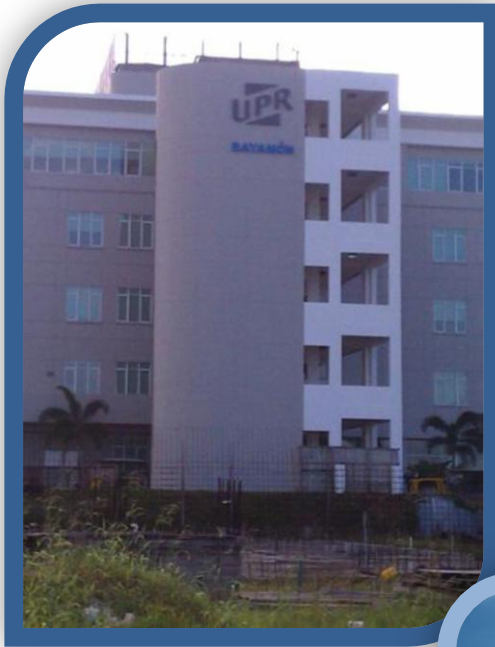




University of Puerto Rico at Bayamón

# Monitoring Report

## to the Middle States Commission on Higher Education



March 1, 2012



**Monitoring Report**

to the Middle States Commission on Higher Education

**University of Puerto Rico at Bayamón**



*Dr. Arturo Avilés González*

Chancellor

*Mr. Javier Zavala Quiñones*

Accreditation Liaison Officer

*March 1, 2012*

Subject of the Follow-Up Report



**Collaborators**

- Dr. Maritza Sostre, English Department Professor*
- Dr. Fernando Fernández, Engineering Department Professor*
- Ms. Elsa Flores, Assistant Dean of Student Affairs*
- Prof. Jaime Laracuente, Assistant Dean of Administration*
- Dr. Jorge Rovira, Assistant Dean of Academic Affairs*
- Prof. Anabel Torres, Business Administration Department Professor*
- Dr. Juan H. Sánchez, Electronics Department Professor*
- Mr. Wilfredo Ortiz, Budget Director*
- Mr. Javier Zavala, Institutional Planning and Research Director*

**Table of Contents**

List of Tables ..... 4

Institutional Context..... 5

Steps Taken to Ensure Timely Production of Audited Financial Statements for FY 2011 ..... 7

Evidence of Further Implementation of the UPR Action Plan ..... 10

    Institutional Resources ..... 14

    Leadership & Governance ..... 17

Evidence of the Periodic Objective Assessment of the Board of Trustees ..... 22

Conclusion ..... 25

Supporting Documents List and Appendixes ..... 26

**List of Tables**

- Table 1** : UPR Revenues and Expenses FY 2008-2011
- Table 2** : UPR Fiscal Stabilization Measures FY 2012-2015
- Table 3** : UPR Actual and Projected Cash Flow
- Table 4A** : Secure Continuity and Institutional Effectiveness with Available Resources
- Table 4B** : Maintain and Nurture Additional Sources of Funding to Continue Advancing Institutional Education, Research and Research Priorities
- Table 5A** : Foster an Enhanced Institutional Climate and Identity
- Table 5B** : Cultivate an Open University Culture
- Table 5C** : Revisit and Empower Leadership and Governance at All Levels

## Monitoring Report MSCHE

### Institutional Context

The University of Puerto Rico at Bayamón (UPRB) was established in August 1971 as a community college and was part of the University of Puerto Rico's (UPR) Regional Colleges Administration until 1998. During that year, the UPRB became an autonomous campus within the UPR System. Located at the northeastern part of Puerto Rico in an area of rapid industrial and economic development, it has been fulfilling the growing academic needs of the region. The UPRB mostly serves students from the municipalities of Bayamón, Guaynabo, San Juan, Cataño, Dorado, Comerío, Naranjito, Toa Alta, Corozal, Toa Baja, and Vega Alta.

The UPRB is an institution of higher education whose mission is to facilitate significant, continuous and long-lasting learning with the ultimate goal of having students become responsible citizens who will help transform their world with a heightened sense of ethics, esthetics and actions that will contribute to change. To achieve this, the Institution should advocate the establishment of support systems for learning, research and collaboration with the Puerto Rican society.

The UPRB offers the undergraduate programs listed below. If a program has been accredited, its corresponding discipline-specific accrediting organization is indicated in parentheses.

