower court. However, the injunctive relief action, which is vital for the establishment of a clear judicial precedent regarding the scope of what constitutes a valid exercise of the right to free speech, *ergo*, for the enforcement of the principles comprised in the Institutional Policy on Openness and Access to the University contained in Certification No. 90 (2004-2005) of the Board of Trustees, is still pending consideration before the Supreme Court of Puerto Rico (<http://www.certifica.upr.edu/PDF/CERTIFICACION/2004-2005/90%202004-2005.pdf>).

Several students who opposed the stoppage also filed judicial actions for injunctive relief and declaratory judgments, likewise seeking the establishment of clear judicial precedents regarding the scope and delimitation of the right of free speech, the so called "Non Confrontation Policy" and Certification 90. The University Administration acquiesced for the Supreme Court to assume jurisdiction to entertain that action, but it declined to do so after the campuses were reopened and the student plaintiffs requested a voluntary dismissal.

MSCHE and other Agencies' Actions

On January 2010, the President and Vice President of the MSCHE, Dr. Elizabeth Sibolski and Dr. Luis Pedraja met with University officials as a follow up to UPR's Information Report (submitted November 2009), which provided evidence of the measures taken to manage student unrest in October 2009 and clarified the circumstances surrounding the changes in the higher management of the Institution. An agreement was reached with the Board of Trustees and the then Acting President that any significant event that might affect accreditation would be formally informed to the MSCHE, especially those actions with the potential of being reported in an inaccurate and incomplete manner by local media and/or unofficial sources. Accordingly, the Vice President for Academic Affairs apprised Dr. Luis Pedraja and kept him periodically updated on the situation before and after the April-June 2010 disturbances.

As the conflict persisted and escalated throughout the system, a meeting was held on May 17, 2010 with Dr. Pedraja, the President, Vice Presidents, Finance and Budget Directors of the UPR, the President of the Board of Trustees, and the Acting Chancellor of the Río Piedras Campus. The meeting was held in the Governor's mansion, as protests and media intervention prevented access to campuses and made Central Administration an unsuitable site for an official meeting at the time. The Education Advisor and the Chief of Staff of the Governor of Puerto Rico attended as observers in order to understand the concerns, expectations and possible actions of the MSCHE on the State University if the situation was not resolved in the near future.

A full disclosure of the facts underlying the ongoing closure of the campuses, as well as the budget situation and the measures under consideration to date to secure financial stability to support the institution's educational, research and service mission with high levels of quality, were presented in the meeting. Dr. Pedraja advised that after its June meeting the Commission would definitely require from the UPR a report addressing their concerns in relation to the impact of student disturbances and financial constraints on the applicable affiliation requirements and standards. Dr. Pedraja presented the option of submitting the same information voluntarily before an official request was issued. The UPR leadership chose the latter. The agreed Voluntary Report, submitted on June 1st, 2010, described the efforts of the University at all levels to protect its integrity and continuity, including attempts through diplomacy, enforcement, and information to resume operations in compliance with the accreditation and licensing impacted requirements.

Formal and informal communication was also maintained and several meetings were held with the Puerto Rico Council of Higher Education (PRCHE) during and after the conflict. The Council officially cautioned the UPR since April 2010 about the likelihood of non compliance due to the stoppages with licensing requirements regarding the continuity and completeness of contact hours of instruction and the protection of ongoing scientific research, as well as its concerns about the institution's financial capability. As agreed, in order to be able to inform the specific measures taken in the 2010-2011 budget approved by the Board of Trustees, the report was submitted on July 9, 2010.

At the request of the PRCHE the possibility of a joint evaluation with the MSCHE was also explored, but given the advanced stage of design and preparedness for the MSCHE Guidance and Special Team Visits, the UPR finally opted for separate interventions. However, it is worth noting that the Action Plan in this Monitoring Report addresses the concerns and leads to compliance with the pertinent standards and requirements of both the MSCHE and PRCHE. Therefore, the pending process with the PRCHE will have the benefit of a more advanced stage of implementation of the Action Plan, enriched by the feedback and recommendations of the MSCHE Special Team.

After considering the events in its meeting on June 25th, 2010 the Commission notified the probation action to the Chancellors of the 10 UPR units impacted by the disturbances and requested a Monitoring Report due September 1, 2010. The Commission also requested the coordination of a Guidance Visit to advise on the Commission's expectations for reporting, plus an on-site evaluation by a Special Team following the

September 12 – 16, 2010, to verify the information provided in the Monitoring Report and the institution's ongoing and sustainable compliance with the affected accreditation standards.

After being notified by the MSCHE of the interruption in the academic process and the resulting probation action on 10 UPR campuses, on July 6, 2010, the US Department of Education (USDE) proceeded to decertify UPR's eligibility to Higher Education Act (HEA) Student Financial Assistance programs funds. Under the provisions of 34 C.F.R. Section 600.40(a)(1)(iii) an institution loses its eligibility under the HEA of 1965, as amended, on the date that it ceases to provide educational programs for a reason other than a normal vacation period or a natural disaster. The University took prompt action working closely with officials at the USDE to restore eligibility to these benefits for its student body, such that by July 6, 2010, all units were reinstated. The recertification process required an institutional commitment with the US Department of Education to prevent a similar interruption in the future.

The Guidance Visit took place on July 28 – 30, 2010, in which Dr. Elizabeth Sibolski, President, and Vice Presidents Dr. Luis Pedraja and Dr. Mary Ellen Petrisko discussed in detail the Commission's expectations with representatives of University constituents at all levels, namely, the President, Vice Presidents, Directors of Finance, Budget, Legal Affairs and Human Resources, members of the Board of Trustees, Chancellors, Vice Presidency for Academic Affairs Accreditation Staff, Task Force members, and students. To guarantee equal access of all sectors of the University Community to this information, on August 11, 2010 a synchronized video conference was held with the MSCHE Vice Presidents, and members of the Academic Senate, faculty, and students of the 10 affected units.

SECTION TWO

THE UNIVERSITY OF PUERTO RICO ACTION PLAN FOR ONGOING AND SUSTAINABLE COMPLIANCE WITH THE LEADERSHIP AND GOVERNANCE, EDUCATIONAL OFFERINGS, AND INSTITUTIONAL RESOURCES STANDARDS OF EXCELLENCE

In anticipation of the Guidance Visit, the Vice Presidency for Academic Affairs constituted a **Think Tank** with representatives of the Chancellors, President staff, and its Accreditation Staff to set off a critical self assessment of the events, circumstances, internal and external factors that surrounded the student conflict, in context with the concerns and expectations contained in the Commission's and the USDE actions and corresponding standards and requirements, as well as the applicable licensing criteria. This exercise led to a preliminary identification of areas in need of improvement and the goals and actions at all levels of the institution to promote and evidence ongoing and sustained compliance with the impacted standards, requirements, and criteria.

While the Commission normally allows a 4 month period for the submission of a Monitoring Report, the UPR was required to present it within a period of less than 6 weeks, in recognition of the seriousness of placing in probation practically an entire university system, and the potential impact of a non compliance finding in UPR's access to HEA Title IV funds both in its student body and in the economy of the Island. Therefore, to provide for systemic input within such a narrow window, the President appointed a **Task Force** with representatives from all units recommended by their Chancellors, that together with the Think Tank refined and added dimension to the initial critical self assessment, goals and actions with the particular perspectives from their respective units to assemble the University of Puerto Rico Action Plan for Ongoing and Sustainable Compliance with the Leadership and Governance, Educational Offerings, and Institutional Resources Standards of Excellence, with the endorsement of the body of Chancellors and the President of the University of Puerto Rico.

Multiple back and forth meetings were held with the Think Tank, Task Force, President Staff, Chancellors, President, and with the Board of Trustees to shape and validate the prongs, goals, actions and activities proposed in the Action Plan. These actions and activities contemplate the input and participation of all sectors of the University Community and stakeholders in their development and implementation in a manner appropriate to their charge, roles and

responsibilities. To that end, the proposed goals and actions in the Plan were posted electronically as soon as they were matured, to inform the University Community at large and receive their continuous input from their inception until their successful implementation (<https://sites.google.com/a/upr.edu/msche-upr-monitoring-report/>).

Institutional Context

The University fully recognizes the set of extraordinary circumstances and underlying symptoms, both internal and external to the institution, which surrounded the recent student conflict. Since October 2009, tensions in the University community in the face of the Island economic crisis and its repercussions in the UPR; the calls for an Island wide labor stoppage; increased levels of intolerance in society at large evidenced by an incremented tendency to address discrepancies, grievances and disagreements outside the established processes and forums; a press coverage, for the most part, partial to the students view; the strain on Acting Chancellors of making difficult decisions to address the fiscal situation and manage the student conflict, topped by the slowness and inefficiency of the prescribed search and consultation processes for the appointment of University leadership; had an adverse effect in institutional climate at all levels that resonated with particularities of the University's "unofficial culture" to channel disconformities.

From 1973 to 2010 the institution has suffered 9 conflicts that have impacted operations in varying degrees from one to all units in the system from a few days to almost 60 days. The two systemwide conflicts of greatest impact within that period have been the 1976 labor strike that led to an interruption of 51 days, and the 2010 student conflict that lasted 62 days. The 1981, 1991 and 2005 student riots responded to tuition hikes, while the 2010 conflict initially responded to the intention of reviewing the institution's tuition exemption practices and the implementation of a summer course fee in some units, and later exacerbated by the proposal to implement a new Stabilization Fee. In all cases, the projected tuition hikes and fees have been implemented.

This pattern of conflicts has impacted institutional integrity and morale, has resulted in net losses for all University constituents, and has contributed to shape an "unofficial culture" characterized by:

- The so called "Non Confrontation Policy", a statement issued circa 1992 by then Río Piedras Campus Chancellor Juan Fernández, meant as a call for an institutional climate of peaceful coexistence of divergent ideas by not challenging those that resort to conducts banned by University rules and regulations to advance their own. Considered mistakenly by many as an official institutional policy, it is misconstrued by some as a directive for unconditional tolerance to violations that often accompany conflicts at the UPR.
- The interpretation of "University Autonomy" as an immunity to the state of law within University premises as well as to systemic policies and directives at the unit level. Though the term appears numerous times both in the University Law and General Bylaws and is continually invoked in a variety of contexts, at times with diverging implications, it has never been explicitly or officially defined.
- The perception by some that blocking access to University premises is a valid exercise of "freedom of speech".
- The code of "not crossing picket lines" such that at times just a few discouraging access at the gates result in the overall cessation of academic and administrative operations.
- Except in the case of 2010, agreements leading to the resolution of conflicts have always included the repeal of all related administrative/legal sanctions, such that once conflicts are somewhat resolved, operations resume and pending contact hours to complete the academic session are strictly made up for with no further consequence to any constituent of the University Community.

- The fact that the University has never lost an academic session either for natural or human reasons in 30 years is certainly a strength that evidences UPR's integrity and adherence to its commitment with students consistent with accreditation and licensing requirements regarding program length. At the same time is also a factor that has eased illegal interruptions, since University constituents both for and against these methods rest assured that they will have no lasting impact whatsoever on them.

The governance structure of the UPR is highly inclusive providing for the participation of faculty and students at all levels, such that is has always been found in compliance with the Leadership and Governance Standard of Excellence. Nevertheless, some advisory governing bodies, as well as a number of institutionally recognized organizations and committees assume at times prerogatives beyond their charge, in the best interest of actively participating in the University endeavor and/or lack of a full understanding of the roles and responsibilities set for their contribution to the accomplishment of institution's mission and goals in the most effective and efficient manner.

For instance, the Law, rules and regulations that govern the UPR do not acknowledge strikes as an available option for any sector of the University Community. Therefore, the vote and enactment of the students' stoppages exemplified an exercise beyond the General Student Council roles and responsibilities within the institution.

STANDARD 4: LEADERSHIP AND GOVERNANCE

COMMISSION'S ACTION: The institution has achieved and can sustain ongoing compliance with Standard 4, Leadership and Governance, including but not limited to the development and implementation of clear institutional policies specifying the respective authority of the different governance bodies and their respective roles and responsibilities in shared governance.

The UPR Action Plan to achieve and sustain compliance with Standard 4 is organized in three prongs: **Foster an Enhanced Institutional Climate and Identity; Cultivate an Open University Culture, and; Revisit and Empower Leadership and Governance at all Levels.**

Foster an Enhanced Institutional Climate and Identity

GOAL: Optimize the flow and exchange of timely and accurate information and broaden opportunities for productive communication and input to all sectors of the University Community, to stimulate a climate of trust, collaboration, commitment and identification with the institution's mission, goals, and challenges.

Especially in these unprecedented difficult times, the University recognizes the necessity to efficiently and effectively convey and exchange official information with its constituents regarding the issues that affect them in an opportune, effective and efficient manner and demonstrate responsiveness to their concerns. This, in order to promote an environment conducive to a collective understanding and identification with the institution priorities and challenges, and for the appropriate managing with due anticipation of discrepancies that may threaten institutional integrity. Key to the accomplishment of this goal is to encourage the active participation of most students in institutionally recognized organizations established for such purposes, to provide opportunities for them to engage without restraint to guarantee that decisions made truly represent both in number and diversity, the will of the majority of the student body of the University.

Strategies for a timely and accurate delivery of institutional information to the internal and external community have been developed, including broadening communication delivery channels capitalizing in the diversity of outlets available throughout the UPR system, like newspapers, web pages and radio stations. In order to improve the quality of institutional communication, the President has appointed a Focal Group of experts in the field of communication to assess the effectiveness of internal and external communication during the past year and make recommendations for

improvement to be implemented by the Communications Office Director in collaboration with the Vice Presidencies for Academic and Students Affairs.

In order to broaden and strengthen the opportunities for effective communication between the administration and the University Community about their concerns and situations that affect the institution, as well as to share developments and achievements both at the system and unit levels, the Vice President for Student Affairs has scheduled periodic forums of the President and staff with elected leaders to the General Student Councils of all units and student representatives to the University Board. The Deans for Students Affairs are following through organizing periodic meetings of Chancellors and staff with elected leaders to the General Student Council and the Academic Senate.

To the same end, the Vice President of Academic Affairs, capitalizing on the expertise on institutional research of the Offices of Planning and Institutional Studies throughout the system, is coordinating the design and administration of periodic electronic surveys about situations and issues that concern and affect the University Community, to relay their results to the appropriate officers for action.

