



UNIVERSITY OF PUERTO RICO  
RIO PIEDRAS CAMPUS

**Monitoring Report**  
**(UPR-RP MR) of March 1, 2011**

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Date of Team Visit  
April 2011

OFFICE OF THE CHANCELLOR

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Chancellor

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## Section 1 Introduction and Narrative of Events

The Rio Piedras Campus of the University of Puerto Rico (UPR-RP) is a public, comprehensive doctoral institution, the oldest and most complex of eleven (11) units within the University of Puerto Rico (UPR) System. Classified as a High Level of Research University by the Carnegie Foundation, the UPR-RP has been the recipient of over \$56M of external funding in the last 4 years, mainly for research, institutional development, and training. In addition to its accreditation from the Middle States Commission on Higher Education (MSCHE) and its licensing from the Council for Higher Education of Puerto Rico, UPR-RP has 56 professional accreditations, having acquired most recently those of the Computer Science Program, the School of Public Administration, and the Center for Pre-School Development. By 2012, the College of Business Administration should receive a visit for their first time accreditation from the Association for the Advancement of Collegiate Schools of Business.

UPR-RP's academic offering consists of 70 undergraduate programs and 19 graduate degrees, including a recently approved PhD/MS Program in Environmental Sciences with 71 specializations in the basic disciplines and professional fields. The graduate offer includes 12 PhDs, one Doctorate in Education, and international programs in Law, at both LLM and JD levels. UPR-RP grants an average of close to 3,000 degrees a year. From 2005 to 2010 doctoral degrees conferred show a mostly upward trend. Between 2005-6 and 2009-10 a yearly average of 93 degrees have been conferred as compared to 2000-01 to 2004-05, when an average of 65 degrees were conferred. (*Fact Book* in <http://opa.uprrp.edu/engindex.html>).

This semester the Campus serves over 15,000 students, of whom 18% are graduate students, and has a total of 3,068 employees, of whom 34 % (1,050) are faculty, two-thirds<sup>1</sup> of whom have the highest degrees from universities all over the world, and 66% (2,018) are support personnel.

As a result of the 62-day student strike (April 21 – June 22 2010) and the ensuing Campus closure, the June 24, 2010 Statement of Accreditation Status by the MSCHE indicated that UPR-RP is *“on probation because of a lack of evidence that the institution is in compliance with Standard 4 (Leadership and Governance) and Standard 11 (Educational Offerings).”* A Monitoring Report was required, due on September 1, 2010, documenting evidence that the institution had achieved and could sustain ongoing compliance with the above-mentioned Standards and that a long term financial plan had been developed and/or implemented, *“including steps taken to improve the institution’s finances and the development of alternative funding sources.”* An on-site evaluation followed on September 12-16, 2010. The subsequent November 22, 2010 Statement of Accreditation Status stated that probation status continued *“due to lack of evidence that the institution is in compliance with Standard 3 (Institutional*

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<sup>1</sup> Data of 2007-08. See the 2007-08 Institutional Profile at <http://opa.uprrp.edu>

Resources) and Standard 4 (Leadership and Governance).” UPR-RP remains in compliance with the other MSCHE’s characteristics of excellence.

This MR, due on March 1, 2011 responds to the MSCHE’s request for a report documenting evidence that the Institution has achieved and can sustain ongoing compliance with Standards 3 (Institutional Resources) and 4 (Leadership and Governance), “including but not limited to...”

- Five-year financial projections for the UPR System including information from audited financial statements for fiscal year 2010
- Institutional pro-forma budgets that demonstrate the institution’s ability to generate a balanced budget for fiscal years 2012 through 2015, including the personnel, compensation, and other assumptions on which these budgets are based (Standard 3)
- Evidence of implementation of clear institutional policies specifying the respective authority of the different governance bodies and their respective roles and responsibilities in shared governance
- Evidence that the Board of Trustees assists in generating resources needed to sustain and improve the institutions
- Evidence of a procedure in place for the periodic objective assessment of the Board of Trustees in meeting states governing body objectives and responsibilities
- Evidence that steps have been taken to assure continuity and stability of institutional leadership, particularly in times of governmental transition
- Evidence that the UPR Action Plan is implemented, that it is assessed, and the data are used for continuous improvement of the institution’s processes
- Evidence that steps have been taken to improve shared governance, especially in documenting how campus input is solicited and considered in decision making at the System level.
- Evidence that communication between Central Administration and the institutions and within the institution, is clear, timely, and accurate, and that the sources of such communications are clearly defined and made available to all constituents (Standard 4).” UPR-RP is therefore reporting on Standards 3 and 4.

Section 2 of this report addresses Standard 3 and the specific actions taken to strengthen finances for the coming years, and links financial resources to planning. Since the last MSCHE Monitoring Report of September 1, 2010, the Campus has continued to implement short medium-term efficiency measures in the face of the major fiscal challenges that affect the present academic year and at least up through 2011-2012. The Campus made a whole new operational and resource allocation plan, comprising deep adjustments to the organizational structure, program evaluation, and external funds. Most importantly, UPR-RP has been able to maintain the high quality graduate and undergraduate academic offerings that have rendered it for decades a place of distinction among institutions of higher education.

With respect to Standard 4 (Section 3), the RP-MR March 1, 2011 explains the different ways in which the Campus has followed up on its Action Plan included in the September 1, 2010 RP-Monitoring Report and the results obtained. Most Campus constituents have exercised their

particular roles of leadership and governance. Aside from numerous meetings of management with professors, support personnel, and students, and of these groups among themselves, there are strong traditional institutional bodies, such as the Academic Senate and the Administrative Board. . These dynamic forums have provided a constant flow of communication and an “Open Campus” culture has been decisively upheld. This has been achieved in spite of protesters, most of them students, attempting to block other students’ and personnel’s access to their classrooms and workplaces. The rights of the students who wanted classes to continue, as well as those of the protesters to publicly express their viewpoints have been safeguarded. Violent disruptions of classes, exams and office work had to be curtailed with state police intervention. See below, in the sub-section “Summary of Main Events”, more details on the referred-to events, which are also included on the “Status Reports” sent to the MSCHE on December 13, 2010 and January 17, 2011. Appendix 1.

A final Section 4 addresses the 9 requirements stated in the MSCHE’s Statement of Accreditation Status, and thus remits to the report provided at the level of the UPR System.

### **Summary of Main Events - First Semester 2010-2011**

An expected fiscal measure to help alleviate the significant budget cut of the UPR System, namely the \$400 per semester (\$800 annually) Stabilization Fee on tuition starting in January 2011, once more triggered student protests in October 2010, which intensified as the time to implement the fee approached. The Fee was a court-mediated agreement signed on June 16, 2010 by the UPR President, the President of the Board of Trustees, and a group of students that had assumed leadership of the April-June 2010 protests, as stated in the Board of Trustees’ Certification 131 (2009-2010). According to this agreement the total payment of the full year’s Fee would begin in January 2011 with the payment of \$800. Thereafter, the Fee would be applied twice a year, at the registration process of the fall and spring semesters.

On October 19 and 21, 2010, protesting students partially interrupted the academic and administrative operations in the Faculties of Humanities, Social Sciences, and Education. Arrangements were made in advance to offer most classes in other buildings and to relocate support personnel. The Academic Calendar was amended according to the report on classes that were not offered to ensure compliance with contact hours.

On November 9, 2010 the General Student Council (GSC) held an authorized assembly where no decision was achieved after prolonged debates, during which most students left the assembly and quorum was questioned twice. On November 11, 2010, during an unauthorized assembly, a group of students voted to continue pressing towards eliminating the Fee by performing illegal acts such as taking over the Chancellor’s Office, *Plaza Universitaria* and other administrative offices, the Student Center, and the Popular Bank Campus branch.

In the morning of November 30, 2010, a contingent of more than 40 students struggled with University guards and forcibly gained access to *La Torre* (the main administrative building on Campus), blocked access to the Chancellor's office, and staged a protest that disrupted operations until past 4:00 PM by chanting slogans through a loudspeaker and demanding to meet with the Board of Trustees. Through dialog and persuasion students were advised to channel their request through the GSC.