- Technology
  - BS in Computer Science (seeking accreditation from CAC<sup>1</sup> of ABET, Inc.)
  - BS in Electronics Engineering Technology (TAC<sup>2</sup> of ABET, Inc.)
  - BA in Materials Management (seeking accreditation from ASAC<sup>3</sup> of ABET, Inc.)
  - AD in Civil Engineering Technology (TAC of ABET, Inc.)
  - AD in Engineering Technology in Construction (TAC of ABET, Inc.)
  - AD in Industrial Engineering Technology (TAC of ABET, Inc.)
  - AD in Instrumentation Technology (TAC of ABET, Inc.)
- Business Administration
  - BBA in Accounting (ACBSP<sup>4</sup>)
  - BBA in Marketing (ACBSP)
  - BBA in Management (ACBSP)
  - BBA in Finance (ACBSP)
  - BOS in Office Systems (ACBSP)
- Science
  - BS in Human Biology
  - BS in General Biology

---

<sup>1</sup> Computing Accreditation Commission

<sup>2</sup> Technology Accreditation Commission

<sup>3</sup> Applied Science Accreditation Commission

<sup>4</sup> Accreditation Council for Business Schools and Programs

- Education

- BA in Special and Elementary Physical Education (NCATE<sup>5</sup> and NASPE<sup>6</sup>)
- BA in Preschool and Elementary Education (NCATE, ACEI<sup>7</sup>, NAEYC<sup>8</sup>)

The UPRB also offers coordinated transfer academic programs in several of the aforementioned disciplines, as well as in liberal arts. The UPRB’s Learning Resources Center (or CRA, its Spanish acronym) was certified by the Association of College & Research Libraries (ACRL) of the American Library Association (ALA) as meeting its standards. In addition, the UPRB Counseling and Guidance Department is seeking accreditation by the International Association of Counseling Services, Inc. (IACS).



The University of Puerto Rico at Bayamón is affiliated with the Hispanic Association of Colleges and Universities (HACU) and the Council for Higher Education Accreditation (CHEA), among others. It is in compliance with all standards of excellence of the Comptroller’s Office of Puerto Rico.

The UPRB is a 99.8% Hispanic serving institution with a total enrollment headcount of 4,948 in the fall of 2011. A total of 87.1% of the student population studied full time and 52.1% were female. Most of our students are enrolled in bachelor’s degree programs (78.9%), 6.0% are in associate degrees programs, and 11.0% are enrolled in transfer programs. The remaining 4.1% of our students is classified in other categories. The student body is served by 276 non-faculty personnel and 275 faculty members.

From March 13-16, 2011, the UPRB received the MSCHE's Evaluation Committee, presided by

---

<sup>5</sup> National Council for Accreditation of Teacher Education  
<sup>6</sup> National Association for Sports and Physical Education  
<sup>7</sup> Association for Childhood Education International  
<sup>8</sup> National Association for the Education of Young Children

Dr. William Pollard, for the re-accreditation process. These evaluators had the task of examining and evaluating the UPRB's 2010 Self-Study findings and the requested March 1, 2011 Monitoring Report regarding the lack of evidence for the standards: *Institutional Resources* and *Leadership and Governance*. The Committee recommended the Institution's re-accreditation after finding that it complied with the MSCHE's 14 standards of excellence. In addition, it recommended that the UPRB's probationary status be removed.

The MSCHE Commission recognized the Evaluation Team's recommendation granting the UPRB's re-accredited status. Nonetheless, the Commission requested a monitoring report due on March 1, 2012 to provide update information on compliance Institutional Resources and Leadership and Governance standards. Specifically, following aspects were request for the follow-up report:

- Steps taken to ensure timely production of audited financial statements for FY 2011 and subsequent years.
- Evidence of further implementation of the UPR Action Plan, including evidence that the action plan is being assessed, and data are used for improvement.
- Evidence of further progress in implementing a procedure for the periodic objective assessment of the Board of Trustees.

The following constitutes the UPRB's monitoring report, in compliance with the requirements and procedures established by the MSCHE. This report addresses the action for sustained compliance with: Standard 3 *Institutional Resources* and Standard 4: *Leadership and Governance*.