Over time, student participation in assemblies and in the election of its leaders and representatives have steadily declined, to a point that in most units several assemblies have to be held to achieve the necessary quorum to elect student leaders and representatives. Even if student participation was strong, none of the campuses have adequate physical facilities to hold a significant number of students (greater than 25% of student body). Recognizing these facts, plus that this generation mostly interacts and partakes with peers through virtual means, the UPR vigorously endorsed the approval of Law No. 128, of August 11, 2010, which amended the University Law to implement a secret and electronic vote mechanism for students' elections and assemblies in order to expand and facilitate opportunities for the greater majority students to freely participate and provide input in decisions that directly affect them. Currently, the Vice President of Students Affairs in consultation with the Chancellors is developing the implementation plan to comply with Law 128 in collaboration of the Deans for Academic Affairs and the support of the Information Systems Office with the expectation of having the necessary infrastructure in place by October 2010.

Cultivate an Open University Culture

GOAL: Support an Open University Culture that values diversity of ideas, guarantees and encourages freedom of speech and the right to dissent, while safeguarding the rights and responsibilities of all members of the University community with the continuity of the institutional education, research and service mission.

Certification No. 90 (2004-2005) of the Board of Trustees explicitly requires University authorities to guarantee access to premises at all times, encourages the broad participation of all sectors of the University Community to voice their concerns and propose solutions through the appropriate channels and within their roles and responsibilities, while being emphatic in rejecting the obstruction to facilities as a valid recourse. Similarly Student Bylaws forbid stoppages, strikes, or any form of expression that entails the disruption or interruption of University operations and academic activities violating the rights of others (<http://www.certifica.upr.edu/PDF/CERTIFICACION/2009-2010/13%202009-2010.pdf>).

Provided that policies to support the continuity of operations and the academic process are in place, the major challenge that the University faces in this juncture is the need to transform the aforementioned cultural elements into an Open University Culture that encourages freedom of speech, provides and protects the appropriate spaces for respectful debate and dissent germane to the very nature of a higher education environment, while safeguarding the rights and responsibilities of all members of the University community and the continuity of the institutional education, research and service mission.

To that end, the President and the Vice President for Academic Affairs have been actively encouraging commitment with the Open University Culture in all sectors of the University Community to guarantee the continuity of the

education, research and service mission. Since the onset of the student conflict, the Vice Presidency has advised the Board of Trustees, the University Board, the Chancellors, the Deans for Academic Affairs, Deans for Student Affairs, and other groups with the capability of disseminating this message throughout the system and to University stakeholders, on the need for ongoing and sustainable compliance with accreditation and licensing standards and criteria regarding continuity of academic offerings to maintain eligibility for funding from the HEA and other external funds to advance the institution's mission. The Vice Presidency for Academic Affairs is also playing a key role in the periodic forums scheduled to be held with elected leaders to the Student Councils and student representatives to the University Board, for the advancement of the previous and present prongs.

Concurrent with these outreach efforts, the President has appointed an Open University Committee with the charge of drafting an official statement with the principles and expectations that entail the Open University Culture, for its official issuing by the Board of Trustees. Administrators at all levels will be required a written commitment with the Open University Culture, as well as every user of the University net and students upon each registration process, along with the Student Code of Conduct that will also be widely disseminated. Administrators at all levels will also be required to participate in conflict management trainings, to guarantee an effective prevention and managing of potentially conflicting situations. The Open University Committee will also recommend the President a set of strategies, measures and protocols conducive to sustained compliance with policies that support uninterrupted continuity of institutional mission.

Traditionally, governmental dependencies in Puerto Rico have physically designated their facilities and the UPR is not an exemption. For instance, since 1923 its flagship Rio Piedras Campus built an architectural ornamental fence to enclose its property. Following this tradition, every unit in the UPR followed the same layout. While there's plenty of evidence this traditional model does not contribute significantly to the security and safety of the University Community and property, its net effect is the physical isolation of the State University limiting its engagement with its immediate environment. In compliance with Goal No. 6 of the UPR Planning Agenda Ten for the Decade and the Open University Culture, the UPR is committed to culminating the blending of campuses to their surroundings to ensure uninterrupted fulfillment of institutional commitments with its internal and external stakeholders. Accordingly, in consultation with the Chancellors, the Director of the Design and Construction Office has developed an Architectural Plan in harmony with the respective units' master plans, which include among others the transformation and replacement of some barriers with vegetative material, adequate levels of illumination at parking lots, streets and sidewalks and building entrances, and the installation of mechanical bars at controlled parking areas.

At the same time, Chancellors are developing a Security Plan in partnership with state and city governments—in compliance with prevailing federal regulations regarding the provision of a secure environment, maintain, report and disclose all criminal activity data to improve security in campuses and surrounding communities—which include extending the Identification Cards Project to all members of the University Community as a key element for the success of the Security Plan.

Revisit and Empower Leadership and Governance at all Levels

GOAL: Revisit the roles and responsibilities of all constituents of the institution's leadership and governance to foster an environment that stimulates and enforces compliance with the best practices in University rules and regulations, leadership, governance and institutional integrity accreditation standards, to ensure an empowered and committed leadership effectively supporting the accomplishment of the institution's mission in a manner appropriate to their charge.

Consistent with its intrinsic values and adherence to the Standard of Institutional Integrity and best practices, it is paramount for the University of Puerto Rico to honor its commitments. Accordingly, the institution's higher governance took the steps without delay to fulfill the agreements contained in Certification No. 131 (2009-2010) of the Board of Trustees. According with the set calendar the proposal towards a new tuition exemption policy is posted

for the input of the University Community at large, http://acweb.upr.edu/docs/presidencia/EXENCIONES_DERECHOS_MATRICULA_EN_UPR1.pdf, while issues regarding summer courses have been officially referred to the University Board to factor them into the proposal for the issuing of a new Summer Offering Policy that should be submitted to the Board of Trustees no later than December 2010.

While pursuing a resolution through dialogue, the University remained firm in enforcing compliance with the Code of Conduct contained in the Student's General Bylaws, in order to make a difference relative to previous events consistent with UPR's goals that promote an integrated learning process enriched by experience. Accordingly, the Chancellors have pursued the corresponding administrative disciplinary proceedings to students who violated rules and regulations during the 2010 conflict, honoring the agreements to that regard in Certification 131 of not imposing summary sanctions in connection with their participation in the conflict.

Enhancing opportunities for the greater majority of students to freely participate and provide input in decisions that directly affect them not only advances the goal of fostering an enhanced institutional climate and identity, but also the aim to empower student leadership to appropriately exercise their roles and responsibilities as a key element for both their academic development and to stimulate a vigorous leadership and governance environment aligned with the principles and values of higher education. To that end the University will promote active participation in leadership of students that model best academic practices and accomplishment of the institution's mission and goals toward its student body by requiring all elected student leaders to maintain eligibility criteria established in Student Bylaws during the length of their terms. Though consistent with the quest of excellence that shapes UPR's mission, the current General Students Bylaws are not sufficiently clear to that effect.

Within the same goal, key elements of the aforementioned "unofficial culture" ought to be addressed to promote a unified institutional understanding of the current set of values and rules that guarantee the viability of the UPR as a premier higher education institution in the 21st Century. A very important motive to continue pursuing the ongoing judicial proceedings in connection with the past student conflict is to clarify at that level the scope and reach of the state of law regarding what is a legal and valid exercise of freedom of speech within a public higher education institution.

It is equally crucial to define the scope and reach of what is legal and valid exercise of University Autonomy in alignment with University Law, rules and regulations, and applicable accreditation standards regarding institutional integrity, leadership and governance, as applicable to the University as a whole in relation with the external community and to the respective units in relation with the system. The President and Chancellors, with the support of the Vice Presidency of Academic Affairs and Academic Deans will draft a definition for the consideration of the Board of Trustees.

In order to evidence ongoing and sustained compliance with the **primary goal of governance** as stated in the MSCHE Context of Standard 4, "to enable an educational entity to realize fully its stated mission and goals and to achieve these in the most effective and efficient manner that benefits the institution and its students", the institution will conscientiously revisit the roles and responsibilities at all levels of its leadership and governance, to guarantee that all players fully understand and exert their separate but complementary roles and responsibilities to the appropriate degree and in the most effective and efficient manner in a climate of mutual support and respect, to sustain the necessary balance for an effective shared collegial governance.

An Ad Hoc Committee of experienced academicians has been appointed to develop guidelines based on a rigorous analysis of the Law and regulations in alignment with the Institutional Integrity and Leadership and Governance standards, as well as the best current practices in higher education, to facilitate that all governing and advisory bodies, from the Board of Trustees to the General Student Councils, review their internal regulations to stimulate their empowerment and commitment to effectively support the accomplishment of the institution's mission in a manner appropriate to their charge.

With the same end, as soon as all Chancellors are confirmed by the Board of Trustees, a series of workshops and trainings will be held to prompt a collective understanding of their task in collaboration with their constituents in policy development and decision making, as well as within the University system. Likewise, a series of workshops will be coordinated for the Board of Trustees as the primary responsible entity to lead the institution toward the achievement of its goals and ultimately accountable for its integrity and quality, with emphasis on the expectations in alignment with Standard 4 in the MSCHE publication Governing Boards.

Finally, an Ad Hoc Committee will be appointed to evaluate the effectiveness of consulting and transition processes in the University and to draft a proposal to review and update all aspects of such processes to promote an effective and efficient procedure consistent with best practices and the institutional commitment of fostering gradual, harmonious, and organized transitions of leadership and governance at all levels.

STANDARD 11 – EDUCATIONAL OFFERINGS

COMMISSION'S ACTION: The institution has achieved and can sustain ongoing compliance with Standard 11, Educational Offerings, including but not limited to a plan for assuring the rigor, continuity, and length of courses affected by the institution's closure.

Guarantee sustained length, rigor and depth of academic offerings

GOAL: Guarantee the continuity and the appropriate content, rigor, coherence and length of the institution's academic and research endeavors at all times, to support an effective and seamless student learning process and advancement toward their degrees in harmony with the Open University Culture.

During the course of the student enacted stoppages both the Vice Presidency for Academic Affairs and the Deans of Academic Affairs of the respective units rigorously maintained a record of the lost days and hours to be able to quickly amend the academic calendars to resume academic sessions at the respective units. Provided the extent of the interruption of the learning process, when amending their calendars most units factored in review days.

Upon resuming operations, the President issued directives to ensure that faculty on contract complied with required instructional contact hours. Prospectively, all professional contracts will include clauses to guarantee that they comply with the established contact hours to fulfill the academic session in the event of an interruption. For non teaching personnel, the President issued directives accounting as an absence any unauthorized nonattendance during the conflict, but provided means to draw those days from accumulated or prospective vacation balance, or to establish a payment plan for those days.

To date all units have completed the interrupted session and most have already started the following session. As mentioned before, the University has never lost an academic session either for natural or human reasons and has been always in compliance with the course length accreditation requirement.

As informed in the Voluntary Report, crucial processes for institutional continuity proceeded as scheduled supported by the Vice Presidency for Academic Affairs and other offices under the Presidency, like freshman admissions and registry of academic programs and courses for the incoming academic year, among others. Also, the Vice Presidency provided the necessary support and infrastructure for the Río Piedras and Mayagüez Campus, UPR Cayey, Arecibo and Ponce to finish and deliver their Periodic Review Reports to the MSCHE, which courteously conceded an extension on their submission, due to the obstacle that stoppages represented in the retrieval and organization of the needed information for such a crucial requirement to maintain institutional accreditation.

Within the particular circumstances in which the conflict manifested and impacted each unit as accounted in the individual Monitoring Reports, each unit made diverse efforts to provide continuity in the learning process. From their reports, the following “best practices” were identified.

- Meeting with students at alternate sites or electronically to maintain them in contact with course material.
- The continuity of library services through electronic means and extending library service hours after classes resumed to provide students with more opportunities to catch up.
- Holding dissertations and thesis presentations as scheduled in alternate sites.
- Creating guidelines and processes in advance to guarantee and evidence that faculty completed the required contact hours after resuming classes.
- After resuming operations, gathering and analyzing direct and indirect evidence of academic rigor and depth.

As reiterated in this Report, the University has always rigorously made up for the lost days to comply with required contact hours. However, the substantive impact of such interruption in the coherence of the learning process is fully recognized, especially in light of an interruption of practically two months (as well as the extensive damage in the continuity of ongoing research activity). As shown throughout this report, the University of Puerto Rico is fully committed to promote, with the collaboration of all University constituents and stakeholders, an Open University Culture that prevents similar events in the future for the threat they represent to the very viability of the institution and the quality of education, research and service. However, being a tropical Island, the University also suffers from time to time interruptions due to hurricanes and weather systems that also affect continuity of the learning process.

Therefore, appropriate measures will be in place at system level so in the event of a fortuitous interruption of an academic session, being able to guarantee and evidence, not only program length, but also the appropriate rigor, depth and coherence that characterizes learning at the University of Puerto Rico. The Deans of Academic Affairs have been charged with the development of guidelines aimed at accurately assessing the degree of accomplishment of knowledge and skills development goals and objectives in order to prescribe the appropriate activities and length of time necessary to assure a coherent continuation of the learning process after an interruption due to natural conditions.

STANDARD 3: INSTITUTIONAL RESOURCES

COMMISSION’S ACTION: The report should document evidence of the development and/or implementation of a long term financial plan, including steps taken to improve the institution’s finances and the development of alternative funding sources.

The Institutional Action Plan to preserve compliance with Standard 3 has two main dimensions: (1) **Secure continuity and institutional effectiveness with available resources**; and (2) **Maintain and nurture additional sources of funding to continue advancing institutional education, research and service priorities**.

Secure continuity and institutional effectiveness with available resources

GOAL: Secure continuity and effective accomplishment of the institutional mission and goals with the available resources by developing and implementing the appropriate financial measures.

The global economic crisis has forced many states to reduce funding for Higher Education. According to The Chronicle of Higher Education only 14 states have been able to slightly increase Higher Education funding from 1 to

5%, while the remaining 36 states have reduced funding to various degrees (<http://chronicle.com/article/Interactive-Map-Many-States/63567/>). States with the highest rate of reduction are Iowa (21.1%), Ohio (20.4%), Nevada (19.6%), and Massachusetts (18.4%). Consequently, many institutions have been forced to implement financial exigency measures, including the closure and merger of academic programs and administrative units, salary reductions, furloughs, and tuition raises, among other measures to confront financial restraints without threatening academic quality. As reported by Inside Higher Ed, tuition increases averaging 15% have been implemented in many public universities, while some institutions have undergone higher increases, like University of North Carolina with 17%, and Alabama A&M University with 25.4% (<http://www.insidehighered.com/news/2010/08/27/tuition>).