In the early morning of December 1, 2010, three students were detained carrying brass knuckles, knives, gloves, glue and toothpicks used to vandalize locks in the Natural Sciences College and were arrested. In another unauthorized assembly, also held on December 1, 2010, students in attendance voted for a 48-hour stoppage to be enacted on December 7-8, 2010, and for a strike vote to be enacted on December 14, 2010, if the Stabilization Fee was not eliminated by then.

Between December 5 and 6, 2010, the Río Piedras Campus main gates were removed and/or permanently welded open. Close to 200 protesters gathered in the area prompting several violent incidents that required mediation by the State Police and resulted in the arrest of a student that physically attacked a University guard.

On the eve of December 7, 2010, a contingent of 300-400 protesters, many of them masked and hooded (branded in Spanish as *encapuchados*) armed with knives, sticks, chains, rocks, bats, slingshots and other harmful weapons, started building barricades with University property, damaged close to 300 locks of classrooms and offices doors, spread an oily substance on the floor of some buildings, and vandalized several official and private vehicles, among other violent illegal acts. Since the early morning hours, groups of protesters, including *encapuchados*, intimidated and insulted employees, faculty, and students entering Campus. During a meeting of the Chancellor with her deans and staff at the Official Chancellor's Residence on Campus, over 100 protesters surrounded the facility throwing rocks and other objects at security guards in the area and threatening to enter by force. Also on this date, a bomb threat to the *Plaza Universitaria* (the main off-campus building complex) forced the evacuation of all personnel. In addition, the *Plaza Universitaria* cooling tower was vandalized and protesters prevented the access of workers to service it. These events affected, among other operations, the processing by the Finance Office of the PELL Grant disbursement due on December 10, 2010. The Chancellor promptly informed the Community that the due date would be rescheduled.

In spite of the above, key administrative functions continued on December 7-8 by relocating personnel to *Plaza Universitaria* and other buildings outside the main Campus. Though most classes were not offered, some continued in authorized alternate locations, while classes at *Plaza Universitaria* proceeded as scheduled on December 8<sup>th</sup>.

Certification No. 90 (2004-2005) of the Board of Trustees is emphatic on: (1) rejecting the obstruction of facilities as a valid recourse to voice concerns and solutions; (2) requiring University authorities to guarantee access to premises at all times. Appendix 2. The removal

and/or permanent opening of gates of the Río Piedras Campus served to this end. The unprecedented levels of violence that characterized the December 7-8 illegal stoppage were captured in video and photograph by media outlets and other individuals. Having exhausted all means to fully guarantee the integrity and control of the Río Piedras Campus premises, in anticipation to the illegal indefinite strike slated for December 14, 2010, the President of the UPR resorted to requesting the support of State Police.

On the eve of December 9, 2010, for the first time in decades, State Police entered the Río Piedras Campus. The State Police assisted in guaranteeing security across campus and in repairing and restoring the extensive damage resulting from the December 7-8 illegal stoppage.

Among the more intensely violent events, the intrusion of protesters into the College of Natural Sciences of December 20, 2010 stands out. A group of protesters stormed in with the purpose of impeding the administration of a departmental Calculus 1 exam scheduled from 5:30 to 7:30 PM for approximately 450 students. A fire deliberately set on the third floor of the Natural Sciences Library activated the sprinkler systems. A large part of the third floor of the library was flooded with water. An estimate of around 200 protesters rallied by a student with a megaphone dispersed into the hallways of the building throwing smoke bombs, overturning chairs and desks and physically threatening and removing Calculus I students and Mathematics professors from the classrooms. State Police and Campus Security posted in the hallways were overwhelmed. The Tactical Operations Unit of the Police finally restored order, though the disturbances continued in other parts of the campus. There were 4 arrests as well as summary suspensions in connection with this attack. The Calculus I exam was canceled and rescheduled for January. Though the quick action of employees and Police limited the damages in the library, they are still substantial. A significant portion of the Biology collection-which included titles over 100 years old-was permanently damaged by water. Replacement costs of journals only exceed \$2.5 million.

After the Christmas recess from December 24, 2010 thru January 10, 2011, classes resumed at the Río Piedras Campus on January 11, 2011. The Review Period was scheduled for January 11 – 14 and the Final Exam Period for January 19 – 27.

Notwithstanding an official moratorium pending on meetings, rallies and the like on the Río Piedras Campus, issued by the Chancellor for 30 days in December, in a show of good faith the Chancellor authorized an official act on January 11<sup>th</sup> (an official statutory state holiday), traditionally held to honor *Eugenio María de Hostos*, a renowned Puerto Rican educator, philosopher, intellectual, lawyer, and sociologist. The gathering degenerated into a march on the order of 250-300 protestors, headed by a contingent of hooded individuals or *encapuchados*, who moved into the Student Center intimidating customers and staff, overturning tables, chairs and food trays, breaking glass windows and commercial lighted signs, interrupting the operation of the several restaurants in the facility and causing substantial damage to property.

Operations were also disrupted briefly as the march passed through the Business, Social Sciences, Natural Sciences Colleges and the School of Architecture. In the case of the Business College, protesters, including several *encapuchados*, violently interrupted operations at the Deanship of Student Affairs, verbally attacked the Associate Dean for Academic Affairs, overturned computers, caused damage to other property, and attempted to start a fire. However, preliminary reports show that between 45 and 75 percent of classes and tests proceeded as scheduled in spite of these disturbances.

On January 13<sup>th</sup> – the first day of registration at the Río Piedras Campus - a throng on the order of 100 protesters attempted to prevent access to the *Plaza Universitaria* complex, where most offices that support registration are located, which resulted in a delay of a few hours on these services. Later, a crowd of similar size moved onto Campus affecting operations at the College of General Studies.

As a result of the riot attempt of January 11, 2011, the Board of Trustees extended for an additional 30-day period the moratorium on meetings, rallies and the like, and the Police Tactical Operation Unit, which had been withdrawn by the Governor on December 29, 2010, returned to Campus to support institutional control and continuity of operations towards completing the academic session, final exams and registration en route for the second semester. As a result, on January 14<sup>th</sup>, classes, tests and registration continued without disruption, including the Calculus I departmental exam, as rescheduled.

In sum, several classes were recurrently interrupted, though to assure the continuity of academic offerings and compliance with contact hours, the Academic Calendar for the First Semester was extended to reschedule disrupted classes as follows (see First Semester Academic Calendar in Appendix 3:

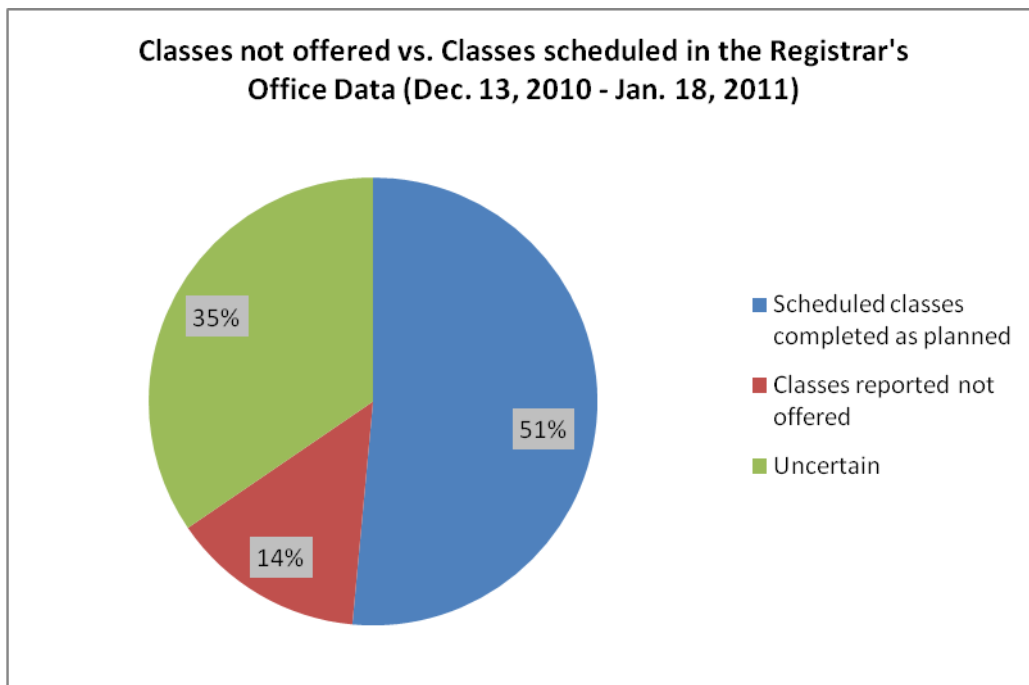
<i>Date</i>	
December 21, 2010	Make-up classes for classes affected by the November 9 Authorized Student General Assembly
December 22, 2010	Make-up classes for classes disrupted by non-authorized student meetings of October 14
December 24, 2010 – January 10, 2011	Academic recess – Christmas Holidays
January 11 – 12, 2011	Make-up classes for classes disrupted by the 48 hours student stoppage of December 7 and 8
January 11 – 14, 2011	Review period for final exams
January 13, 2011	Make-up classes for classes unable to meet until noon on December 9, 2010 because of the need to remove rubble and make damage inventory in Campus after students' stoppage
January 14, 2011	Make-up classes for classes interrupted by students and other supporters' protest at the College of Humanities
January 18, 2011	Make-up classes for classes interrupted by an attempted stoppage in the Social Science and Education Colleges
January 19 – 27, 2011	Final Exam Period

Following the entrance of police some faculty members and students choose to boycott their roles and responsibilities of offering and attending classes on campus as required in the State License. Some professors were making arrangements to offer classes in a diversity of places off campus or in classrooms at *Plaza Universitaria*, across the street from campus. The Administration took appropriate action in accordance with the applicable University Law and Bylaws.

The Dean of Academic Affairs responded with Circular Letter 5 of December 10, 2010 addressed to the academic community, including College and Student Deans, School and Department Chairs, Professors, and Counselors. Appendix 4. The letter required professors to come back to campus and continue offering classes in their designated classrooms, for such were the physical resources and teaching conditions formally reported as part of the UPR licensing procedures by the Higher Education Council of Puerto Rico. A percentage of professors did not enter campus and conducted classes using on line teaching, field work, and class related site visits. Some professors finished their courses outside the campus or by electronic means. These pedagogical tools require prior authorization and are by no means supposed to replace classroom meetings in classes that were not originally designed on those modalities. Several professors thus did not comply with their contractual duties and university regulations regarding syllabi and course registration.

On December 13, 2010 Circular Letter 6 of the Dean of Academic Affairs required College Deans and School Directors to present daily reports of professors' attendance to the Deanship of Academic Affairs (DAA). The specific forms provided for this purpose were collected every afternoon at 5:00 PM. Appendix 5. In addition, on December 23 the UPR President issued a letter stating that actions would be taken against faculty disregarding their roles and responsibilities, which included withholding of payment. Appendix 6.

Considering the reports collected on account of the DAA's Circular Letter 6, we know that 14% of the total classes scheduled from December 13, 2010 through January 18, 2011 (with the exception of the Holidays Recess period) were not offered. A portion of 35% of scheduled classes remains unaccounted for, though not necessarily not offered. This data thus permits an estimate of the proportion of offered to not offered classes on Campus as a whole for the whole period reported (December 13 to January 18).



Furthermore, the information that 14% of the classes were not offered parallels with the information on First Semester 2010-2011 grade distribution, where 15% of the grades were Incomplete grades and Fs. Grades will be further discussed below.

It should be clarified that classes scheduled on certain week days such as Mondays, and any other day on certain hours, such as the 7 and 8 AM time periods, or after 4:00 PM, rarely experienced interruptions and were thus able to finish first semester contact hours as stated in the original Academic Calendar version, on December 20, 2010 or shortly after. It must be noted that when the disruptions to academic offerings began on December 7, 2010, 93 % of the contact hours of the semester had been already covered. Data collection of class offerings continues through second semester 2010-2011. DAA Circular Letter 9 2010-2011 provides an improved method and form to facilitate College Dean’s task. Appendix 7.

**Summary of Main Events - Second Semester 2010-2011**

The second semester 2010-2011 began uneventfully on February 7, 2011, as scheduled in the Academic Calendar. Appendix 8. The State Police was still on Campus but on a much more reduced number than the previous semester. Students contested the December 13, 2010 Chancellor moratorium pending on meetings, rallies and the like on the Río Piedras Campus, extended until February 12, 2011 by the Board of Trustees, and started conducting marches and other activities. On February 9, a clash between students and the police resulted in several policemen and students injured. As a result, professors belonging to the University Association

of University Professors (APPU) and union employees (HEEND) protested and partially blocked the entrance to Campus on February 10 and 11. As a response, Puerto Rico's Governor, Hon. Luis Fortuño, ordered the removal of the State Police leaving only a small number for patrol and vigilance. Classes started again on February 14 with interruptions by protesters in some colleges on February 14 and 17.

On February 22 the Chancellor authorized a student assembly requested by the General Student Council, thus announcing an academic recess from 9:00 am to 4:30 pm. During this assembly a large majority of 1,454 students voted to continue classes in order to complete the second semester, against a minority of 593 who voted to continue the strike. In spite of this, later on during the assembly, 1,052 students voted against 714 for a stoppage of academic and administrative works for Wednesday, February 23. On this date a group of hooded protesters blocked the Campus's gates with chairs and tables. Few professors were able to hold their classes and many administrative offices had to remain closed, with personnel working in the *Plaza Universitaria* offices across the street from Campus. However, the following morning, with the State Police stationed again on the Campus's gates, classes and administrative work resumed normally. The academic calendar will be amended to account for the loss of class days in the month of February. At this point, UPR-RP is looking forward to ending the semester by the first week of June including final exams and grades posted by the Registrar.

For the second semester 2010-2011, Circular letter 9 (2010-2011) of the Dean of Academic Affairs reaffirms the roles and responsibilities of professors to offer classes in their officially assigned classrooms and of department chairs and college deans to see that class offerings continue as scheduled. Appendix 7.

A series of circular letters from the Chancellor have added up to the effort of keeping UPR-RP academic and nonacademic staff empowered and active in the accomplishment of our mission. These have been emitted in view of the fact that on February 10 protesters partially succeeded in blocking entrance to Campus and interrupting classes scheduled for the day and in view of a small group of students' and professors' declaration of a strike. The Chancellor's letters underscore the need to continue administrative and academic functions. Unexcused absences will entail withholding of payment. Appendix 9.

The Río Piedras Campus has secured continuity of academic and administrative operations and most key constituents have incessantly upheld the accomplishment of its mission. College deans have reported that the large majority of professors and students are determined to continue classes, in spite of the sporadic and violent irruptions of protesters into the classrooms, overturning chairs and desks, such as those mentioned above that occurred on February 14 and 17, 2011. Professors resumed the interrupted classes as soon as the protesters left. Detailed reports are in progress. The professors from the Colleges of Humanities, Social Sciences, and the Law School have publicly declared their intention of continuing classes.

A grade distribution analysis was performed for the first semester of 2010-11. Table 1 shows triple the proportion of Incompletes as compared to previous first semesters (8.2% for 2010-11

vs 2.6% for the average of the previous 5 years). This finding is a cause of concern and prompted a circular letter by the Chancellor to professors informing on this fact, stating the consequences to students and referring to the corresponding regulations. Appendix 10. The Chancellor has also individually addressed professors of courses showing over 25% incomplete grades and requested letters of explanation. Appendix 11.