#### **COMMISSION'S REQUIREMENT NO. 1:**

**STEPS TAKEN TO ENSURE TIMELY PRODUCTION OF AUDITED FINANCIAL STATEMENTS FOR FY 2011 AND SUBSEQUENT YEARS.**

### **INSTITUTIONAL RESOURCES**

#### ***UPRB Actions***

UPRB maintains close collaboration with the Central Administration's Finance Office with the aim of ensuring that the unit fulfills all the necessary requirements for the development of audited financial statements. These actions translate into the following:

- Periodic maintenance and updating of reconciled accounts
- Meeting the deadlines established by the Central Level for the handing in of documents and with data entry in the University Financial Integrated System (UFIS).

- Moving the closing date for transactions in the UFIS systems to June 11 and solely allow transactions after June 11 until June 30 in justified exceptional cases.
- Correct data and provide information with the aid of the private CPA Company, Scherrer Hernández & Co., to change the final audit process to an earlier date.
- Any unclear issues highlighted by the auditors and the personnel at the Central Administration regarding the presented transactions will be addressed with high priority.

On the other hand, it is important to emphasize that, as part of this process, the UPRB has developed new reports within the UFIS system, as well as promoted the training of the Finance Office personnel regarding the operation of the accounting system. These steps will allow the UPRB to provide on time precise accounting information required by the Central Administration for the timely development of the audited financial statements.

### *Systemic Actions*

#### **Audited Financial Statement**

UPR System efforts and steady improvement towards assuring timely issuance of audited financial statements have been evidenced in all reports submitted to MSCHE since September 2010 to present. Among other measures, an external firm with expertise in government accounting processes has assisted the units and the UPR Central Administration in reconciling and verifying information for external auditors. They have also provided support in troubleshooting problems in accounting processes and reviewing accounts receivable practices, and provided a report with their findings and recommendations for improvement. As a result, FY 2010 Audited Financial Statement were issued on April 21, 2011, earlier than the expected issuance date.

A firm of software specialists was also recruited to revise implementation of the University Financial Information System (UFIS), devise solutions to improve its performance and develop reports to facilitate access to the necessary financial information to draft timely financial statements. The firm developed an implementation schedule which is part of the UPR Information System Renewal Plan in Board of Trustees [Certification No. 7 \(2011-2012\)](#). The Central Finance Office, in collaboration with the Vice Presidency of Research and Technology, organized a Task Force with key representatives from the System to address the findings and recommendations of the firms, expedite the necessary processes and implement the subsidiary modules to streamline the performance of the UFIS accounting system.

During the current fiscal year, the institution has made significant strides towards improving financial processes at System and unit level. Following the updating of the UFIS accounting system: (1) unit income and expense reports are now being produced to monitor their monthly and quarterly performance; (2) reports such as "Statement of Net assets", "Expenses vs. Budget", and "Statements of Revenues and Expenses" have been incorporated to UFIS to facilitate generating reports required by the Integrated Postsecondary Data System (IPEDS) and the Government Development Bank; (3) manuals were developed to guide units in accounting processes; (4) revision of the accounts receivable processes was approved by Board of Trustees

[Certification No. 18 \(2011-2012\)](#), facilitating collection of account receivables from federal and private entities.

In addition, a software specialist firm will be contracted during the current semester to implement the action plans developed by the Task Force based on the findings of the firms, and to support the implementation of the UPR Information System Renewal Plan, to improve access to the necessary financial information to draft financial statements, including: (1) implementing the "Cash Management Module"; (2) update modules in account creation, purchasing, and accounts payable.

The Action Plan contemplated creating the position of Chief Financial Officer (CFO) by July 2011, responsible for providing guidance on institutional, strategic financial planning, budget and direct budgeting at the central and unit level (Action Plan III.A.4). The proposal for the position was drafted in March 2011. Nonetheless, given that significant progress has been achieved, as was the case of the original intent of appointing Financial Monitors, the appointment of a CFO has been deferred, provided that as part of the administrative reengineering in progress to produce economies and improved efficiency at the Central Administration level.

The officers currently in the Financial Assistance Office of the Vice Presidency for Student Affairs will be reassigned to strengthen the Finance Office. This relocation follows that UPR eligibility and responsibility for Higher Education Act Student Financial Assistance Programs have been decentralized and transferred to each unit since July 2010. Other examples of restructuring administrative offices, redistributing tasks, and revising executive positions as means to improve effectiveness of the use of resources and produce economies, can be found in unit MR's.

As a result of the system and unit level concerted efforts above, a final draft of the FY 2011 Financial Statement has already been submitted to the auditors and the Audited Financial Statement is projected to be issued in March 2012. The Statement draft confirms the effectiveness of institutional measures to control costs, produce economies and generate additional sources of funding.