As reported by the Puerto Rico Planning Board, global recession has impacted the Island's economy since 2006, resulting in a steady decline in government appropriations that currently reflect a reduction of approximately 14% in tax revenues, which aggravates state government's deficit. UPR budget faces an ensuing reduction for the current and upcoming fiscal years, with fiscal year 2010-2011 General Fund revenues 10% below the prior fiscal year.

To address this challenging fiscal scenario, the key elements in the Action Plan to secure continuity and institutional effectiveness with available resources, in compliance with the Institutional Resources Standard of Excellence, result from a careful planning process based on a thorough and careful analysis of strategic priorities and institutional constraints, combined with strong financial control measures enforced by the Board of Trustees, the President and Chancellors, plus continuing efforts to enhance additional funding sources.

To confront the projected reduction in state funding the following distribution elements were considered in developing UPR 2010-2011 Budget Project over a realistic scenario: (1) a critical analysis of the mapping lines of the group of accounts was included in the overall allocations, payroll and operational expenses; (2) a thorough analysis of institutional commitments and requests from the units as presented in the budget process, *vis à vis* available resources. The following facts and general guidelines were followed:

- Available revenues in the UPR General Fund for the fiscal year according to the 9.6% formula.
- UPR's own revenues, updated with the assistance of the Office of Management and Budget.
- Institutional commitments with the issuance of bonds.
- Continuity and integrity of academic offerings, research, collaboration and exchange programs, and other institutional commitments linked to academia.
- The automated student's services processes.
- Continuity and integrity of community services in various areas such as health, teacher training, continuing education, agricultural extension, professional services rendered by Intramural Practice, provision of facilities for activities, library services, and other services.
- Incremental debt services.

Certification No. 135 (2009-2010) of the Board of Trustees approved and disclosed the UPR Budget for fiscal year 2010-2011, which displays a net decrease of \$105,617,138 (<http://www.certifica.upr.edu/PDF/CERTIFICACION/2009-2010/135%202009-2010.pdf>). The 2009-2010 Budget featured an allocation of \$105 M from the American Reinvestment and Reconstruction Act (ARRA). The assigned ARRA funds for 2010-2011 decreased to \$15 M, tempered by the projected \$40 M associated with the new Stabilization Fee. A summary of the distribution from the General Fund, reallocation and redistribution of funds, and the overall allocations to units is included in Appendix 4.

The University is committed to secure the necessary financial stability for ongoing academic excellence and effective accomplishment of its mission and goals. The measures to be taken are: (1) prompt the necessary changes in the institutional structure, policies and practices to support an effective, fair and efficient finance and budget planning and allocation of resources, and a timely disclosure to university constituents; (2) perform a thorough review of financial resources available for the upcoming years and revisiting the current strategic planning agenda; (3) reengineer administrative process to promote an efficient, non-redundant and cost effective management; (4) promote

development of collaboration agreements with state and city governments that result in mutual benefits; and (5) pursue the collection of debt to the University through the development of new best practices in all the institutional units. All of this is designed to avoid resorting to measures as drastic as those observed in many other public universities.

The institutional leadership is actively reexamining and reprioritizing its finances in order to allocate funds efficiently through the implementation of appropriate measures that promote economies while maintaining institutional effectiveness. The following measures are in progress.

- The President appointed an Ad Hoc Budget and Finance Committee to evaluate the effectiveness of the prevailing budget development process and making the corresponding recommendations for improvement.
- Internal Financial Monitors will be appointed by October 2010 to enforce compliance with institutional directives regarding strategic planning, budget allocation, and cost control measures at the central and unit levels. Central Administration offices and units found in non compliance with those directives will be placed under the direct fiscal oversight of an assigned Monitor.
- The Finance Director is currently evaluating the effectiveness of the Financial Information Systems Software (UFIS) in providing necessary financial information for budget development with feedback from users throughout the system to implement the necessary programming modifications no later than November 2010.
- A proposal to create the position of a Chief Financial Officer (CFO) responsible for providing guidance on institutional, strategic planning, budget and finance processes at the central and unit levels is in preparation by the Finance and Budget Directors. The proposal will be submitted to the President for its presentation to the Board of Trustees in October 2010, in order to appoint the CFO starting on July 2011.
- In 2007-2008 the Board of Trustees reevaluated the Capital Improvement Program (CIP) in the face of the current financial scenarios to give priority to projects already under construction, followed by projects ready for the bidding process, and lastly those that directly impact the academic and research endeavor. These projects amount to a total of \$92 M, for which additional financing for \$48 M is needed. Interim financing will be procured during the first half of fiscal year 2010-2011. The remaining projects are temporarily postponed pending the identification of the \$59.5 M needed for their development (Appendix 5).
- Led by the Finance and Budget Directors, the President and Chancellors have laid out the foundations for a long term financial plan at the system and unit level as the first step to revisit the current strategic planning agenda in alignment with institutional assessment results, as well as current and projected resources. The financial projections on expected revenues for the five year period ending June 30, 2015, are based on the following assumptions: (1) the 4% yearly increase of in tuition costs; (2) continuing state support through the 9.6% formula; (3) a stable student population (except the expected reduction in 2010-2011 following the student conflict); (4) no additional ARRA funds. These projections result in an expected decrease in revenues by an additional 5% during fiscal year 2011-2012, increasing thereafter at the rate of 3%, tempered by stabilization measures such as the \$100 M line of credit from the Government Development Bank and the \$40 M from the Stabilization Fee (Appendix 6). The projected distribution summary by unit, programs, and expenses are shown in Appendix 7.
- The University system is confronting the expected reductions through a variety of cost control measures established by the Board of Trustees and the President in areas which do not materially affect the quality and continuity of academic offerings.

- Reductions in general expenses driven by a 5% adjustment in service contracts, additional compensations, materials and others.
- A pause in salary increases, promotions, and summer session allocations.
- Partial replacement of retired employees (only 20% have been replaced).
- Promote retirement of qualified employees.
- A pause in benefits not required by law, namely: faculty allowances, financial aid for faculty studies, sick-leave reimbursements, special bonuses, and perquisites.
- Reduction of payment commitments to the Medic Plan.
- A one-time reduced payment to the Retirement System.
- Reduction of fringe benefits of UPR Employee Pension Plan.
- Revision of tuition exemption policies within the framework of Certification No. 131 (2009-2010) of the Board of Trustees.
- Establishment of a minimum carrying capacity of 30 students in traditional undergraduate courses.
- Energy saving measures.
- Reduction in release time associated with administrative tasks.
- Reduction in travel funds.
- Units are expected to finance activities not contemplated in the Budget by generating the necessary revenues to cover associated costs.

➤ Recommendations from an Advisory Committee on Institutional Finances appointed by the Board of Trustees in 2007 are being revisited, to evaluate the feasibility of measures not implemented at the time.

➤ An Ad Hoc Institutional Strategic Planning Committee has been appointed by the President to help identify institutional priorities to develop guidelines for the reorganization of the institutional planning agenda based on the assessment of its outcomes and the available and expected resources. Each unit will be required to revisit their planning agendas following these guidelines.

➤ This process is being fed by the findings of the ongoing evaluation of educational offerings mandated by institutional policies to promote informed decisions regarding the continuation of academic programs. As part of that effort, 131 low demand transfer programs between units were discontinued effective August 2010. Also, as agreed with the Chancellors and their Deans of Academic Affairs, a freshman admission carrying capacity aligned with the available resources was set by each unit to safeguard institutional commitment with both freshman and active students, which led to a slight downward adjustment of 7% in the overall 2010 first year admission to the system.

➤ No later than November 2010, the President will have designated an Ad Hoc Administrative Efficiency Committee supported by a specialist in process reengineering, to steer an evaluation of administrative structures, processes and functions and recommend measures to promote cost effectiveness in management and improved services at the system and unit levels. This is an ambitious longer term undertaking projected over a two year period.

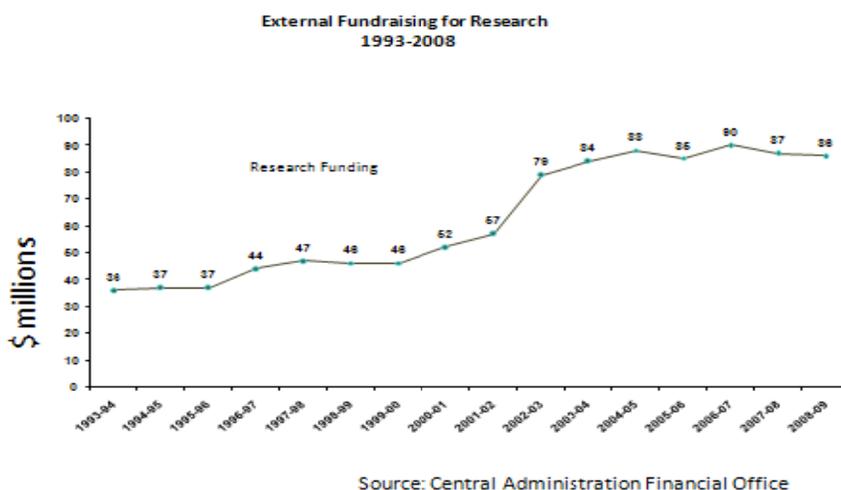
Maintain and nurture additional sources of funding to continue advancing institutional education, research and research priorities

GOAL: Continue and develop initiatives to increase and diversify sources of funding to support the accomplishment of the institutional mission and goals.

The Board of Trustees, President and Chancellors are actively pursuing augmenting and diversifying sources of funding. Historically, federal and state grants, plus other strategic areas of opportunity have assisted the institution

with much needed resources to supplement revenues. UPR's capacity to attract federal funding for research, training, public service and other endeavors that advance its mission and priorities is certainly a premier strength at this juncture. Accordingly, the approved Budget maintains the current level of matching funds to continue stimulating the influx of external funding for sustained advancement of its research and education strategic agenda.

As shown in the following graph, research funding has increased steadily since the beginning of this decade from \$59 to \$87 M in 2008-2009. It has nearly tripled since 1996 when the UPR system initiated its evolution from a teaching to a competitive teaching and research University. Between 2007 and 2009 federal funding accounted for 78% of all research funds received and totaled \$67 M in 2007-2009.



Contributions to research funding from the UPR system and the Commonwealth of Puerto Rico totaled \$16 and \$6 M respectively for 2008-2009. Academic areas attracting most funding are Medicine, Engineering, Natural Sciences and Agriculture. Top funders to UPR in 2009 feature the National Institutes of Health (NIH), the National Science Foundation (NSF), the National Aeronautics and Space Administration (NASA), the US Department of Energy (DOE), and the US Department of Agriculture (USDA). UPR is the

main recipient for research funds approved for Puerto Rico by NIH and NSF. During 2008-2009, 78% of NIH and 91% of NSF funding invested in Puerto Rico were granted to UPR. Indirect cost recovery rates range from 26% to 50% across campuses.

In 2009-2010 UPR system submitted 133 proposals for competitive grants responding to requests for proposals for ARRA funding: 102 to NIH, 17 to NSF and 14 to other federal and state agencies for a total of \$187 M. So far the UPR has been granted 47 of these proposals (29 NIH, 14 NSF and 4 others) bringing more than \$26 M to support research activity.

Other sources of funding with potential for growth include increasing and diversifying continuing education and professional development offerings, as well as revenues derived from Intramural Practice, alumni, retired faculty, students, public and private sectors donors and sponsors.

- Several units have initiatives in place to increase their course offerings and expand the reach of their academic programs through self financing in alliance with the Division of Continuing Education and Professional Studies (DCEPS). The DCEPS at each institutional unit is the main channel for the accomplishment of UPR's education and service mission towards their surrounding community. Since 1999 divisions are attached to the Deanship of Academic Affairs at the unit level and coordinated by the Vice Presidency for Academic Affairs at the system level, formalizing their role as an academic endeavor with the mission to serve nontraditional students and their self financing methods. Since then, these units have continued developing and enhancing their offerings, including the development of the concept of Extended University, through which degree granting programs are made available to nontraditional students in formats adapted to their needs. By means of this strategy several programs throughout the system, especially in the areas of Business, Health Professions and Technology, have expanded their reach in a self financing fashion that result in additional revenues for the units. Two new academic programs have been recently created in the Río Piedras Campus and UPR Arcibo to be offered

exclusively to nontraditional students in alliance with the Division of Continuing Education and Professional Development.

- Chancellors are currently evaluating the effectiveness of the Intramural Practice policy to make recommendations to the Board of Trustees that help enhance institutional revenues in proportion with the support provided to this activity by the units. Intramural Practice is a concept created in the 80's to facilitate the rendering of professional health services by faculty in the Medical Sciences Campus (MSC) with the support of institutional infrastructure to advance UPR service mission while providing alternate sources of funding for the faculty and the University. By Certification No. 123 (2996-1997) the Board of Trustees made this concept available to the rest of the system. While this strategy has been extremely successful, especially in the MSC, to retain competent professionals, train students and provide quality services, funding derived by the University from this activity are generally of the order of only 10 - 20% of the generated funds.

- A series of fund raising activities are being scheduled by the President and the Board of Trustees during the current academic year to continue nurturing the UPR Endowment Fund with the assistance of the Office of Development and Alumni. Since 2003 this Office has supported and strengthened fundraising efforts and initiatives at the central and unit levels in collaboration with the Chancellors, their Alumni and External Resources offices, to promote individual donations and alliances with community, private and government entities to develop additional funding sources.

CONCLUSION

The year 2009-2010 has brought about unprecedented events to the Island and to the University of Puerto Rico, rooted to an extent in the worldwide recession and economic crises, whose impact in UPR is no different to what the vast majority of public higher education institutions in the United States and the world are confronting. While being undoubtedly the leading higher education institution in Puerto Rico as well as a premier Hispanic serving institution in the United States, parallel to those credentials, a pattern of conflicts and stoppages that fracture institutional integrity is also part of its historical profile. Whereas, as demonstrated in this Report, policies to support the continuity of operations and academic process at all times have always been in place, through the years a parallel unofficial culture of tolerance and immunity to those policies have inbuilt in some sectors, reinforced by the fact that no further consequence is ever expected after these events in spite of invariably resulting in great losses for the institution and its constituents.

If yet the extraordinary circumstances and underlying factors which surrounded this year's events are fully recognized, perhaps the most extraordinary is that this time around these had measurable consequences at all levels of the institution, among others, administrative and judicial actions towards students, faculty and non teaching personnel. What's more, for the first time in UPR history, its eligibility to US Department of Education student aid funding and its compliance with standards of excellence have been brought into question, which prompted an introspection and critical self assessment of the events and circumstances underlying the conflict, the cultural, historical, internal and external factors, in context with the relevant elements of each of the standards, to identify the areas in need of improvement and the corresponding actions.