**Table 1 Undergraduate Course Grade Distribution – 1<sup>st</sup> Semester**

Grade	Session						
	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	5-year average	2010-2011
	%	%	%	%	%	%	%
N/A	0.2	0.3	0.1	1.0	0.0	0.3	0.5
A	38.0	37.9	38.0	38.2	38.1	38.0	38.6
B	25.4	25.0	25.9	25.6	25.7	25.5	22.3
C	12.8	13.2	12.8	12.9	13.2	13.0	10.5
D	3.3	3.3	3.1	3.6	3.7	3.4	2.8
F	2.8	3.0	3.0	4.3	4.4	3.5	4.1
F*	2.4	2.4	2.3	2.8	3.0	2.6	2.9
IB	0.2	0.2	0.2	0.2	0.2	0.2	0.8
IC	0.5	0.5	0.5	0.7	0.6	0.6	2.1
ID	0.5	0.5	0.5	0.5	0.5	0.5	1.4
IF	1.0	1.2	1.3	1.4	1.3	1.2	3.6
INP	0.1	0.1	0.0	0.1	0.1	0.1	0.3
NP	0.0	0.0	0.1	0.1	0.1	0.1	0.1
P	1.1	1.1	1.2	1.3	1.4	1.2	1.3
W (course withdrawal)	9.1	9.0	8.5	5.5	5.0	7.4	6.0
Ws total withdrawals	2.8	2.3	2.3	2.0	2.6	2.4	2.4
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0
N= total grades	72,370	68,748	68,641	68,126	69,499		63,914

**Table 2 Undergraduate Course Grade Distribution Summary – 1<sup>st</sup> Semester**

	Session						
	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	5-year average	2010-2011
	%	%	%	%	%	%	%
N/A	0.2%	0.3%	0.1%	1.0%	0.0%	0.3%	0.5%
Success	81.8%	81.7%	82.2%	83.0%	83.4%	82.4%	79.8%
IF-INP	2.1%	2.5%	2.6%	2.9%	2.7%	2.6%	7.5%
Failure and Ws	5.2%	5.4%	5.4%	7.2%	7.5%	6.1%	7.1%
Total	100	100	100	100	100	100	100
N=	72,370	68,748	68,641	68,126	69,499		63,914

Success includes: A, IA, B, IB, C, IC, D, ID, IP, IPB, IPN, P, PB, PN and PS. Failure includes: F, F\*, NP and NP\*.

Table 2 presents a summary of Table 1. As may be noted, incompletes with a failure grade almost tripled as compared to the previous five-year average. Follow-up of Incompletes figures is one of the academic priorities for this semester. Incomplete grades affect semester GPAs as

can be seen in Table 3 which shows the average semester GPAs of undergraduates at semester closing.

**Table 3 Undergraduate Average Semester GPA at Semester Closing – 1<sup>st</sup> and 2<sup>nd</sup> Semesters**

Academic year	Semester GPA Average	
	1 <sup>st</sup> Semester	2 <sup>nd</sup> Semester
2004-05	2.70	2.73
2005-06	2.78	2.80
2006-07	2.76	2.78
2007-08	2.78	2.71
2008-09	2.73	2.72
2009-10	2.72	2.69
2010-11	2.65	

Regarding graduation rates of first-time full-time undergraduate cohorts, the graduation rate for the 2004 cohort is the same as the cohort for the previous year.

**Table 4 Graduation Rates for First-Time Full-Time Undergraduate Cohorts**

Full-time First-time Cohort	Students	Graduated 150%
2000	2,976	48.7%
2001	3,018	46.5%
2002	3,109	45.2%
2003	2,980	47.8%
2004	2,992	47.8%
2005	2,342	
2006	2,329	
2007	2,658	
2008	2,780	
2009	2,825	

Incomplete grades have been a recurrent problem since the beginning of the UPR-RP conflicts. As was reported in the September Monitoring Report (Section 3), incompletes doubled for the Second Semester 2009-10, though they were still a small percentage of all grades (5.4%). It was then noted that B's and C's decreased by a fairly similar percent (4.2%). The deadline for removal of incompletes is the end of the following semester, which for said session was February, 2011. Table 3 shows the progress of removal of incompletes of only 25% by February 17, 2011. These results might increase the number of students repeating courses and might affect graduation rates.

**Table 5 Change in Grade Distribution between Grade Closing Date and February 17, 2011**

Grade	2 <sup>nd</sup> Semester 2009-10		Change	
	Data as of 8-Aug-10	Data as of 17-Feb-11	N	%
A	26175	27516	1341	5.1%
B	14275	14980	705	4.9%
C	6838	7156	318	4.7%
D	1851	1945	94	5.1%
F	2639	2683	44	1.7%
F*	2164	2087	-77	-3.6%
IB	237	174	-63	-26.6%
IC	736	579	-157	-21.3%
ID	516	363	-153	-29.7%
IF	1743	1331	-412	-23.6%
INP	98	91	-7	-7.1%
IP	5	4	-1	-20.0%
NP	81	82	1	1.2%
NP*	10	13	3	30.0%
P	851	949	98	11.5%
W	2915	2978	63	2.2%
W-Total	1689	1746	57	3.4%

## Section 2 Standard 3 - Institutional Resources

### Update on Current Year Budget 2010–2011 (based on Accounts Conciliation up to December 31, 2010)

As stated in the first Monitoring Report, UPR-RP has taken measures to address a significant budget reduction that amounted to \$39,295,041 (14.28% reduction) for the fiscal year beginning in July, 1st 2010 through June 30, 2011. The primary objective of those measures was to safeguard the educational offerings and the minimum operational funds to cover campus expenses. The campus budget for the present academic year amounts to \$235,807,671. To begin with a balanced budget required the implementation of the Board of Trustees' Certifications (2009-2010) 134 through 144 and Certifications 146, 148, and 153, a series of dispositions providing for the necessary adjustments in the face of the budget cut. A historical account of the 2009-2010 to 2010-2011 budget transition (Appendix 12) is shown in this monitoring report together with the campus budget distribution for the 2010-2011. UPR-RP has also received \$6,382,746 in transfers from the Budget Office at Central Administration to cover restricted expenses. Appendix 13. Besides, a non-recurrent amount of \$7,706,165 from year

2009-2010 is being invested in campus physical infrastructure and maintenance, the new student registration system and to support immediate needs of various colleges and administrative offices. Appendix 14. Originally, for the campus budget, the contribution of UPR to the health insurance plan was considered at a level of \$643 for the July to December 2010 semester and reduced to \$549 from January through June 2011 according to Central Administration instructions. The negotiation of the new insurance premium reduced its cost only from \$643 to \$586/monthly per employee. Thus, UPR-RP expects that the Central Administration Budget Office will cover the difference (-\$958,187.68).

Appendix 15 shows the budget conciliation for the second trimester. This conciliation takes into account the personnel retired up to December 2010 and their retirement package; also the restricted transfers. It also projects an increment in energy consumption close to \$1.2M and adds the expected \$958,187.68 transfer from Central Administration to cover the health insurance difference. Accounts conciliation for the third trimester will give a more concrete picture on the expenses' trends; however it is evident from the budget projections up to June 30, 2011 that the campus will end with a balanced budget and a non-recurrent economy of \$7,163,351. This economy could be reduced if Central Administration does not transfer the health insurance plan difference and the electricity bill continues to increase.

Based on these numbers, approximately, 82.32% of the current budget goes to salaries and fringe benefits while 17.68% is allocated to operational expenses that includes electricity, water, maintenance, security, materials and equipment and for educational and students' related activities such as library acquisitions, collections and electronic resources, students' health insurance, graduate students' assistantships and the institutional seed fund to stimulate research. This is a larger reduction from the original allocation of 84.78% to these categories in the current fiscal year and the projected 84% for year 2011-2012.

For the incoming year, the budget decrease will be \$12,365,151; this represents a 5.24% reduction from year 2010-2011. Data from the Office of Human Resources (UPR-RP) show that 160 employees retired from June 30, 2010 thru January 31, 2011. An economy of \$10,962,243 is expected for the incoming fiscal year (2011-2012) calculated from the salary, fringe benefits, Christmas bonus and health Insurance. This leaves UPR-RP with a projected insufficiency of \$1,402,908 for year 2011-2012. This insufficiency is much less than the projected economy for the current fiscal year, 2010-2011.