Since 1946, the University of Puerto Rico embraced accreditation as its leading strategy to validate and strengthen the quality and integrity of its endeavors relative to internationally recognized standards of excellence, to prove itself worthy of public confidence and support, and it's fully committed to promptly recuperate its traditional good accreditation standing to continue the effective accomplishment of its mission. To that end the University has set forth an ambitious agenda of institutional change aligned with the prevailing values and expectations on higher education institutions, contained in the University of Puerto Rico Action Plan for Ongoing and Sustainable Compliance with the Leadership and Governance, Educational Offerings, and Institutional Resources Standards of Excellence, aimed to: foster an enhanced institutional climate and identity; cultivate an Open University Culture; revisit and empower leadership and governance at all levels; guarantee sustained length, rigor and depth of academic offerings; secure

continuity and institutional effectiveness with available resources, and; maintain and nurture additional sources of funding to continue advancing institutional education, research and service priorities.

The Action Plan emerges with specific current and expected outcomes at the system and unit levels, to evidence continuing compliance with the MSCHE accreditation standards. The UPR President is responsible for the implementation of this agenda and to charge the tasks required for its execution. An ongoing evaluation process is in place to monitor its progress, with regular reports to the University community and the Board of Trustees.

The main important expected outcomes of the Institutional Action Plan are summarized below in two main areas: Institutional Processes, organized as related to the standards, and Policies, Guidelines, and Plans.

A. Institutional Processes

LEADERSHIP AND GOVERNANCE

1. Delivery of timely official information through multiple outlets.
2. Continuity of administrative actions and ongoing judicial proceedings in connection with the conflict.
3. Honor agreements with students in Cert 131 (2009-2010) of the Board of Trustees.
4. Publication in multiple outlets of the Student's Code of Conduct and its relevance with HEA compliance
5. Revision and alignment of the roles and responsibilities at all levels of the leadership and governance system to guarantee effective shared collegial governance.
6. Commitment of all University Community constituents with an Open University Culture.
7. Attendance of appointed Chancellors to workshops regarding their roles and responsibilities, the scope and functions of the governance and advisory bodies, among others.
8. Attendance of the Board of Trustees members to workshops regarding their roles and responsibilities in alignment with the University Law, bylaws and related expectations in MSCHE standards including the publication Governing Boards
9. Carry out periodic forums of the President, Chancellors and staff with elected student leaders of the General Student Councils of all units
10. Carry out periodic electronic surveys about situations and issues that concern and affect the University Community

EDUCATIONAL OFFERINGS

1. Identification of best practices to provide continuity in the learning process.
2. Collection and analysis of direct and indirect evidence of academic rigor and depth.
3. Directives to ensure that faculty on contract comply with required instructional contact hours.

INSTITUTIONAL RESOURCES

1. Foundations for a long term financial plan at system and unit level.
2. Reorganization of institutional planning agenda and units' strategic plans based on systemic guidelines.
3. Development and implementation of cost effective measures in academic offerings while safeguarding institution's commitment with students.
4. Administrative structure processes, and functions reengineering to promote cost effectiveness in management and improved services at the system and unit levels.
5. Implementation of the Stabilization Fee in accordance with Certification Num. 146 (2009-2010) of the Board of Trustees on the second session of year 2010-2011.
6. Fostering additional funding sources through alumni donations, alliances with community and diversifying continuing education initiatives.

7. Assignment of Internal Financial Monitors to command compliance with institutional directives regarding strategic planning and budget allocation.
8. Appoint a Chief Financial Officer (CFO) responsible for providing guidance on institutional, strategic planning, budget and finance processes at the central and unit levels.

B. Policies, Guidelines and Plans

1. Open University Culture Statement and protocols.
2. Policies and practices implemented to support an effective, fair and efficient finance and budget planning and allocation of resources, and a timely disclosure of financial information.
3. Institutional definition of University Autonomy.
4. New Tuition Exemption Policy.
5. New Summer Offering Policy.
6. New Intramural Practice Policy.
7. Amendments to University rules and regulations to update all aspects of consultation and transition processes.
8. Systemic Guidelines to accurately assess the degree of learning prior to a fortuitous interruption and prescribe the appropriate activities to ensure content, rigor, coherence, and length.
9. Policy to require all elected student leaders to maintain eligibility criteria established in Student Bylaws during the length of their terms.
10. Implementation Plan for the Electronic Vote Mechanism for Students' Elections and Assemblies
11. Architectural Plan for integration of campuses to their surrounding communities.
12. Security Plan in partnership with state and city governments to improve security in campuses and surrounding communities.

SECTION THREE

UPR UNIT'S MONITORING REPORTS AND ACTION PLANS (Enclosures)

Río Piedras Campus
Mayagüez Campus
University of Puerto Rico at Cayey
University of Puerto Rico at Humacao
University of Puerto Rico at Arecibo
University of Puerto Rico at Bayamón
University of Puerto Rico at Ponce
University of Puerto Rico at Aguadilla
University of Puerto Rico at Carolina
University of Puerto Rico at Utuado

UNIVERSITY OF PUERTO RICO ACTION PLAN FOR SUSTAINED COMPLIANCE WITH THE LEADERSHIP AND GOVERNANCE, EDUCATIONAL OFFERINGS, AND INSTITUTIONAL RESOURCES STANDARDS OF EXCELLENCE OF THE MIDDLE STATES COMMISSION ON HIGHER EDUCATION

As a result of a critical self-assessment of the events and circumstances that surrounded the student conflict in context with the concerns and expectations contained in the Middle States Commission on Higher Education Action and corresponding standards, the related action by the US Department of Education, and the internal and external relevant environmental factors, the Institutional Action Plan to achieve and sustain compliance with Standards 4 and 11 and to evidence compliance with Standard 3 is structured as follows along each Standard.

I. Standard 4, Leadership and Governance: The institution system of governance clearly defines the roles of institutional constituencies in policy development and decision-making. The governance structure includes an active governing body with sufficient autonomy to assure institutional integrity and to fulfill its responsibilities of policy and resource development, consistent with the mission of the institution.

The Institutional Action Plan along Standard 4 is organized in three prongs: **Foster an Enhanced Institutional Climate and Identity, Open University Culture, and Strengthening of Governance**

I. A. FOSTER AN ENHANCED INSTITUTIONAL CLIMATE AND IDENTITY

GOAL: Optimize the flow and exchange of timely and accurate information and broaden opportunities for productive communication and input to all sectors of the University Community, to stimulate a climate of trust, collaboration, commitment and identification with the institution's mission, goals, and challenges.

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	CURRENT AND EXPECTED OUTCOMES
1. Develop strategies for a timely and accurate delivery of institutional information to the internal and external community.	Broaden communication delivery channels including but not limited to, updates of institutional and unit's web pages, and other outlets throughout the system, like <i>Diálogo</i> Newspaper and Radio Universidad among others.	Communications Office Director	Continuous	Official information delivered through multiple outlets

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	CURRENT AND EXPECTED OUTCOMES
	Appoint a Focal Group of experts in communication to assess the effectiveness of internal and external communication during the past year and make recommendations for improvement.	President	September 2010	Communications Focal Group appointed
		Communications Focal Group	November 2010	Report with assessment and recommendations submitted to the President
		Communications Office Director	November 2010- January 2011	Implementation of recommendations
2. Broaden and strengthen the opportunities for effective communication between the administration and the university community about their concerns and situations that affect the institution, as well as to share developments and achievements.	Carry out periodic forums of the President and staff with elected leaders to the Student Councils of all units and student representatives to the University Board.	Vice President for Students Affairs	Semiannually	Sustained communication and initiatives that result from the forums
	Carry out periodic meetings of Chancellors and staff with elected leaders to the Student Councils and the Academic Senate.		Semiannually	Sustained communication and initiatives that result from the meetings
	Conduct periodic on-line surveys about situations and issues that concern and affect the university community.	Vice President for Academic Affairs, Directors of the Office of Planning and Institutional Studies (OPEI), Information Systems Office (OSI)	Annual	On-line surveys developed Findings of surveys relayed to the appropriate officer for action
3. Ensure opportunities for students to freely participate and provide input in decisions that directly affect them.	Implement the electronic vote mechanism for students' elections and assemblies as mandated by Law No. 128, approved August 11, 2010, (to amend Articles 6-11 from Public Law No. 1, known as University Law which was approved on January 20,	Vice President for Student Affairs, Chancellor	September – October 2010	Implementation plan adapted to the particularities of each unit established

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	CURRENT AND EXPECTED OUTCOMES
	1966).			
		Vice President for Student Affairs, Deans for Students Affairs Information Systems Office	October 2010	Electronic vote implemented in compliance with the Law.

I.B. CULTIVATE AN OPEN UNIVERSITY CULTURE

GOAL: Support an Open University Culture that values diversity of ideas, guarantees and encourages freedom of speech and the right to dissent, while safeguarding the rights and responsibilities of all members of the University community with the continuity of the institutional education, research and service mission.

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	CURRENT AND EXPECTED OUTCOMES
<p>1. Encourage commitment with an Open University Culture in all sectors of the University Community to guarantee the continuity of the education, research and service mission.</p> <p>2. Develop strategies for ongoing and sustainable compliance with related accreditation and licensing requirements and Certification 90 (2004-2005) of the Board of Trustees and dispositions in the General and Students Bylaws, which mandate continuity of the institutional education, research and service mission.</p>	Advise on the need for ongoing and sustainable compliance with accreditation and licensing standards and criteria regarding continuity of academic offerings to maintain eligibility for funding from the Higher Education Act and other external funds to advance the institution's mission.	Vice President for Academic Affairs	Ongoing	All sectors of the University Community informed
	Charge an Open University Committee with: (a) drafting an Institutional Open University Statement; (b) recommending strategies, measures and protocols conducive to sustained compliance with policies that	President	Immediately	Open University Committee appointed

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	CURRENT AND EXPECTED OUTCOMES
	support continuity of the institutional mission.			
		Open University Committee	November 2010	Proposed Open University Statement submitted to the President for its presentation to the Board of Trustees
		Board of Trustees	December 2010	Open University Statement issued
		Open University Committee	November – December 2010	Report with recommended strategies, measures and protocols submitted to the President
		President, Chancellors	December 2010 – January 2011	Recommendations implemented at the appropriate authority level
	Disseminate the Code of Conduct contained in the Student's General Regulations and its relevance to maintain eligibility for funding from the Higher Education Act and other external funds to advance the institution's mission.	Vice President for Student Affairs, Deans for Students Affairs	September - October 2010	Student's Code of Conduct published electronically and posted in multiples visible locations across campuses
	Require administrators at all levels to participate in trainings on conflict management strategies.	President	October 2010	Policy statement issued
	Coordinate conflict management trainings at all levels of the institution	Special Assistant to the President, Chancellors	Beginning November 2010	Trainings offered at the central and unit levels.

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	CURRENT AND EXPECTED OUTCOMES
	Require from all administrators at all levels a written commitment with an Open University Culture.	President, Chancellors	January 2011	Governance explicitly committed with the Open University Culture and with supporting sustained compliance with Certification 90
	Require from all users of the University net to accept commitment with an Open University Culture as a condition to log in.	Vice President for Research and Technology, Information Systems Office	January 2011	Protocol implemented
	Require from all students upon registration on each academic session a written commitment with the Open University Culture and the Students' Code of Conduct.	Vice President for Student Affairs, Deans for Students Affairs, Information Systems Office	Starting January 2011	Protocol implemented
3. Culminate the incorporation of campuses to their surrounding communities in accordance with the goals of the UPR Planning Agenda Ten for the Decade and the Open University Culture to ensure uninterrupted fulfillment of institutional commitments with its internal and external stakeholders.	Implement the Architectural Plan for the integration of campuses to their communities in accordance with their respective master plans	Chancellors, Design and Construction Director	Phase I beginning on September 2010	Complete the conditions for the integration of campuses to their respective communities
	Develop and implement a Security Plan in partnership with state and/or city governments to improve security in campuses and surrounding communities Extend the UPR Identification Cards Project in Policy Statement Num. R-0708-03 (2009-2010) to all members of the University Community as a key element for the success of the Security Plan	President, Chancellors	November 2010	A cost-effective Security Plan implemented at each campus with short and long term positive impact in neighboring communities

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	CURRENT AND EXPECTED OUTCOMES

I.C. REVISIT AND EMPOWER LEADERSHIP AND GOVERNANCE AT ALL LEVELS

GOAL: Revisit the roles and responsibilities of all constituents of the institution's leadership and governance to foster an environment that stimulates and enforces compliance with the best practices in University rules and regulations, leadership, governance and institutional integrity accreditation standards, to ensure an empowered and committed leadership effectively supporting the accomplishment of the institution's mission in a manner appropriate to their charge.