Then, we conclude at this point the following: (1) that UPR-RP will close with a balanced budget for year 2010-2011; (2) that UPR-RP operational expenses will be kept mostly constant (with minor changes) for the year 2011-2012; and, (3) that the projected economy for the present fiscal year 2010-2011 will need to be used to cover primarily immediate and projected needs of colleges/other campus units and campus-wide projected expenses, for example in the maintenance and security areas. One area of real concern is that of personnel retirement because in the last two years 284 employees have retired. Of those, close to 40% are professors. As mentioned in the first monitoring report (RP-MR 1), UPR-RP is experiencing an employee's generational change, i.e., aside from those already retired, according to the Office

of Human Resources' data, another 227 employees could retire any moment and 152 in the next five years. This poses a great challenge but also an opportunity for the campus. It is a challenge in the sense that UPR-RP will need to do an administrative reorganization, perhaps also in the academic units, to cover vacancies or operate efficiently and effectively with reduced personnel, it will need to incorporate more technology, revise their operational norms and procedures to reduce bureaucracy and provide intensive training to administrative personnel on new tasks. Regarding the faculty, UPR-RP needs to do an urgent assessment of the impact of faculty retirement on academic offer, research, among others (see *infra*). It is an opportunity because it will allow the campus to realign its organizational structure and resources to support the strategic agenda agreed on its strategic plan: Vision University 2016 and operational expenses estimated with more certainty and based on premises of institutional efficiency and effectiveness.

### **Five-Year Budget Projections 2010–2015**

Appendix 16 shows the budget projections for the fiscal years 2011-2012 thru 2014-2015. This budget analysis is based on the budget distribution into three main categories, namely, salaries and fringe benefits, operational expenses, and strategic actions and priorities. It assumes a continuous and modest 2% decrease in the salaries and fringe benefits categories by personnel retirement up to 2014 – 2015. Also, it presumes that the operational expenses will be kept constant at a 15%. Based on these projections, UPR-RP should see an incremental in recurrent fiscal resources freed from salaries and fringe benefits. These projections are based on the General Fund income estimates provided to UPR by the Government of Puerto Rico Development Bank. It is also evident that the budget will not reach levels comparable to fiscal year 2008-2009, at least in that period. One of the main difficulties for campus realignment and reallocation of resources in the past has been the large percentage dedicated to salaries and fringe benefits, mostly in permanent positions. By assuming that these budget categories are kept at a reasonable 76% decreasing from the existing 85%, that the operational expenses remain constant (15%) by reorganizations, decreasing bureaucracy, and introducing more technology into campus administrative operations, UPR-RP will start seeing unrestricted recurrent funds that could be used for strategic actions and institutional priorities. These “new” funds could be allocated to faculty development and strategic recruitments, development of new academic offerings, enrichment of the students’ academic experience, research infrastructure/resources, research seed and matching funds, infrastructure development, personnel training and development, and faculty recognitions through promotions, sabbaticals, and study licenses; the same goes for non-faculty personnel. Overall, this 3 to 9% of freed resources will allow campus continuous development and growth as directed by its strategic plan. Also, this model will allow the upper level administration, chancellor, the four executive deans (Academic Affairs, Students, Graduate Studies and Research, and Administration) and college deans to allocate new resources to the academic and administrative units based on effectiveness and performance and in alignment with their development and annual work plan.

## External Funding

As stated before (RP-MR 1), under the current fiscal scenario, it is imperative that UPR-RP make additional efforts to identify new funding sources, do major academic and administrative reorganizations and implement strict measures for the control of campus expenses. In relation to new funding sources, UPR-RP capacity for seeking and obtaining external funding has increased consistently for the last three years. Appendix 17. As it is evident from the following data on external funding approved/year amounts: \$8,037,351/**2007**; \$8,013,517/**2008**; \$15,709,318/**2009** and \$24,686,595/**2010**. From January 2011 to date, UPR-RP has submitted proposals totaling \$26,355,775 and has received approvals (not in a 1:1 correlation) amounting \$1,383,641. The capacity for external funding is better shown in the total budget amount of proposals submitted in the year 2010: \$121,556,503. Projects approved total \$37,728,784 (multiple year budgets), which represents a 31% success rate. Perhaps a better indication of UPR-RP capacity to leverage resources with external funding is the fact that the number of proposals submitted by professors and other members of the campus community has increased, likewise the number of professors contacting the Assistant Deanship for External Funding, under the Deanship for Graduate Studies and Research. As part of the objectives of the Department of Education - Title V grant, the office of external funding will be reorganized to create an Office of Sponsored Programs, integrating pre and post award offices, and incorporating support with the projects' administration, including services like editing, proofreading, funding databases, legal transactions, etc. for professors and other campus members in order to stimulate and assist them with overall activities of the grantsmanship enterprise. This grant, which started in October 2010, also provides funding for the acquisition of an electronic system for proposal development and project management transforming the whole process into one that is smooth and paperless. At the same time, the current Office for External Funding will finished the revision of the UPR-RP Indirect Costs policy with the goal of allocating a percentage of those costs directly to project directors. Not only will this change result in the creation of a culture of self-sustainability but it will also act as an incentive for faculty and other campus members to seek external funding for their academic projects and initiatives.

## Academic Offerings

One of the major challenges with the present fiscal situation is to keep an academic offering that allows all students to advance in their studies. A set of guidelines was given to the college deans to plan their academic offer in such a way that every full-time undergraduate student could have a minimum academic load of 12 credits while graduate students could have at least 8 credits. The college deans implemented those guidelines according to their unit particularities. The results of these actions are summarized below:

For the **first academic semester**, 2010-2011:

- 17,539 students selected courses that semester; 14,072 (80.2%) were undergraduates and 3,467 (19.8%) were graduate students.

- 12,320 (87.5%) undergraduate students had an academic load of 12 credits or more while 2,607 (75%) had an academic load of 8 credits or more.
- A total of 2,512 students were admitted from high school and 380 as transfers from UPR colleges and private institutions. Five hundred (500) less students were accepted compared to the previous year (2009-2010) to account for the reduction in resources.
- 4,088 course sections were given; 73.5% at the undergraduate and 26.5 % at the graduate level. At the graduate level, 42.2% were thesis courses. On the previous year (2009-2010), UPR-RP offered 4,714 course sections for 87% of the total academic offer and a reduction of 13% compared to the first semester for the current year. At the graduate level, there was a 7% increment on course offerings, mainly thesis courses.
- The distribution of the number of undergraduate students per lecture course was as follows: more than 30 students: 27%; 26-30 students: 30%; 21 – 25 students: 14%; 11-20 students: 22.9%; less than 10 students: 6.1%.
- The courses per weekdays spread shows a more or less even distribution with most classes programmed between Monday and Thursday: Monday (22.5%); Tuesday (23.7%); Wednesday (20.9%); Thursday (23.3%); Friday (8.8%) and Saturday (0.8%).

For the **second academic semester**, 2010-2011:

- 15,389 students chose courses for this semester. This represents 92.4% of students compared to the 16,648 reported at the same time period in January 2010. Of those students, 12,172 are undergraduate students (79.1%) and 3,217 (20.9%) are graduate students. Compared to 2009-2010, 83% were undergraduate students and 17% were graduate students.
- 8,847 (60%) students on average accepted a payment plan for the current semester.
- 11,352 (93%) of the students have an academic load of 12 credits or more while 1,527 (47%) of graduate students have an academic load of 8 credits or more.
- Course distribution during the weekdays follows closely the same pattern observed for the first academic semester, i.e. most courses are offered in Mondays, Tuesdays, Wednesdays and Thursdays. For example: Monday (22.2%); Tuesday (24.1%); Wednesday (20.6%); Thursday (24.0%); Friday (8.1%) and Saturday (1%).
- Regarding the academic offer:
  - 2,954 (69%) are undergraduate courses while 1,318 (31%) are graduate courses.