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	CURRENT AND EXPECTED OUTCOMES
1. Honor the agreements with students in Certification Num. 131 (2009-2010) of the Board of Trustees.	Do not apply summary sanctions in connection with the past student conflict.	Chancellors	August 1 2010 – April 30 2011	Summary sanctions were not applied
	Expedite appealing processes	Board of Trustees	When submitted	Students appeals expedited by the Board of Trustees
	Appoint ex judges as Examining Officers to evaluate administrative actions	Chancellors	Ongoing	All Examining Officers appointed by Chancellors are ex judges
	Postpone implementation of Stabilization Fee to the second academic session of year 2010-2011	Board of Trustees	June 30, 2010	Implementation of Stabilization Fee on the second academic session of year 2010 in accordance with Certification Num. 146 (2009-2010) of the Board of Trustees
	Comply with the Calendar of Activities set in Certification 131 for the establishment of the new Tuition Exemption Policy	President, Board of Trustees	August 2010 – April 2011	New Tuition Exemptions Policy issued
	Draft a proposal for a new Summer Offering Policy to support continuity of Summer	University Board	No later than December, 2010	Proposal for a new Summer Offering Policy submitted to

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	CURRENT AND EXPECTED OUTCOMES
	offerings with the available resources, taking into account the related recommendations in Certification 131 and feedback from the Academic Senates,			the Board of Trustees
	Consider the proposal of the University Board for the establishment of a new Summer Offering Policy	Board of Trustees	January - March 2010	New Summer Offering Policy issued
<p>2. Enforce compliance with the Code of Conduct contained in the Student's General Regulations.</p> <p>3. Promote active participation in leadership of students that model best academic practices and accomplishment of the institution's mission and goals toward its student body.</p>	Continue administrative actions in the units in connection with the past student conflict.	Chancellors	In progress	Implementation of actions recommended by Examining Officers
	Require all elected student leaders to maintain eligibility criteria established in Student Bylaws during the length of their terms.	Board of Trustees	October 2010	Policy issued
<p>4. Clarify the scope and reach of the state of law regarding what is a legal and valid exercise of freedom of speech within a public higher education institution.</p> <p>5. Define the scope and reach of what is legal and valid exercise of University Autonomy in alignment with University Law, rules and regulations, and applicable accreditation standards regarding institutional integrity, leadership and governance.</p>	Continue with the ongoing judicial proceedings in connection with the past student conflict.	Associate Director of Legal Affairs Office	Ongoing	State of law clarified to encourage appropriate exercise of freedom of speech.
	Identify and analyze the contexts in which the concept of University Autonomy appears in the University Law, rules and regulations.	Vice President for Academic Affairs, Chancellors, Deans for Academic Affairs	October, 2010	Research documentation

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	CURRENT AND EXPECTED OUTCOMES
	Draft a proposed definition of University Autonomy as applicable to the University as a whole in relation with the external community and to the respective units in relation with the system.	President, Chancellors, Vice Presidency for Academic Affairs	November, 2010	Proposal submitted to the President for its presentation to the Board of Trustees
	Consider the proposed definition of University Autonomy	Board of Trustees	December 2010	Institutional definition of University Autonomy issued
6. Revise governance structures' composition, roles and responsibilities to ensure their effective participation in carrying out the institution mission and goals in compliance with the applicable law and regulations and accreditation standards regarding institutional integrity, leadership and governance, and best practices.	Appoint an Ad Hoc Committee to: (1) evaluate the composition, roles and responsibilities of the advisory bodies to the President and Chancellors, in alignment with the applicable laws, regulations and standards, including benchmarking, to sustain the necessary balance for effective shared collegial governance; (2) Develop guidelines for the review of internal regulations governing and advisory bodies as well as recognized students organizations	President	Immediately	Ad Hoc Committee Appointed
		Ad-Hoc Committee	November 2010	Report with assessment, recommendations and guidelines submitted to the President
		President, Board of Trustees	November 2010– January 2010	Recommendations implementation at the appropriate authority level
	Review internal regulations following the guidelines approved by the President and Board of Trustees	Board of Trustees University Board Academic Senates Administrative Boards General Student Councils	November 2010 – February 2011	Revised and aligned internal regulations of governance bodies and main student leadership organizations.

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	CURRENT AND EXPECTED OUTCOMES
7. Ensure that all participants in leadership and governance are empowered and committed with their roles and responsibilities and best practices to effectively contribute in carrying out the institution mission and goals within the applicable law and regulations and in compliance with accreditation standards regarding institutional integrity, leadership and governance.	Receive reports from the Consultation Committees and interview candidates	President	In progress	Select candidates for each unit to be recommended to the Board of Trustees
	Appoint Chancellors	President, Board of Trustees	September 2010	Chancellors appointed
	Coordinate workshops and trainings for the appointed Chancellors regarding their roles and responsibilities, the scope and functions of the governance and advisory bodies, as well as recognized students, faculty and employees organizations and committees that are not part of the governance structure.	Special Assistant to the President	September 2010 – December 2010	Series of workshops offered.
	Coordinate workshops for the Board of Trustees regarding their roles and responsibilities in alignment with the University Law, bylaws and related expectations in MSCHE standards including the publication Governing Boards.	Vice President for Academic Affairs, Executive Secretary to the Board	October – December 2010	Series of workshops offered
8. Foster gradual, harmonious, and organized transitions of leadership and governance at all levels, with the adequate overlap for the substantive transfer of information critical for a seamless continuity of the University agenda.	Appoint an Ad Hoc Committee to evaluate the effectiveness of consulting and transition processes in the University.	President	December 2010	Ad Hoc Committee Appointed
	Draft a proposal for the review and update of all aspects of consultation and transition processes in accordance to University Law and regulations, applicable accreditation	Ad Hoc Committee	March 2011	Proposal submitted to the President for its presentation to the Board of Trustees

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	CURRENT AND EXPECTED OUTCOMES
	standards regarding institutional integrity, leadership and governance, and best practices in higher education institutions.			
	Consideration of proposal	Board of Trustees	June 2011	Corresponding amendments to University rules and regulations approved

II. Standard 11, Educational Offerings: The institution's educational offerings display academic content, rigor, and coherence that are appropriate to its higher education mission. The institution identifies student learning goals and objectives, including knowledge and skills, for its educational offerings.

The Institutional Action Plan along Standard 11 focuses in one main strategy: **Guarantee sustained length, rigor and depth of academic offerings.**

II. A. GUARANTEE SUSTAINED LENGTH, RIGOR AND DEPTH OF ACADEMIC OFFERINGS

GOAL: Guarantee the continuity and the appropriate content, rigor, coherence and length of the institution's academic and research endeavors at all times, to support an effective and seamless student learning process and advancement toward their degrees in harmony with the Open University Culture.

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	EVIDENCE OF ACTUAL AND EXPECTED RESULTS
1. Establish policy guidelines to ensure the effective accomplishment of student learning goals with the appropriate content, rigor and coherence in case of fortuitous interruptions of the academic process.	Develop guidelines to accurately assess the degree of accomplishment of knowledge and skills development goals and objectives in order to prescribe the appropriate activities and length of time necessary to assure a coherent continuation of the learning process, in the event of a fortuitous interruption of an academic session.	Vice President for Academic Affairs, Deans for Academic Affairs	March 2011	Systemic guidelines issued at the appropriate administrative level.

III. Standard 3, Institutional Resources: The human, financial, technical, facilities, and other resources necessary to achieve an institution's mission and goals are available and accessible. In the context of the institution's mission, the effective and efficient uses of the institution's resources are analyzed as part of ongoing outcomes assessment.

The Institutional Action Plan to preserve compliance with Standard 3 has two main dimensions: **Secure continuity and institutional effectiveness with available resources** and **Maintain and nurture additional sources of funding to continue advancing institutional education, research and research priorities.**

III.A. SECURE CONTINUITY AND INSTITUTIONAL EFFECTIVENESS WITH AVAILABLE RESOURCES

GOAL: Secure continuity and effective accomplishment of the institutional mission and goals with the available resources by developing and implementing the appropriate financial measures.

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	CURRENT AND EXPECTED OUTCOMES
1. Implement the necessary changes in the institutional structure, policies and practices to support an effective, fair and efficient finance and budget planning and allocation of resources, and a timely disclosure of financial information to university constituents.	Charge an Ad Hoc Budget and Finance Committee with: (1) evaluating the effectiveness of Certification Num. 100 (2005-2006) of the Board of Trustees as the instrument for budget development at the central and unit levels in the context of the University Law and regulations; (2) identifying best practices in the budgeting process at the central and unit levels and in comparable public universities; (3) making the corresponding recommendations for improvement	President	August 2010	Ad Hoc Budget and Finance Committee appointed.
		Ad Hoc Budget and Finance Committee	November 2010	Report with recommendations submitted to the President.
		President, Finance Director, Budget Director	January – March 2011	Recommendations implemented at the appropriate authority level.

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	CURRENT AND EXPECTED OUTCOMES
	Appoint a Chief Financial Officer (CFO) to overview Budget, Finance, Physical Plant and other areas related to the institution's Administrative and Management affairs to ensure appropriate guidance and monitoring of institutional operations at all levels.	Finance Director, Budget Director	October, 2010	Proposal to create the position submitted to the President for its presentation to the Board of Trustees.
		President, Board of Trustees	July 2011	Appoint COO
	Assign temporarily a group of internal Financial Monitors at the appropriate level of authority to command compliance with institutional directives regarding strategic planning and budget allocation at the central and unit levels.	President, Budget Director, Finance Director	October, 2010	Appropriate monitoring of planning and budget allocation at all levels in accordance with institutional directives.
	Evaluate the effectiveness of the Financial Information Systems Software (UFIS) in providing necessary financial information for budget development with feedback from affected parties throughout the system.	Finance Director Unit Finance Directors, Information Systems Office	In progress	Identification of programming features to be modified.
		Unit Finance Directors, Information Systems Office	December, 2010	Modifications to UFIS implemented.
2. Revisit the current strategic planning agenda to set priorities in alignment with institutional assessment results, current and projected resources, and the development and implementation process of a long-term financial plan for the University of Puerto Rico.	Reorganize the Capital Improvement Program (CIP) according to available and projected resources to continue with priority projects.	Board of Trustees	First half of fiscal year 2010-2011 2007-2008	Reorganized CIP by Certification No. 80 (2007-2008) of the Board of Trustees
	Seek interim financing for priority projects.	President, Finance Director	First Half of fiscal year 2010-2011	Interim financing for priority projects obtained.

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	CURRENT AND EXPECTED OUTCOMES
	Establish general guidelines to support the development of a long-term financial plan at the central and unit level.	Finance Director, Budget Director	Annually	Implementation of guidelines at the unit level
	Charge an Ad Hoc Institutional Strategic Planning Committee with the identification of priorities and the development of guidelines for the reorganization of the institutional planning agenda based on the assessment of its outcomes and available resources.	President Finance Director, Budget Director	Immediately	Ad Hoc Institutional Planning Committee appointed.
		Ad Hoc Institutional Planning Committee	October 2010 - November 2010	Guidelines issued and approved by the President and Chancellors
	Reorganize unit strategic plans based on the systemic planning guidelines.	Chancellors	November 2010 – February 2011	Unit strategic plans reorganized.
	Implement Stabilization Fee on the second academic session of year 2010 in accordance with Certification Num. 146 (2009-2010) of the Board of Trustees, to secure alternative funding sources.	Finance Director	November 2010	Short-term financial stability.
	Obtain \$100 M loan from the Government Development Bank	President Finance Director	Second session academic year 2010-2011	Estimated additional yearly income of not less than \$40,000,000.
	Continue implementation of <i>Control Measures</i> established in Policy Statement # 0809: 13, 14, 16, 22, and 23.	President Chancellors	Continuous	Short-term fiscal economies.

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	CURRENT AND EXPECTED OUTCOMES
	Revisit the Advisory Committee on Institutional Finances' Report (CAFI, 2007) and submit recommendations of financial measures.	Deans for Administration	September to November 2010	Recommendations submitted to the President Recommendations implemented at the appropriate authority level
2. Continue evaluating the effectiveness of educational offerings in compliance with Certification Num. 43 (2006-2007) and Certification Num. 92 (2008-2009) of the Board of Trustees, which mandate periodic evaluation with emphasis on duplicated offerings to promote informed decision making regarding the continuation of academic programs.	Continue developing and implementing cost effective measures in academic offerings while safeguarding the institution's commitments with students.	Vice President for Academic Affairs, Deans for Academic Affairs	Continuous	Carrying capacity for Admission 2010 adjusted by 7.44% 131 ineffective transfer programs discontinued effective August 2010 192 transfers programs Carrying capacity for traditional undergraduate courses set to a minimum of 30 students (Certification No. 135 (2009-2010) Board of Trustees)
	Identify possible pause/adjustments in admission, consolidation and/or closure of academic programs based on assessment.	Vice President for Academic Affairs, Chancellors, Deans for Academic Affairs	September - October 2010	Assure resources for effective academic offerings.
3. Evaluate administrative structures, processes and functions at all levels to promote an efficient, non redundant and cost-effective management.	Assign an Ad Hoc Administrative Efficiency Committee supported by a process reengineering specialist to steer: (1) the evaluation of administrative structures processes and functions; (2) develop recommendation of measures to promote cost-effectiveness in management and improved service at the Central Administration and unit levels.	President, Finance Director	November, 2010	Specialist identified Ad Hoc Administrative Efficiency Committee appointed
		Ad Hoc	November -	Proposal to promote cost-effective

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	CURRENT AND EXPECTED OUTCOMES
		Administrative Efficiency Committee	December 2010	an efficient and cost-effective management organization submitted to President.
4. Strengthen the institution's capacity to minimize accounts receivables for improved financial stability.	Continue efforts towards collecting debts to the University.	Finance Director	Continuous	Increased cash flow.
	Evaluate effectiveness in debt collection practices at the unit level to identify best practices to disseminate throughout the system.	Finance Director	October - December 2010	Recognize and disseminate best practices to better debt collection.
5. Promote collaboration agreements with state and city governments in common areas of interest to promote short and long term economies.	Develop and implement a Security Plan in partnership with state and/or city governments to improve security in campuses and surrounding communities.	President, Chancellors	November 2010	A cost-effective Security Plan implemented at each campus with short and long term positive impact in neighboring communities
	Promote development of collaboration agreements with state and city governments that result in mutual economies.	Chancellors	Annually	Increased cost reductions.

III.B. MAINTAIN AND NURTURE ADDITIONAL SOURCES OF FUNDING TO CONTINUE ADVANCING INSTITUTIONAL EDUCATION, RESEARCH AND RESEARCH PRIORITIES

GOAL: Continue and develop initiatives to increase and diversify sources of funding to support the accomplishment of the institutional mission and goals.

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	PRESENT AND EXPECTED OUTCOMES
1. Comply with Certification Num. 146 (2009-2010) of the Board of Trustees, which establishes a Stabilization Fee to secure alternative funding sources.	Continue implementation of Stabilization Fee as warranted by the financial state of the institution.	Finance Director	Annually	Estimated additional yearly income of \$40,000,000.

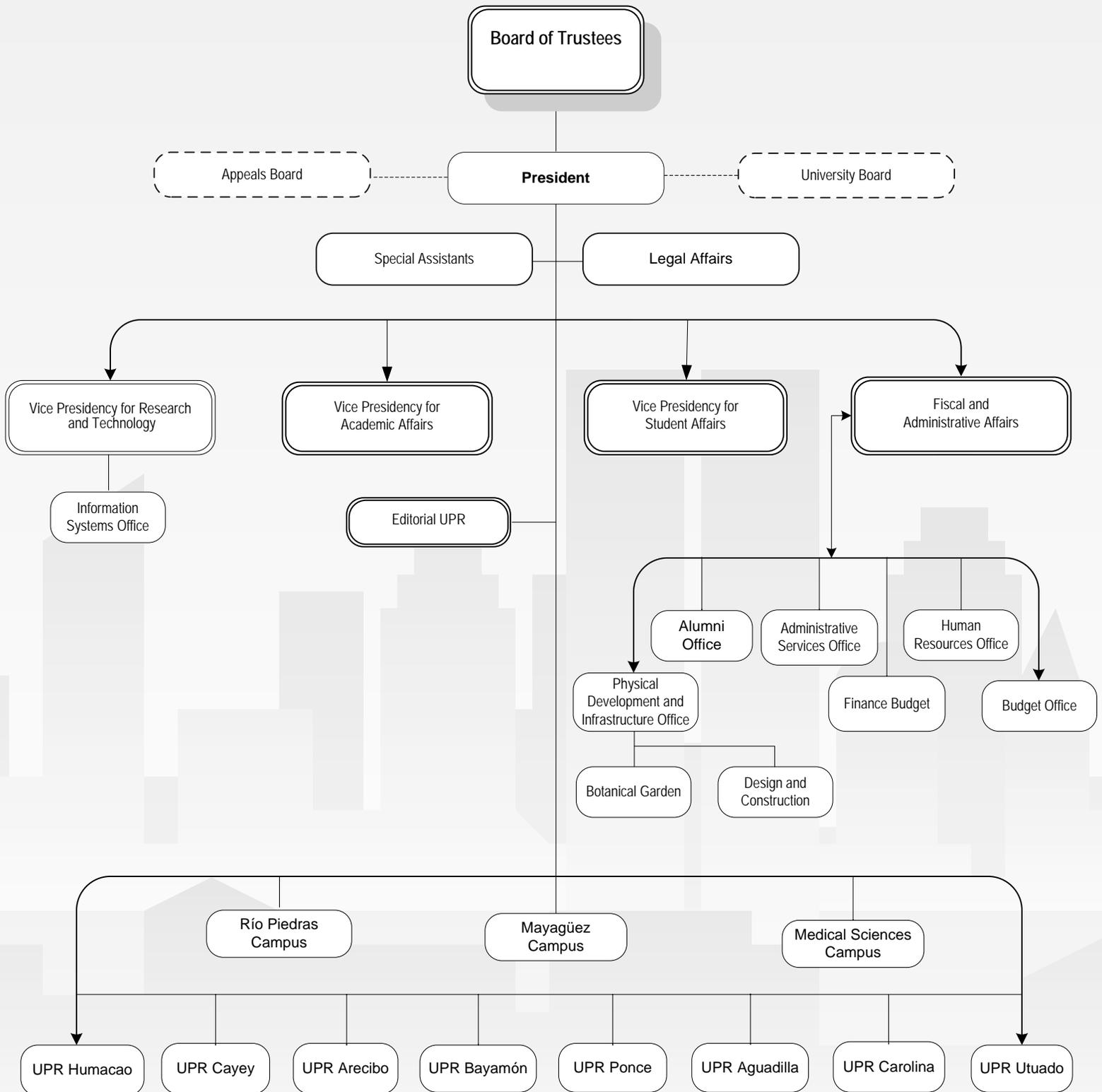
ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	PRESENT AND EXPECTED OUTCOMES
2. Continue stimulating the submission of proposals for external funding to advance the research and education strategic agenda of the University of Puerto Rico.	Maintain the current level of institutional matching funds allocation.	Board of Trustees	June 2010	Maintain the influx of external funding for research and education initiatives.
	Continue implementing measures for stimulating submission of proposals for external funding to advance research.	Vice President for Research and Technology	Continuous	
3. Expand Division of Continuing Education and Professional Studies units (DCEPS) and other self-financing offerings in academic units to advance institutional service mission towards the community and increase revenues for the units.	Increase and diversify course offerings and expand the reach of academic programs through self financing.	Vice President for Academic Affairs, Chancellors, Deans for Academic Affairs, DECEP Directors	Continuous	Enhancement of the DECEP and other self-financing units outreach mission and increased revenues at the unit level.
	Increase the number of degree granting academic programs available in the self-financing Extended University (UnEx) format aimed at non-traditional students.	Vice President for Academic Affairs, Chancellors, Deans for Academic Affairs, DECEP Directors	Continuous	Enhancement of the DECEP and other self-financing units outreach mission and increased revenues at the unit level.
4. Increase revenues derived from the Intramural Practice in proportion with the support provided by the University of Puerto to this activity.	Evaluate the effectiveness of Certification Num. 123 (1996-1997) of the Board of Trustees, which establishes the policy for the Intramural Practice of faculty members, and make recommendations to help enhance institutional revenues.	Chancellors	October – November 2010	Proposed changes in policy submitted to the President
		Board of Trustees	February 2011	New Intramural Practice Policy issued with increased revenues for the supporting units.
5. Strengthen institutional relationship with active students and faculty, alumni and retired faculty, community, private and government entities to attract funding at both central and unit levels.	Organize a series of fund-raising activities to nurture the Endowment Fund.	Board of Trustees	October 2010 – June 2011	Increase influx of capital into the UPR Endowment Fund

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	PRESENT AND EXPECTED OUTCOMES
	Continue fostering alumni donations through annual activities of the Alumni Offices of central administration and the units.	Alumni Office Directors	Continuous	Increase influx of capital into the UPR Endowment Fund and the units.
	Strengthen alliances with community, private and government entities to develop additional funding sources.	President Director Development and Alumni Chancellors, Directors of External Resources	Continuous	Increased additional funding from private and government entities.

<http://www.certifica.upr.edu/PDF/CERTIFICACION/2008-2009/90%202008-2009.pdf>

University of Puerto Rico Organizational Chart

University of Puerto Rico Organizational Chart



Certification No. 30 (2009-2010) of the University Board

**CERTIFICACIÓN NÚMERO
30 (2009-2010)**

Yo, Myrna M. Mayol, Secretaria Ejecutiva de la Junta Universitaria,

Junta Universitaria

CERTIFICO: Que la Junta Universitaria en su reunión Extraordinaria del miércoles, 2 de junio de 2010, acordó:

Recomendar al Comité Negociador Nacional (CNN), a continuar las negociaciones con el Presidente de la Universidad y la Junta de Síndicos con los portones abiertos, de manera que se reanuden las labores académicas y administrativas de las diez (10) unidades institucionales, podamos culminar el semestre y no se ponga en riesgo las acreditaciones de nuestra Universidad.

Y, PARA QUE ASÍ CONSTE, y para remitir a las autoridades universitarias correspondientes, expido la presente Certificación, en San Juan, Puerto Rico, hoy 3 de junio de 2010.


Myrna M. Mayol, Ed. D.
Secretaria Ejecutiva

Junta Universitaria
1387 Calle Universidad
San Juan, Puerto Rico
00926-1101

Tel: (787) 253-6000
Ext: 2400, 2401, 2402
Fax: (787) 253-6050

UPR Approved Budget 2010-2011

Universidad de Puerto Rico
Administración Central
Oficina Central de Presupuesto

Revisión a la Base del Presupuesto
Fondo General - UPR
Año Fiscal 2010-2011

Tabla 10

Unidad	Presupuesto Total Año Fiscal 2009-2010	Presupuesto No Recurrente Año Fiscal 2009-2010	Presupuesto Recurrente Año Fiscal 2009-2010	Ajustes 2010 - 2011																	Total			
				Modificación al Presupuesto Año Fiscal 2009-2010	Ahorros por Jubilaciones - Congelación de Plazas					Ajustes a la Base del Presupuesto	Pagos al PD y PND - Reducción de 5%						Bono de Navidad 50%	Bono Especial 100%	Obvenciones 100%	Licencia por Enfermedad 100%		Reducción Aportación Sistema de Retiro		
					Puestos	Personal Docente	Puestos	Personal No Docente	Puestos		Total	5022 Sueldo PD Tarea Parcial	5025 Sueldo PD Contratos	5045 Compensación Adicional al PD	5061 Bonificación por Funciones Administrativas PD	5102 Sueldo PND Nombramiento Tarea Parcial							5105 Sueldo PND Contratos	Total
Recinto Universitario de Río Piedras	\$ 275102,712	\$ (980,689)	\$ 274122,023	\$ (5506,021)	33	\$ (3754,932)	91	\$ (4510,179)	124	\$ (8265,111)	\$ (10500,379)	\$ -	\$ (533,377)	\$ (432,496)	\$ (78,443)	\$ (7,355)	\$ (36,801)	\$ (1088,472)	\$ (2060,152)	\$ (568,349)	\$ (729,888)	\$ (6695,980)	\$ (2900,000)	\$ 235807,671
Recinto Universitario de Mayaguez	162755,415	(700,514)	162054,901	(3257,455)	12	(1097,885)	35	(2163,334)	47	(3261,219)	(4483,078)	(56,444)	(1,203)	(269,884)	(42,060)	(8,435)	(654)	(378,680)	(1198,829)	(356,260)	(532,651)	(4543,650)	(1900,000)	142143,079
Estación Experimental Agrícola	19073,975	-	19073,975	(381,755)	2	(96,887)	23	(1219,338)	25	(1316,225)	(480,956)	-	-	(3,722)	(6,818)	-	-	(10,540)	(202,478)	(68,972)	(116,373)	(650,584)	(200,000)	15646,092
Servicio de Extensión Agrícola	21324,479	-	21324,479	(426,797)	8	(699,189)	3	(136,582)	11	(835,771)	(80,180)	-	-	(1,619)	(9,659)	-	-	(11,278)	(189,375)	(85,772)	(124,426)	(643,971)	(300,000)	18626,909
Recinto Universitario de Ciencias Médicas	130437,406	(147,264)	130290,142	(2610,629)	21	(2486,344)	32	(1790,900)	53	(4277,244)	(5620,449)	(180,328)	(9,939)	(15,121)	(77,790)	(7,676)	-	(290,854)	(834,549)	(258,028)	(331,051)	(3362,913)	(1400,000)	111304,425
UPR en Aguadilla	24095,739	(159,619)	23936,120	(482,262)	8	(530,140)	1	(44,344)	9	(574,484)	(1155,910)	(12,631)	(17,533)	(40,602)	(1,999)	-	-	(72,765)	(202,083)	(58,069)	(82,072)	(621,955)	(300,000)	20386,520
UPR en Arecibo	35168,288	(215,191)	34953,097	(703,873)	0	-	14	(376,578)	14	(376,578)	(1366,283)	(51,964)	(36,716)	(72,608)	(15,397)	(5,440)	-	(182,125)	(289,312)	(76,307)	(209,776)	(959,859)	(400,000)	30388,984
UPR en Bayamón	41348,321	(263,613)	41084,708	(827,563)	5	(118,207)	5	(684,264)	10	(802,471)	(1435,822)	(16,829)	-	(49,978)	(12,092)	-	-	(78,899)	(335,381)	(80,371)	(118,251)	(985,298)	(400,000)	36020,652
UPR en Carolina	29618,197	(281,960)	29336,237	(592,791)	10	(370,357)	10	(830,761)	20	(1201,118)	(1222,279)	(37,765)	(33,515)	(32,203)	(13,352)	-	-	(116,835)	(237,101)	(63,646)	(81,770)	(985,256)	(300,000)	24535,441
UPR en Cayey	41165,839	(196,579)	40969,260	(823,910)	8	(530,140)	12	(619,820)	20	(1149,960)	(1143,277)	(22,112)	(2,335)	(55,415)	(17,947)	(4,471)	-	(102,280)	(351,489)	(104,587)	(134,232)	(1033,153)	(500,000)	35626,372
UPR en Humacao	51611,365	(249,470)	51361,895	(1032,972)	9	(700,972)	14	(1051,739)	23	(1752,711)	(2110,741)	(14,736)	(371)	(158,251)	(20,776)	-	(10,345)	(204,479)	(423,437)	(108,229)	(183,726)	(1408,433)	(600,000)	43537,167
UPR en Ponce	28524,545	(169,924)	28354,621	(570,902)	13	(1146,520)	7	(411,182)	20	(1557,702)	(1332,746)	(17,791)	(62,723)	(210,531)	(17,984)	(1,068)	-	(310,097)	(241,900)	(65,239)	(93,661)	(818,508)	(300,000)	23063,866
UPR en Utuado	16320,111	(88,432)	16231,679	(326,638)	0	-	0	-	0	(738,778)	(5,854)	(26,716)	(20,649)	(9,540)	-	(10,318)	(73,077)	(149,877)	(37,402)	(67,253)	(412,318)	(200,000)	14226,336	
Administración Central	16670,608	-	16670,608	(333,653)	0	-	16	(962,184)	16	(962,184)	(973,422)	-	-	(235)	(16,205)	-	(1,249)	(17,689)	(129,992)	(32,578)	(40,392)	(408,112)	(200,000)	13572,586
Junta de Síndicos	4028,746	-	4028,746	(80,635)	0	-	2	(135,607)	2	(135,607)	(119,847)	-	-	-	-	-	-	(23,956)	-	(1,080)	(87,754)	-	-	3579,867
Servicios del Sistema Universitario	96197,052	-	96197,052	-	0	-	0	-	0	27509,604	-	-	(2,666)	-	-	-	(1,483)	(4,149)	(82,985)	(22,437)	(19,530)	(176,847)	(100,000)	123300,708
Asignaciones a Transferir	45849,237	3453,255	49302,492	-	0	-	0	-	0	(7277,783)	-	-	-	-	-	-	-	-	-	-	-	-	-	42024,709
Editorial Universidad de Puerto Rico	1363,103	-	1363,103	(27,282)	0	-	0	-	0	(37,394)	-	-	-	-	-	-	-	(13,514)	(7,032)	(1,080)	(30,185)	-	-	1246,616
Total	\$ 1040655,138	\$ -	\$ 1040655,138	\$ (17985,138)	129	\$ (11531,573)	265	\$ (14936,812)	394	\$ (26468,385)	\$ (12569,720)	\$ (416,454)	\$ (724,428)	\$ (1365,980)	\$ (340,062)	\$ (34,445)	\$ (60,850)	\$ (2942,219)	\$ (6966,410)	\$ (1993,278)	\$ (2867,212)	\$ (23824,776)	\$ (10000,000)	\$ 935038,000
																								\$ (105617,138)

Capital Improvement Projects

- 5.a. Projects in progress
- 5.b. Projects needing funding
- 5.c. Temporarily postponed projects