- There are 4,272 course sections programmed; of those 60% are lecture courses at the undergraduate level while 32% are at the graduate level.
- The distribution of the number of undergraduate students per lecture course is as follows: more than 30 students: 13%; 26-30 students: 36%; 21 – 25 students: 17%; 11-20 students: 27%; less than 10 students: 6%.
- At the graduate level, 674 (51%) courses are thesis courses.
- The student attrition from the first to the second semester is 6.8%. Exit interviews with departing students showed that at least 19% move to another institution, 19% moved to another town or outside of Puerto Rico, 16% were not satisfied with the academic offer, 22% alluded to health, work u other personal reasons and 24% did not express any particular reason.

For the Spring semester, the number of students that will end up paying the full semester is still uncertain.

## **Physical Infrastructure and Maintenance**

In spite of budget restrictions, main remodeling and maintenance projects are underway at UPR-RP. Sponsored by the UPR Capital Improvement Plan, two building are being remodeled, one is the Student Center at a cost of \$8M and the Felipe Janer building at a cost of \$5.1M; this last building will house the much needed offices for professors at the College of Humanities. Appendix 18 shows all the on-going or finished projects for fiscal year 2010-2011. Facilities already finished are the new Chemistry laboratories, the facilities of the School of Public Administration and those of the Department of Office Systems. On-going projects are the remodeling of the amphitheaters of Domingo Marrero (Phase 1, \$17M) and the administrative and sanitary facilities of the University High School (\$1M).

At a cost of \$2.665M from the UPR-RP budget, the following projects are underway and are expected to be finished by the summer 2011.

- Improvements to the Domingo Marrero building (North and Central Towers), Exterior and Interior Painting and Air Conditioning - \$250K
- Improvements to the Chilling Plant and connection of the buildings of the School of Law, the College of Education and the School of Communication to the plant - \$900K
- Remodeling of the facilities of the Business School Accounting Department - \$350K
- Improvement of Transit Flow, Campus LOOP, Security and Green Areas - \$1M
- Minor improvement projects - \$165K

Other on-going projects supported by federal funding are: (1) Remodeling of the Facundo Bueso basement for the Institute of Tropical Ecology and Environmental Sciences Research Laboratories (NSF, \$2M); (2) the creation of a Graduate Students Learning Commons in the José

M. Lázaro General Library (DE, \$215K) and (3) the installment of photovoltaic solar panels in the building of the School of Architecture (AFI/ARRA, \$100K). Overall the net investment in campus physical infrastructure and maintenance amounts to \$36.080M.

## **Campus Safety**

Consonant with the Open University Action Plan, gates at the UPR-RP campus were removed or welded permanently. To strengthen security on campus and to provide better working conditions for campus security officers, all campus entrances will be reconditioned and guard booths and mechanical arms will be installed. The guard booths were ordered and will be installed in April 2011. The mechanical arms are already in place. This project is part of the *Improvement of Transit Flow, Campus LOOP, Security and Green Areas* project mentioned above. In addition, an improvement on the security and risk management operations on campus will be done after a thorough evaluation of current operations. The actions to be taken as a result of security evaluation must be in place for the Summer 2011.

## **Student Services**

UPR-RP is taking major steps to revamp its registration process starting with the planning of the academic offering, academic advising, course selection process, financial aid and billing/payment. To achieve this, a new electronic system will be acquired and installed by the end of this year. This project will result in the betterment of related student services and the efficiency and effectiveness of planning the academic offering. A \$1M has been reserved for this project.

## **Faculty Load and Research**

This semester, the Office of Academic Planning at UPR-RP will assess the impact of measures taken to deal with the fiscal situation on the level of research and faculty academic load, particularly the time dedicated to research. It will also assess the effect of faculty retirements on the academic offerings. Results from these assessments will be considered in planning the academic offer for the incoming year 2011-2012.

## **On-Going Actions**

### **Task Force on Budget and Finances**

In September 2010, the Chancellor created a Budget and Finance Task Force to study the fiscal situation of UPR-RP campus, to receive the campus and external community input and to provide recommendations on specific course actions. The committee members included Basilio Rivera, Director of Finances; Alberto Feliciano, then Director of Human Resources; Javier Baella, professor of Finances; Edwin Maldonado, professor of Accounting; and Yolanda Cordero, professor of Public Administration. The Task Force created a blog supported on the campus website to receive recommendations from the campus community and the external

community. The blog was announced in a Chancellor circular and in a press release. Appendix 19. The blog received 110 recommendations. The Task Force worked during the first semester and made a presentation to the Chancellor on February, 21, 2011. Appendix 20. A final report is due on February 28, 2011. The Task Force work will be presented to the Academic Senate in an extraordinary meeting on March 10, 2011; the report will be distributed and discussed in that meeting. Afterwards, the same will be done with the Administrative Board. The Task Force will also discuss their findings in meetings with the faculty and support staff in the various colleges and with the General Council of Students and Presidents of the Colleges' Student Councils. These meetings will provide an additional opportunity to the campus community to present recommendations to improve the campus finances, to fine tune the campus Strategic Plan (operational component) and for the community to express their general concerns and interests.

From the initial presentation, it was evident that many of the recommendations could be implemented on campus and actually many of them are aligned with the Academic-Administrative Plan (Appendix 21) presented by the Chancellor to the Academic Senate on October 2010. Other recommendations will be presented to the President and the Board of Trustees, as appropriate.

### **Administrative Reorganizations**

The present UPR-RP fiscal situation brings with it challenges but also opportunities for doing things differently. One of the repeated criticisms of the campus from internal constituents and external stakeholders is its bureaucratic structure. For instance, there is a lot of process fragmentation, a duplication of tasks and too many small units within larger ones that make team work and effective communication difficult. To take action on this matter, the Chancellor is beginning a reorganization of most offices that provide supporting services to the community at large and respond directly to her Office. Simultaneously, the organizational structure of the four executive deanships (Academic Affairs, Graduate Studies and Research, Students and Administration) is also under evaluation. The reorganization of these units will not only free fiscal resources but, most importantly, it will provide for less fragmentation of the campus administrative enterprise, less redundancy, leverage of resources, more team work and better services to the campus community. In a similar way, the Chancellor will ask the colleges' Deans to do the same with their units. In doing these reorganizations, several aspects are important: (1) to provide proper communication with all employees to explain the importance of the proposed changes; (2) to work closely with the Office of Human Resources to comply with all University regulations including union negotiations and employees benefits; (3) to provide incentives and training to employees; (4) to keep in mind how the new organization will produce the expected results and support the campus agenda for strategic development.

## Strategic Planning and Budget

UPR-RP is experiencing one of the most difficult times in its history. In the last 7 months, it has been the center of a student conflict originated by a new registration fee and the revision of the UPR tuition waiver policy. These actions were taken by the UPR Board of Trustees as part of a set of measures to deal with the institution fiscal situation. UPR-RP has also faced a leadership change and a consultation process to appoint a new Chancellor that resulted in a slowdown of the strategic plan implementation. It is not until recently that the Chancellor has retaken the agenda for strategic actions in light of the fact that many of the actions that need to be done are related to the campus strategic plan: Vision University 2016 (Appendix 22); the Academic-Administrative Plan presented to the Academic Senate and campus community during the consultation process; the need for the campus administrative reorganization; and the need for the implementation of those recommendations from the Taskforce on Budget and Finances that are feasible and most pressing.

To do so, the Chancellor participated in a workshop with the 4 executive deans, special assistants and directors of support offices that respond directly to her office on February 18 and 19, 2011. The workshop objectives were to: (1) make all participants aware of the existence of the UPR-RP strategic plan, MSA Monitoring Report 1 and the Academic and Administrative Plan; (2) spur a discussion about these documents in order to better define and prioritize projects and initiatives that result in a concrete and feasible Operational Plan for the next three years; and integrate all members as a team. As a result of this effort, the first steps are being taken to start the campus administrative reorganization and to finalize a draft of the Operational Plan to be presented to the campus community for an ample discussion and agreement of main priorities.

UPR-RP must increase and diversify its funding portfolio to lessen the impact of budgetary constraints such as the current fiscal decline but also must look closely internally on its administrative and management operations and academic offerings and policies. For UPR-RP, this situation must be seen as an opportunity to undergo much needed and long sought transformations. In the academic sector and in a short term, UPR-RP will have to:

- decide whether to transform, close or put into moratorium academic programs in low demand.
- structure academic programs' curriculum, particularly those with fewer students, to advance students at a reasonable path while reducing costs on academic offerings.
- approve a new policy for graduate studies (presently at the Academic Senate) to provide graduate programs with the flexibility to adapt their programs to diverse student populations, enhance quality and competitiveness, increase graduation rates while reducing operational costs.
- make alliances with other higher education institutions including UPR small colleges to better articulate student transfer, exchange courses or even offer some of the bachelor and graduate degrees in extension.

- leverage resources while providing advanced graduate students (ABD) the opportunity to teach basic introductory courses.

In the administrative sector, UPR-RP needs to look into:

- the library system and technology division operations
- the number of FTEs dedicated to administrative tasks
- the reorganization and optimization of physical spaces
- alternatives to reduce electricity consumption
- the incorporation of technology in the institution management at all levels
- the reduction of unnecessary bureaucracy
- the evaluation of subsidized operations and the taking of appropriate actions
- the close evaluation of operational costs at campus and units levels

The present fiscal situation deserves a careful prioritization within the context of the campus strategic plan. Those priorities will have to be linked to carefully chosen and designed projects; precise benchmarks for those projects will have to be identified. Projects that involve academic and administrative reorganizations with none or small fiscal impact could be done ahead. Projects with significant fiscal impact will require longer time for implementation as resources will have to be freed, reallocated or newly identified. In light of the present and foreseen fiscal constraints vital **Strategic priorities** (all within U 2016 framework) must be to: (1) maintain or increase the level of research, (2) improve and strengthen campus technology infrastructure and (3) provide high quality services and programs to students. **Institutional priorities** such as administrative-academic reorganizations and on-going projects for infrastructure improvement must be completed, and efforts to increase and diversify incomes portfolio must be intensified and aligned to strategic actions and institutional priorities. An example of a current initiative that shows leverage of institutional resources to achieve strategic and institutional goals is the award from the DE - Title V to create an Undergraduate Research Program to foster research among bachelor students in the Colleges of General Studies, Education, Humanities, Business Administration and Social Sciences, to reorganize all campus sponsored programs activity and to create an endowment to support research. In addition, the campus technology fee paid by all students provides adequate resources to address the campus' pressing needs in technology infrastructure and in technology-driven student services. As the strategic planning agenda is retaken, an evaluation of the same process of strategic planning and benchmarking is also essential.

The fiscal situation has also demanded a more intense communication agenda with schools, colleges and students. Prior to this academic year, 2008-2009, the Budget Director and Dean of Administration have repeatedly visited schools and colleges to inform and answer questions and concerns about the UPR and UPR-RP fiscal situation. As the fiscal crisis became more acute, the Budget and Finance Directors also gave orientation to the Colleges' and Schools' Deans and Assistant Deans of Administration. In the months of July and August 2010, the Chancellor (Interim at that time) and the Budget and Finance Directors made various presentations to the student representatives, the Academic Senate, the Administrative Board and in Faculty and non-Faculty meetings (Maintenance supervisors, Security guards, Directors of administrative

offices, Personnel from the Deanship of Students) across campus about the UPR and UPR - RP fiscal situation. More recently, the Chancellor has scheduled visits to all Colleges to meet with faculty members, students and other personnel. The Chancellor has already met with the professors in the Colleges of Business Administration; Natural Sciences and the Law School. Other meetings are planned for March 2011. The Chancellor has also scheduled an extraordinary meeting with the Academic Senate for March 10, 2011 to present and discuss the report from the Taskforce on Budget and Finances, the present Monitoring Report and the budget situation for the current and incoming years. The campus website has been changed to portrait issues regarding the fiscal situation and actions being taken as soon as a person logs onto the site.

### **Section 3 Standard 4 - Leadership and Governance**

The Organization of the UPR-RP is authorized by Section 18 of the General Bylaws of the University of Puerto Rico. The organization chart is included in the companion documents. Section 19, regulates the nominations and responsibility of the chancellors. The Chancellor is the highest academic and administrative officer on Campus. Deans respond directly to the Chancellor.

The main advisory board to the Chancellor is the Administrative Board or Board of Deans. The Administrative Board was established by the University of Puerto Rico Law Number 1, of January 20, 1966, as amended. It is composed of the Chancellor, the 8 College Deans, 4 Executive Deans, 2 academic senators (not ex-officio) elected by the Academic Senate, and 1 student representative elected based on a Certification from the General Student Council. Responsibilities of the Administrative Board include approving the budget, approving promotions and tenure for faculty and the follow up of the implementation of the strategic plan. Bylaws of the Administrative Board are found at <http://juntaadministrativa.uprrp.edu>.

Article 22 of the General Bylaws of the University of Puerto Rico regulates the Academic Senate, which is the official forum of the academic community. The UPR-RP Academic Senate is composed of 68 members of the Academic Community as follows: 1 President "ex-officio" who is the Chancellor, 17 ex-officio senators, which are the 8 College Deans, 4 Executive Deans, Director of the Library, 1 elected representative of the social workers, psychologists and counselors, and 3 students, 37 elected faculty senators, and 12 elected student senators. The purpose of the Academic Senate is to participate in the institutional processes establishing academic norms. It also approves new academic programs, establishes general requirements for admissions, make recommendations to the Board of Trustees on academic structural changes and recommends academic distinctions.

This Section reports on the progress made in the accomplishment of UPR-RP's three specific goals as stated in the Action Plan presented in the Monitoring Report of September 1, 2010 to comply with Standard 4. The actions then reported were: the establishment of a climate of

continued communication, the development of an open university culture, and the strengthening of governance at all levels (A, B, and C below).

- A. **Foster an Enhanced Institutional Climate and Identity:** “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.”

UPR-RP’s action plan to comply with Standard 4 includes the intensification of communication with all academic and non-academic constituents in order to share ideas and strengthen bonds that will allow UPR-RP to overcome difficult times and safeguard essential aspects of our mission, our strategic plan, and our commitment to excellence.

In addition to regular institutional student, faculty, and staff participation within most governing bodies, new spaces have been provided to promote communication with these groups. Actually, Chancellor’s meetings with the student representatives have become part of the regular operational agenda, designed since 2009-2010. It was followed until April 21, 2010, when the student strike interrupted normal activities. Afterwards, meetings continued with a new Student General Council. Since August 2010 to present, the Chancellor has held a total of eighteen meetings with students: four with the General Student Council (GSC), two meetings with the Council of Presidents of the colleges, as well as with other institutionally recognized student groups, in order to listen and consider their concerns and proposals. Appendix 23.

Senate meetings have continued, though with calendar and agenda modifications according to the campus situation regarding protests and the presence of the State Police. For example, the Academic Senate Certification 49 issued on the special meeting held on December 23, 2010 created a Special Committee for Dialogue and Mediation to find consensus between the conflicting sides of the current crisis. It is composed of three faculty senators, three student senators, and two ex-officio senators. Appendix 24. The Committee has been meeting with protestors mobilized against the \$800 Stabilization Fee. Meetings with the Committee have been included in the Chancellor’s agenda. Appendix 25.

The Chancellor also created a Budget and Finances Task Force in September 2010 to study UPR-RP’s fiscal situation, to receive the campus and external community input, and to provide recommendations on specific course actions. See Meetings Calendar in Appendix 25. The committee members included Basilio Rivera, Director of Finances; Alberto Feliciano, then Director of Human Resources; Javier Baella, professor of Finances; Edwin Maldonado, professor of Accounting; and Yolanda Cordero, professor of Public Administration. The Task Force created a blog supported on the campus website to receive recommendations from the campus community and the external community. The blog was announced in a Chancellor circular letter and in a press release and received 110 recommendations. (See *supra*, Section 2)

The Chancellor's agenda has also included visits to Colleges and Schools to present the budget situation, MSCHE's Standards of Excellence, overall campus conditions, and ongoing projects and initiatives, as well as to listen to recommendations and concerns. See Appendix 26 for visits calendar.