**UNIVERSIDAD DE PUERTO RICO
PROJECTS IN PROGRESS**

UNIT AND NAME OF PROJECT	DEVELOPMENT COST	TOTAL COST	APPROVED FUNDS	PAGOS JUNIO 2010	PROYECCIÓN DE PAGOS 2010-2011	PROYECCIÓN DE PAGOS 2011-2012	PROYECCIÓN DE PAGOS 2012-2013	TOTAL PROYECCIÓN DE PAGOS 2010-2013
Recinto Universitario de Río Piedras								
Escuela Laboratorios	Diseño	1000,000	100,000	37,652	700,000	262,348		962,348
Mejoras Espacio Público y Natural (LOOP)	Diseño	2050,000	1807,051	1502,202	547,798	0		547,798
Mejoras Centro de Estudiantes *	Subasta	7894,714	1820,592	1066,445	3000,000	3828,269		6828,269
Rehabilitación Estudios Generales Edificio Domingo Marrero Navarro *	Construcción	21420,763	20420,763	20312,600	1108,163	0		1108,163
Edificio Programa Enlace	Construcción	1016,188	997,167	975,808	40,380	0		40,380
Restauración Edificio Felipe Janer (Rest. Cuadrángulo Histórico)	Construcción	5261,562	1148,000	426,800	2834,762	2000,000		4834,762
Ampliación Facultad Estudios Generales - PDD	Construcción	20627,299	20547,255	19816,514	342,000	0		342,000
Mejoras Escuela Graduada de Administración Pública	Construcción	537,908	425,000	102,522	435,386	0		435,386
Sub total		59808,434	47265,828	44240,543	9008,489	6090,617	0	15099,106
Recinto Universitario de Mayagüez								
Mejoras Sistema Sanitario Isla Magüeyes	Diseño	649,776	100,000	80,684	569,092	0		569,092
Laboratorio Farmacéutica	Subasta	2000,000	81,225	50,321	1000,000	949,679		1949,679
Mejoras Sistema de Aire Acondicionado Coliseo Rafael Mangual	Construcción	600,000	600,000	37,600	562,400	0		562,400
Remodelación Edificio Antiguo Instituto (Museo de Arte y Ciencia) *	Construcción	6056,936	5956,936	5927,090	129,846	0		129,846
Edificio de Biología (Invernadero)	Construcción	28674,342	28674,342	28214,239	460,103	0		460,103
Remodelación Antiguo Dormitorio de Varones (Administración de Empresas) Oficinas de Facultad * - RUM	Construcción	5866,288	5866,288	5327,957	210,000	0		210,000
Remodelación Edificio Luis De Celis (Biología)	Construcción	6677,046	4907,245	4719,803	1957,243	0		1957,243
Sub total		50524,388	46186,036	44357,694	4888,684	949,679	0	5838,363
Recinto de Ciencias Médicas								
Clínica de Investigación Veterinaria en Sabana Seca (Centro de Primates)	Diseño	4982,256	392,918	183,256	1700,000	3099,000		4799,000
Mejoras Oficina del Registrador	Subasta	405,511	120,000	14,100	391,411	0		391,411
Remodelación Oficina de Seguridad	Subasta	63,000	63,000	0	63,000	0		63,000
Mejoras Edificio de Enfermería *	Construcción	14458,700	13858,700	13858,700	600,000	0		600,000
Edificio de Farmacia y Anfiteatro	Construcción	25000,000	17664,892	17600,806	7399,194	0		7399,194
Mejoras Edificio del C.P.R.S. (Colegio Profesionales Relacionadas con la Toma de Agua (Infraestructura)	Construcción	18000,000	15101,260	13896,420	4103,580	0		4103,580
Centrifuga de Agua Helada Centralizada	Construcción	800,000	800,000	744,741	55,259	0		55,259
Biblioteca - RCM	Construcción	5656,000	4656,000	4644,873	1011,127	0		1011,127
	Construcción	4830,000	4830,000	4307,205	522,795	0		522,795
Sub total		74195,467	57486,770	55250,101	15846,366	3099,000		18945,366
Universidad de Puerto Rico en Humacao								
25 Anexo Casa Roig - UPR Humacao	Construcción	1094,000	471,648	0	500,000	594,000		1094,000
Mejoras Edificio Complejo Deportivo ** - UPR Humacao	Construcción	2283,443	2272,473	2271,932	11,511	0		11,511



PROJECTS IN PROGRESS

UNIT AND NAME OF PROJECT	DEVELOPMENT COST	TOTAL COST	APPROVED FUNDS	PAGOS JUNIO 2010	PROYECCIÓN DE PAGOS 2010-2011	PROYECCIÓN DE PAGOS 2011-2012	PROYECCIÓN DE PAGOS 2012-2013	TOTAL PROYECCIÓN DE PAGOS 2010-2013
Sub total		3377,443	2744,121	2271,932	511,511	594,000	0	1105,511
Universidad de Puerto Rico en Aguadilla								
9 Centro de Servicios de Información (Biblioteca)	Construcción	9544,976	9544,976	9422,631	122,345	0		122,345
10 Mejoras al Sistema Eléctrico y Subestación	Construcción	2756,424	2756,424	2645,618	110,806	0		110,806
Sub total		12301,400	12301,400	12068,249	233,151	0	0	233,151
Universidad de Puerto Rico en Utuado								
Mejoras Sistema A/C * - UPR Utuado		969,551	969,551	833,878	0	0		0
Sub total		969,551	969,551	833,878	0	0	0	0
Universidad de Puerto Rico en Carolina								
Mejoras Escuela Hotelera	Construcción	646,000	646,000	641,123	0	0		0
18 Centro de Cuidado Diurno	Construcción	2186,444	2133,390	1894,489	291,955	0		291,955
Sub total		2832,444	2779,390	2535,612	291,955	0	0	291,955
Universidad de Puerto Rico en Arecibo								
11 Actualización Subestación Eléctrica	Construcción	1042,000	1042,000	922,684	119,316	0		119,316
12 Sistema de Enfriamiento Central	Construcción	3000,000	790,000	301,982	1600,000	1098,018		2698,018
13 Construcción Segundo Piso Edif. Titulo V	Construcción	438,078	195,078	18,300	419,778	0		419,778
14 Mejoras Cancha Bajo Techo	Construcción	500,000	256,021	143,620	356,380	0		356,380
15 Construcción del Segundo Nivel del Edif. DECEP	Construcción	100,000	100,000	2,740	56,000	41,260		97,260
Sub total		5080,078	2383,099	1389,326	2551,474	1139,278	0	3690,752
Universidad de Puerto Rico en Ponce								
3 Fachada lado Norte Edificios D,E,F,G y H	Diseño	155,000	0	0	155,000	0		155,000
Taller de Mecánica y Casetas de Guardia - UPR Ponce	Construcción	248,390	248,390	239,890	0	0		0
Sub total		403,390	248,390	239,890	155,000	0	0	155,000
Universidad de Puerto Rico en Bayamón								
16 Mejoras al Sistema de Enfriamiento Central - Fase II	Construcción	300,000	261,939	25,000	275,000	0		275,000
17 Complejo de Ciencias, Tecnologías y Oficinas de Facultad	Construcción	16744,437	7829,839	6767,549	2000,000	6000,000	1976,888	9976,888
Sub total		17044,437	8091,778	6792,549	2275,000	6000,000	1976,888	10251,888
Administración Central								
26 Nueva Entrada al Jardín Botánico	Construcción	1658,000	1358,000	1316,248	341,752	0		341,752
27 Edificio de Ciencias Moleculares *	Construcción	80660,477	75137,000	68312,753	12347,724	0		12347,724
28 Remodelación Varias Estructuras en el Jardín Botánico (Pérgola, Residencia)	Construcción	825,000	324,500	323,483	501,517	0		501,517
29 Remodelación Edificios Jardín Botánico (Laboratorios,	Construcción	1820,000	461,000	109,895	700,000	1010,105		1710,105
30 Nueva Verja y Caseta de Guardia - JB	Construcción	2042,266	1236,129	1111,708	930,558	0		930,558
31 Mejoras Antiguo Edificio Administración de Colegios Regionales (ACR) - JB	Construcción	589,750	589,750	30,253	559,497	0		559,497



PROJECTS IN PROGRESS

UNIT AND NAME OF PROJECT	DEVELOPMENT COST	TOTAL COST	APPROVED FUNDS	PAGOS JUNIO 2010	PROYECCIÓN DE PAGOS 2010-2011	PROYECCIÓN DE PAGOS 2011-2012	PROYECCIÓN DE PAGOS 2012-2013	TOTAL PROYECCIÓN DE PAGOS 2010-2013
32 Mejoras Edificio Phytotrón - Jardín Botánico - JB	Construcción	80,000	80,000	6,227	73,773	0		73,773
33 Acondicionado e iluminación de veredas y vías en el Jardín Botánico - JB	Construcción	120,000	120,000	117,172	2,828	0		2,828
34 Mejoras Drenaje Centro Preescolar Jardín Botánico Norte - JB	Construcción	30,000	30,000	21,633	8,367	0		8,367
Sub total		87825,493	79336,379	71349,372	15466,016	1010,105	0	16476,121
Proyecto Sistema UPR								
35 Fondo de Imprevistos *	Construcción	15872,832	9080,510	9080,510	3992,322	2800,000		6792,322
36 Protección Ambiental y Seguridad Ocupacional *	Construcción	5000,000	3591,623	3591,623	908,377	500,000		1408,377
37 Eliminación Barreras Arquitectónicas *	Construcción	6260,400	5242,063	5242,063	1018,337			1018,337
38 Mejoras Laboratorios de Ciencias	Construcción	20000,000	12884,492	9969,227	7962,301	2068,472		10030,773
Sub total		47133,232	30798,688	27883,423	13881,337	5368,472	0	19249,809
TOTAL		\$361495,757	\$290591,429	\$269212,567	\$65108,983	\$24251,151	\$1976,888	\$91337,022

Nota: Costo total aquí indicado tiene un aumento proyectado que esta ante la consideración de la Junta de Síndicos.

**Universidad de Puerto Rico
Programa de Mejoras Permanentes
Necesidad de Fondos 2010 al 2012**

Costo total del Programa (enmendado)	\$	361495,757
Desembolsado al 30 de junio 2010	\$	<u>269212,567</u>
Balance por Desembolsar		\$ 92283,190
Menos Fondos Disponibles:		
- Fondo de Construcción	\$	28123,000
- Otros Fondos Para Construcción		
- Fondos Legislativos		1628,447
- Fondos Estatales		5900,000
- Fondos Federales		5539,792
- Fondos Propios		1322,598
- Linea Edificios Enfermos		<u>1845,308</u>
	\$	<u>16236,145</u>
Total Fondos Disponibles al 30 de junio		<u>\$ 44359,145</u>
Necesidad de Financiamiento		<u>\$ 47924,045</u>

UNIVERSIDAD OF PUERTO RICO

TEMPORARY POSTPONED PROJECTS

UNIT AND NAME OF PROJECT		TOTAL COST
Recinto Universitario de Río Piedras		
1	Remodelación Centro de Facultad - Antiguo Edificio Arquitectura	\$ 2295,700
2	Remodelación Casa Klumb	750,000
3	Mejoras Complejo Deportivo "Cosme Beitía"	2352,000
4	Remodelación Antiguo Edificio Centro de Facultad	945,000
5	Mejoras al entorno y a la infraestructura en la colindancia entrada Ave. Ponce de León y áreas adyacentes	3500,000
6	Casa del Arte (Museo de Antropología)	2880,000
7	Mejoras Biblioteca General (Lázaro) *	1454,554
8	Instituto Confucio	500,000
9	Mejoras Facultad de Humanidades - Edificio del Registrador *	582,000
Recinto Universitario de Mayagüez		
10	Edificio del Observatorio Sismológico y Atmosférico de Puerto Rico (Red Sísmica)	170,644
11	Edificio de Ingeniería Eléctrica y Computadoras	900,000
12	Restauración Edificio José de Diego	437,694
13	Centenary Multidisciplinary Research Laboratories Building (CMRLB)	15696,437
14	Relocalización Departamento de Edificios y Terrenos	2281,116
15	Aula Magna	8000,000
Recinto de Ciencias Médicas		
16	Remodelación Interior Cuarto de Edición y Estudio C (Oficina de Tecnología Educativa)	35,000
Universidad de Puerto Rico en Humacao		
17	Oficinas de Facultad	925,000
18	Remodelación Centro de Estudiantes **	200,000
Universidad de Puerto Rico en Cayey		
19	Remodelación Oficina de Servicios Médicos	30,000
20	Centro de Artes	2000,000
21	Remodelación Instalaciones Ciencias Naturales - Oficinas Facultad	500,000
22	Remodelación y Ampliación Museo de Arte Dr. Pío López Martínez	1500,000
Universidad de Puerto Rico en Aguadilla		
23	Marco de Desarrollo Físico y Programático	251,510
24	Elevador	139,790

Universidad de Puerto Rico en Utuado

25	Pista Atlética	1400,000
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Universidad de Puerto Rico en Carolina

26	Instalaciones Deportivas	2000,000
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27	Oficinas de Facultad	500,000
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Universidad de Puerto Rico en Arecibo

28	Remodelación Estacionamiento	40,000
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29	Ampliación Cancha de Tenis	40,500
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30	Centro Preescolar	525,000
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31	Remodelación Centro de Estudiantes	85,000
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Universidad de Puerto Rico en Ponce

32	Mejoras al entorno nueva entrada y áreas adyacentes a la Ave. Contreras (Plaza del Caribe)	800,000
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33	Cisterna Modular	495,500
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Administración Central

34	Planta Piloto de Ron - JB	2500,000
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35	Museo del Bonsái de Puerto Rico - JB	2000,000
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36	Mejoras Asistencia Tecnología- Centro de Recursos (Casa Inteligente) - JB	295,000
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TOTAL**\$59007,445**

Five Year Projected Budget

University of Puerto Rico
Central Budget Office
General Ledger Estimated Revenues - UPR