In addition, circular letters have been published continuously to keep the community informed. See for example the "Open Letter to Students from the Chancellor" in Appendix 27. The Campus Web page is a dynamic source of information. The student portal MIUPI is used as a main site for receiving input from students concerning course demand and for help desks. However, this portal requires revision regarding its technological possibilities and its decisive enhancement is on the agenda among this year's budgeted priorities.

**B. Cultivate an Open University Culture:** "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."

Action has been taken to maintain an Open University culture that guarantees the rights and responsibilities of all members. The unprecedented levels of violence that characterized the December 7-8 illegal stoppage, the sporadic interruptions to academic offerings, and the succeeding events posed an immense challenge and prompted firmer actions of the UPR President such as calling the State Police to Campus. To guarantee the continuity of academic offerings on December 13, 2010 the Chancellor restrained the celebration of rallies, meetings and similar activities of massive participation to the specifically designated adjacent Campus areas. Appendix 28.

An exception to the moratorium on massive activities inside campus premises was conceded to allow the Hostos' commemoration of January 11, 2011, which turned into an extremely violent march marked by further destruction of University property and aggressions to staff and faculty. As a result of the riot attempt of January 11, 2011, the Board of Trustees extended for an additional 30-day period the moratorium on massive meetings and rallies. The moratorium ended on February 12, 2011. However, the equally violent events of February 2011 (See *supra* Section 1) brought the restitution of the moratorium on February 24, 2011.

Professors have decisively assumed their responsibilities in keeping academic offerings uninterrupted and at the usual high standards of quality. Successive resolutions published through a diversity of means, mainly collective e-mails, by large groups of professors of the Colleges of Social Sciences and Humanities and the School of Law evidence that the faculty is committed to the continuity and rigor of our academic offerings. Similarly, the results of the February 22, 2011 student assembly led by the General Students Council shows that the majority of the students voted in favor of continuing classes uninterrupted, even if student protests continued against the Stabilization Fee. (See *supra* Section 1)

- C. **Revisit and Empower Leadership and Governance at All Levels:** “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.”

Regarding the implementation of Bylaws concerning students’ responsibilities, disciplinary actions have been applied mediating the activation of the Disciplinary Actions Committee. Claims related to stoppages and other illegal actions have been filed. Appendix 29. Between December 2010 and January 2011, several court decisions and legislations were issued. These decisions have helped UPR-RP to maintain institutional control, continuity of academic offerings and administrative operations. On December 13, 2010 the Supreme Court of Puerto Rico determined that the students do not have a right to strike. The court recognized the association and free speech rights of the students, but specified that it cannot prevent, go above, nor overrule the right of the other students interested in studying (UPR vs. L. CT 2010-08). The expression of the Puerto Rico Supreme Court on the illegality of stoppages or strikes, as well as of violent acts as options for students or any sector of the University community to express their grievances constitutes a milestone for UPR-RP history. Following UPR Students’ By-Laws, both administrative actions and suspensions in relation to the incidents described above are being processed. On January 13, 2011 the Court of Appeals recognized the validity and constitutionality of the University Students By-Laws and disciplinary processes that UPR-RP started against the students-plaintiffs for constituent acts of violation of the University regulations. (*W. V. S. and others vs. University of Puerto Rico* Klan 2010-01745). The Court of Appeals confirmed the partial sentence denying a preliminary injunction of the Court of First Instance that declared valid the resolution of December 13 2010 promulgated by the Chancellor, Ana Guadalupe, under Article 2.19 of the General Student By-Laws. This resolution placed a moratorium on the celebration of festivals, marches, rallies and other activities of mass participation within premises of the UPR-RP campus. (*Pellot Julia and other Ana Guadalupe vs. et al.*, KLAN 2010-4829)

The current status of UPR-RP’s Standard 4 compliance Action Plan presented with the September 1, 2010 Monitoring Report is available in the Companion Documents attached with this UPR-RP MR March 1, 2011.

In addition, a system-wide initiative of the Central Administration to secure ample participation in the projected advisory committees included in the Standard 4 Action Plan is in place. The Central Administration made an open call for participants in work groups who could provide independent advice to rethink University issues and policies. Seven committees of seven members are being constituted. Numerous applications were received from students, faculty, employees, alumni, former faculty, and administrators, and other University stakeholders. The University Board Certification No. 12 (2010-2011), on January 2011 recommended that: (1) a Committee composed of one student representative and one faculty representative, one Chancellor and two members of the President staff, evaluate candidates to the 7 Committees of

7 and make recommendations to the President; (2) the recommendations by the 7 Committees will be brought to their consideration to provide input before being brought to the Board of Trustees. Several UPR-RP professors volunteered or were nominated to participate:

Administrative Efficiency Committee: Mr. Alberto Feliciano

Budget Committee: Esq. Edwin R. Maldonado

Search Committee: Dr. Rafael Irizarry

Open University Committee: Esq. Carlos D. Olivo (pending confirmation)

## **Section 4 Follow-up to MSCHE'S Nine Requirements**

See Appendix 30 for the Central Administration of the UPR System's Monitoring Report reporting on MSCHE's nine (9) requirements as they appear on the Statement of Accreditation of November 22, 2010: "evidence that the Institution has achieved and can sustain ongoing compliance with Standards 3 [Institutional Resources] and 4 [Leadership and Governance], including, but not limited to (1) five-year financial projections for the UPR System including information from audited financial statements for fiscal year 2010; (2) institutional pro-forma budgets that demonstrate the institution's ability to generate a balanced budget for fiscal years 2012 through 2015, including the personnel, compensation, and other assumptions on which these budgets are based (Standard 3); (3) evidence of implementation of clear institutional policies specifying the respective authority of the different governance bodies and their respective roles and responsibilities in shared governance; (4) evidence that the Board of Trustees assists in generating resources needed to sustain and improve the institutions; (5) evidence of a procedure in place for the periodic objective assessment of the Board of Trustees in meeting states governing body objectives and responsibilities; (6) evidence that steps have been taken to assure continuity and stability of institutional leadership, particularly in times of governmental transition; (7) evidence that the UPR Action Plan is implemented, that it is assessed, and the data are used for continuous improvement of the institution's processes; (8) evidence that steps have been taken to improve shared governance, especially in documenting how campus input is solicited and considered in decision making at the System level. (9) evidence that communication between Central Administration and the institutions and within the institution, is clear, timely, and accurate, and that the sources of such communications are clearly defined and made available to all constituents (Standard 4)."

## **Conclusions**

In spite of the sporadic interruptions and the uncertain climate that have posed enormous challenges, UPR-RP has continued its academic and administrative operations. Throughout the proactive implementation of, sometimes unfriendly, guidelines for academic planning and administrative transactions, the budget projection for the current fiscal year up to June 30, 2011 predicts a closing without deficit. Due primarily to employees retirement, UPR-RP will be

able to continue next fiscal year operations (2011-2012) with minor changes to the operational expenses compared to the present fiscal year (201-2011). UPR-RP has also been able to move forward projects that will benefit the campus community, in particular, professors and students. After several months of slowdown, UPR-RP is in the process of retaking its strategic agenda for development and growth. For the next year, UPR-RP will focus on putting in place the organizational infrastructure that will secure its growth toward a primarily doctoral institution with a very high research and intellectual activity; seeking new avenues for increasing and diversifying its funding portfolio; improving and diversifying services and programs for students; and steering the strategic agenda by prioritizing and refining the various projects and initiatives, aligning it with proper budget allocation and institutional effectiveness bench markings.

In sum, UPR-RP has secured compliance with its mission statement and continues achieving important objectives of its strategic plan *Vision University 2016*.