	[1]	[2]	[3]	[4]	[5]	[6]	[7]	[8]	[9]	[10]
	Fiscal Year 2009-2010			Fiscal Year 2010-2011		Fiscal Year 2011-2012	Fiscal Year 2012-2013	Fiscal Year 2013-2014	Fiscal Year 2014-2015	
Sources	Estimated	Revised	Difference [3 - 2]	Estimated	Revised	Projected	Projected	Projected	Projected	
Formula - Law 2 de 1966, as ammended	\$ 724277,103	\$ 729119,000	\$ 4841,897	\$ 729119,000	\$ 691487,000	\$ 661056,000	\$ 691487,000	\$ 712201,610	\$ 733567,658	
Government Assignments:										
Interns and Resident Medical Stduents	\$ 8000,000	\$ 8000,000	\$ -	\$ 8000,000	\$ 8000,000	\$ 8000,000	\$ 8000,000	\$ 8000,000	\$ 8000,000	
Subtotal	\$ 8000,000	\$ 8000,000	\$ -	\$ 8000,000	\$ 8000,000	\$ 8000,000	\$ 8000,000	\$ 8000,000	\$ 8000,000	
Gambling Revenues Law	\$ 77000,000	\$ 72000,000	\$ (5000,000)	\$ 72000,000	\$ 72000,000	\$ 72000,000	\$ 72000,000	\$ 72000,000	\$ 72000,000	
Institutional Revenues										
Tuition	\$ 83174,000	\$ 79000,000	\$ (4174,000)	\$ 79000,000	\$ 79000,000	\$ 79000,000	\$ 79000,000	\$ 79000,000	\$ 79000,000	
Maintenance Fee	6226,000	6226,000	-	6226,000	6226,000	6226,000	6226,000	6226,000	6226,000	
Special Fee	-	-	-	-	40000,000	40000,000	40000,000	40000,000	40000,000	
Investment yield	2000,000	275,000	(1725,000)	275,000	275,000	275,000	275,000	275,000	275,000	
Reimbursement Indirect Costs	16000,000	15000,000	(1000,000)	15000,000	15000,000	15000,000	15000,000	15000,000	15000,000	
University Business Enterprises	4000,000	-	(4000,000)	-	-	-	-	-	-	
Miscelaaneous Revenues	4686,035	4650,000	(36,035)	4650,000	4650,000	4650,000	4650,000	4650,000	4650,000	
Cancellation of encumbrances	1600,000	1600,000	-	1600,000	1600,000	1600,000	1600,000	1600,000	1600,000	
Reinbursement Admv. Costs of Grants	272,000	300,000	28,000	300,000	300,000	300,000	300,000	300,000	300,000	
	-	1500,000	1500,000	1500,000	1500,000	1500,000	1500,000	1500,000	1500,000	
Subtotal	\$ 117958,035	\$ 108551,000	\$ (9407,035)	\$ 108551,000	\$ 148551,000	\$ 148551,000	\$ 148551,000	\$ 148551,000	\$ 148551,000	
Internal Remanants of Operational Budget	\$ 8420,000	\$ -	\$ (8420,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
ARRA Funds	\$ 105000,000	\$ 105000,000	\$ -	\$ 105000,000	\$ 15000,000	\$ -	\$ -	\$ -	\$ -	
Total	\$ 1040655,138	\$ 1022670,000	\$ (17985,138)	\$ 1022670,000	\$ 935038,000	\$ 889607,000	\$ 920038,000	\$ 940752,610	\$ 962118,658	
Differences					\$ (105617,138)	\$ (45431,000)	\$ 30431,000	\$ 20714,610	\$ 21366,048	
Certification Number - Junta de Sindicos	93	81		81	35					
Series	2008-2009	2009-2010		2009-2010	2009-2010					

Projected Distribution Summary by Units, Programs and Expenses

7.a. Projected Distribution Summary by Units

7.b. Projected Distribution Summary by Programs

7.c. Projected Distribution Summary by Expenses

University of Puerto Rico
Central Administration
Budget Office

Original and Projected Budget
General Ledger - UPR
Fiscal Year 2010-2011 and Projected 2012-2013 to 2014-2015

Institutional Unit	0	Projected								
		%	Fiscal Year 2011-2012	Change over prior year	Fiscal Year 2012-2013	Change over prior year	Año Fiscal 2013-2014	Change over prior year	Fiscal Year 2014-2015	Change over prior year
Río Piedras Campus	\$ 235807,671	25.22%	\$ 224358,885	\$ (11448,786)	\$ 232033,584	\$ 7674,699	\$ 237257,808	\$ 5224,224	\$ 242646,326	\$ 5388,518
Mayaguez Campus	142143,079	15.20%	135220,264	(6922,815)	139845,776	4625,512	142994,397	3148,621	146242,036	3247,639
Agricultural Experiment Station	15646,092	1.67%	14856,437	(789,655)	15364,635	508,198	15710,569	345,934	16067,382	356,813
Agricultural Station Service	18626,909	1.99%	17703,179	(923,730)	18308,756	605,577	18720,977	412,221	19146,161	425,184
Medical Science Campus	111304,425	11.90%	105863,233	(5441,192)	109484,522	3621,289	111949,561	2465,039	114492,120	2542,559
UPR in Aguadilla	20386,520	2.18%	19393,433	(993,087)	20056,828	663,395	20508,407	451,579	20974,187	465,780
UPR in Arecibo	30388,984	3.25%	28912,228	(1476,756)	29901,235	989,007	30574,460	673,225	31268,856	694,396
UPR in Bayamón	36020,652	3.85%	34249,870	(1770,782)	35421,463	1171,593	36218,975	797,512	37041,568	822,593
UPR in Carolina	24535,441	2.62%	23307,703	(1227,738)	24104,996	797,293	24647,718	542,722	25207,509	559,791
UPR in Cayey	35626,372	3.81%	33894,027	(1732,345)	35053,448	1159,421	35842,674	789,226	36656,721	814,047
UPR in Humacao	43537,167	4.66%	41455,686	(2081,481)	42873,771	1418,085	43839,072	965,301	44834,729	995,657
UPR in Ponce	23063,866	2.47%	21973,293	(1090,573)	22724,939	751,646	23236,589	511,650	23764,331	527,742
UPR in Utuado	14226,336	1.52%	13522,026	(704,310)	13984,578	462,552	14299,440	314,862	14624,204	324,764
Central Administration	13572,586	1.45%	12899,302	(673,284)	13340,551	441,249	13640,913	300,362	13950,721	309,808
Board of Trustees	3579,867	0.38%	3380,507	(199,360)	3496,144	115,637	3574,860	78,716	3656,051	81,191
University Institutional Services	123300,708	13.19%	117339,163	(5961,545)	121353,012	4013,849	124085,269	2732,257	126903,451	2818,182
University Transfer Funds	42024,709	4.49%	40121,275	(1903,434)	41493,713	1372,438	42427,943	934,230	43391,551	963,608
University Of Puerto Rico Press	1246,616	0.13%	1156,489	(90,127)	1196,049	39,560	1222,978	26,929	1250,754	27,776
Total	\$ 935038,000	100.00%	\$ 889607,000	\$ (45431,000)	\$ 920038,000	\$ 30431,000	\$ 940752,610	\$ 20714,610	\$ 962118,658	\$ 21366,048

UNIVERSITY OF PUERTO RICO

Budget Distribution Summary by Program

GENERAL LEDGER - UPR

FISCAL YEAR 2010-2011 and 2011-12 to 2014-2015 (Projected)

PROGRAM	2010-2011	%	2011-2012	%	2012-2013	%	2013-2014	%	2014-2015	%
I. Instruction	\$ 397530,917	42.51%	\$ 378176,111	42.51%	\$ 391112,473	42.51%	\$ 399918,350	42.51%	\$ 409001,157	42.51%
II. Investigation	46726,296	5.00%	44628,797	5.02%	46155,425	5.02%	47194,613	5.02%	48266,480	5.02%
III. Community Services	26884,339	2.88%	25436,363	2.86%	26306,471	2.86%	26898,760	2.86%	27509,675	2.86%
IV. Academic Support	52426,593	5.61%	49873,879	5.61%	51579,927	5.61%	52741,246	5.61%	53939,087	5.61%
V. Student Services	48110,510	5.15%	45778,056	5.15%	47343,997	5.15%	48409,944	5.15%	49509,414	5.15%
VI. Institutional Support	231966,215	24.81%	220681,013	24.81%	228229,245	24.81%	233367,815	24.81%	238667,985	24.81%
VII. Maintenance of Facilities	126758,784	13.56%	120619,171	13.56%	124745,875	13.56%	127554,522	13.56%	130451,497	13.56%
VIII. Scholarship and Fellowship	3002,460	0.32%	2861,241	0.32%	2959,116	0.32%	3025,740	0.32%	3094,460	0.32%
IX. Auxiliaries Enterprises	1631,886	0.17%	1552,369	0.17%	1605,471	0.17%	1641,618	0.17%	1678,902	0.17%
TOTAL AMOUNT	\$ 935038,000	100%	\$ 889607,000	100.00%	\$ 920038,000	100.00%	\$ 940752,610	100.00%	\$ 962118,658	100.00%

University Of Puerto Rico
Budget Distribution Summary By Expenses
General Ledger - UPR
Fiscal Year 2010-2011 & 2011-12 to 2014-15 (Projected)

Institutional Units	Fiscal Year 2010-2011				Total	Fiscal Year 2011-2012				Total	Fiscal Year 2012-2013				Total	Fiscal Year 2013-2014				Total	Fiscal Year 2014-2015				Total
	Payroll and Related Costs		Other Institutional Expenses			Payroll and Related Costs		Other Institutional Expenses			Payroll and Related Costs		Other Institutional Expenses			Payroll and Related Costs		Other Institutional Expenses			Payroll and Related Costs		Other Institutional Expenses		
	Amount	Percent	Amount	Percent		Amount	Percent	Amount	Percent		Amount	Percent	Amount	Percent		Amount	Percent	Amount	Percent		Amount	Percent	Amount	Percent	
Rio Piedras Campus	\$ 199918,074	84.78%	\$ 35889,597	15.22%	\$ 235807,671	\$ 190211,777	84.78%	\$ 34147,108	15.22%	\$ 224358,885	\$ 196718,398	84.78%	\$ 35315,186	15.22%	\$ 232033,584	\$ 201147,502	84.78%	\$ 36110,306	15.22%	\$ 237257,808	\$ 205715,895	84.78%	\$ 36930,431	15.22%	\$ 242646,326
Mayaguez Campus	122823,387	86.41%	19319,692	13.59%	142143,079	116841,502	86.41%	18378,762	13.59%	135220,264	120838,327	86.41%	19007,449	13.59%	139845,776	123558,996	86.41%	19435,401	13.59%	142994,397	126365,225	86.41%	19876,811	13.59%	146242,036
Agricultural Experiment Station	15272,134	97.61%	373,958	2.39%	15646,092	14501,353	97.61%	355,084	2.39%	14856,437	14997,405	97.61%	367,230	2.39%	15364,635	15335,071	97.61%	375,498	2.39%	15710,569	15683,356	97.61%	384,026	2.39%	16067,382
Agricultural Station Service	18547,673	99.57%	79,236	0.43%	18626,909	17627,872	99.57%	75,307	0.43%	17703,179	18230,873	99.57%	77,883	0.43%	18308,756	18641,340	99.57%	79,637	0.43%	18720,977	19064,715	99.57%	81,446	0.43%	19146,161
Medical Science Campus	104719,421	94.08%	6585,004	5.92%	111304,425	99600,141	94.08%	6263,092	5.92%	105863,233	103007,187	94.08%	6477,335	5.92%	109484,522	105326,389	94.08%	6623,172	5.92%	111949,561	107718,525	94.08%	6773,595	5.92%	114492,120
UPR in Aguadilla	18623,803	91.35%	1762,717	8.65%	20386,520	17716,583	91.35%	1676,850	8.65%	19393,433	18322,618	91.35%	1734,210	8.65%	20056,828	18735,151	91.35%	1773,256	8.65%	20508,407	19160,657	91.35%	1813,530	8.65%	20974,187
UPR in Arecibo	27820,442	91.55%	2568,542	8.45%	30388,984	26468,505	91.55%	2443,723	8.45%	28912,228	27373,919	91.55%	2527,316	8.45%	29901,235	27990,242	91.55%	2584,218	8.45%	30574,460	28625,946	91.55%	2642,910	8.45%	31268,856
UPR in Bayamón	33701,734	93.56%	2318,918	6.44%	36020,652	32044,950	93.56%	2204,920	6.44%	34249,870	33141,119	93.56%	2280,344	6.44%	35421,463	33887,289	93.56%	2331,686	6.44%	36218,975	34656,926	93.56%	2384,642	6.44%	37041,568
UPR in Carolina	22340,624	91.05%	2194,817	8.95%	24535,441	21222,713	91.05%	2084,990	8.95%	23307,703	21948,684	91.05%	2156,312	8.95%	24104,996	22442,857	91.05%	2204,861	8.95%	24647,718	22952,572	91.05%	2254,937	8.95%	25207,509
UPR in Cayey	32941,984	92.47%	2684,388	7.53%	35626,372	31340,168	92.47%	2553,859	7.53%	33894,027	32412,229	92.47%	2641,219	7.53%	35053,448	33141,988	92.47%	2700,686	7.53%	35842,674	33894,698	92.47%	2762,023	7.53%	36656,721
UPR in Humacao	39162,305	89.95%	4374,862	10.05%	43537,167	37289,983	89.95%	4165,703	10.05%	41455,686	38565,571	89.95%	4308,200	10.05%	42873,771	39433,873	89.95%	4405,199	10.05%	43839,072	40329,481	89.95%	4505,248	10.05%	44834,729
UPR in Ponce	21159,285	91.74%	1904,581	8.26%	23063,866	20158,770	91.74%	1814,523	8.26%	21973,293	20848,346	91.74%	1876,593	8.26%	22724,939	21317,745	91.74%	1918,844	8.26%	23236,589	21801,907	91.74%	1962,424	8.26%	23764,331
UPR in Utuado	13327,361	93.68%	898,975	6.32%	14226,336	12667,557	93.68%	854,469	6.32%	13522,026	13100,880	93.68%	883,698	6.32%	13984,578	13395,846	93.68%	903,594	6.32%	14299,440	13700,088	93.68%	924,116	6.32%	14624,204
Central Administration	11397,963	83.98%	2174,623	16.02%	13572,586	10832,554	83.98%	2066,748	16.02%	12899,302	11203,105	83.98%	2137,446	16.02%	13340,551	11455,342	83.98%	2185,571	16.02%	13640,913	11715,512	83.98%	2235,209	16.02%	13950,721
Board of Trustees	2795,722	78.10%	784,145	21.90%	3579,867	2640,030	78.10%	740,477	21.90%	3380,507	2730,338	78.10%	765,806	21.90%	3496,144	2791,812	78.10%	783,048	21.90%	3574,860	2855,219	78.10%	800,832	21.90%	3656,051
University Institutional Services	8977,624	7.28%	114323,084	92.72%	123300,708	8543,559	7.28%	108795,604	92.72%	117339,163	8835,811	7.28%	112517,201	92.72%	121353,012	9034,749	7.28%	115050,520	92.72%	124085,269	9239,943	7.28%	117663,508	92.72%	126903,451
University Transfer Funds	2300,000	5.47%	39724,709	94.53%	42024,709	2195,826	5.47%	37925,449	94.53%	40121,275	2270,939	5.47%	39222,774	94.53%	41493,713	2322,069	5.47%	40105,874	94.53%	42427,943	2374,807	5.47%	41016,744	94.53%	43391,551
University Of Puerto Rico Press	1237,023	99.23%	9,593	0.77%	1246,616	1147,590	99.23%	8,899	0.77%	1156,489	1186,846	99.23%	9,203	0.77%	1196,049	1213,568	99.23%	9,410	0.77%	1222,978	1241,130	99.23%	9,624	0.77%	1250,754
Total	\$697066,559	74.55%	\$237971,441	25.45%	\$935038,000	\$663051,433	74.53%	\$226555,567	25.47%	\$889607,000	\$ 685732,595	74.53%	\$234305,405	25.47%	\$920038,000	\$701171,829	74.53%	\$239580,781	25.47%	\$940752,610	\$717096,602	74.53%	\$245022,056	25.47%	\$962118,658