Table 1 compares FY 2011 unaudited revenues vs. expenses reported in the previous three years. Notice that an increase of \$46,210 in net assets is reported for FY 2011, resulting from a decrease in salaries and benefits, and economies from the cost control measures, the implementation of the stabilization fee and other additional sources of funding.

**Table 1. UPR Revenues and Expenses FY 2008-2011**

\$ in thousands	FY 2008	FY 2009	FY 2010	FY 2011
Operating revenues	\$278,277	\$268,093	\$265,058	\$342,436
Operating expenses	1,351,283	1,411,309	1,422,811	1,397,073
Operating income (loss)	(\$1,073,006)	(\$1,143,216)	(\$1,157,753)	(\$1,054,637)
Net non-operating revenues	1,052,043	1,064,409	1,124,549	1,084,223
Other revenues	20,265	20,734	10,539	16,624
<b>Increase (decrease) in net assets</b>	<b>(\$698)</b>	<b>(\$58,073)</b>	<b>(\$22,665)</b>	<b>\$46,210</b>

<sup>1</sup>FY 2008-2010 as per audited financial statements. FY 2011 data is unaudited. Includes all UPR funding (General, Federal, Capital, Endowment, etc.)

Continuation of these measures may result in a surplus for the next four years, as depicted in Table 2.

**Table 2. UPR Fiscal Stabilization Measures FY 2012-2015**

As of January, 2012 (in \$ thousands)	Projected			
	FY 2012	FY 2013	FY 2014	FY 2015
Projected Revenues <sup>1</sup>	\$880,959	\$949,013	\$1,000,438	\$1,000,638
Projected Expenses	(\$1,025,920)	(\$1,088,080)	(\$1,097,821)	(\$1,097,821)
Projected Surplus (deficit) prior to implementation of cost - reduction measures	(\$144,961)	(\$139,067)	(\$97,383)	(\$97,183)
Increase in Revenue Measures				
Special Stabilization Fee (\$800/Student)	42,000	45,200	48,000	48,000
Cost Savings & Expense Reduction Measures				
Identifiable expense reduction	42,161	39,258	39,258	39,258
Reduction in payroll due to retirees	18,426	20,154	20,000	20,000
Reduction in employee benefits	40,730	39,580	33,291	33,291
Total impact of implementation of measures	143,317	144,192	140,549	140,549
<b>Operating Surplus (deficit) after implementation of measures</b>	<b>(1,644)</b>	<b>5,125</b>	<b>43,166</b>	<b>43,366</b>
Other Revenues - Special Funds	344,767	344,767	344,767	344,767
Other Expenses	340,500	340,500	340,500	340,500
<b>Total Surplus (deficit) after implementation of measures</b>	<b>2,623</b>	<b>9,392</b>	<b>47,433</b>	<b>47,633</b>

Due to the effectiveness of UPR financial planning, cash management and debt collection efforts, the \$100 M line of credit issued in 2010 by the Government Development Bank and expanded in 2011 to \$125 M has a current balance of approximately \$70 M. As shown in Table 3 the projected Cash Flow Balance for FY 2011-2012 is in the order of \$55,331, giving the institution enough leverage to cover about 7 weeks of operational costs without the need to use the line of credit.

**Table 3. UPR Actual and Projected Cash Flow**

<b>As of January 31, 2012</b>	<b>Actual</b>			<b>Projected</b>		
	<b>Total FY 2010-2011<sup>1</sup></b>	<b>1<sup>st</sup> Qtr</b>	<b>2<sup>nd</sup> Qtr</b>	<b>3<sup>rd</sup> Qtr</b>	<b>4<sup>th</sup> Qtr</b>	<b>Total FY 2011-2012</b>
\$ in thousands						
<b>Initial Balance</b>	\$19,274	\$108,722	\$91,773	\$71,914	\$107,868	\$108,722
<b>Revenues</b>						
Formula (Law 2) <sup>2</sup>	\$691,487	\$176,000	\$176,000	\$176,000	\$176,000	\$704,000
Tuition, Fees, Scholarships	361,182	86,736	93,823	100,753	71,000	352,312
Federal/State Projects <sup>3</sup>	113,136	18,282	27,889	19,670	18,000	83,842
Other revenues	182,502	34,585	37,634	72,819	54,734	199,772
<b>Total revenues</b>	<b>\$1,348,307</b>	<b>\$315,603</b>	<b>\$335,347</b>	<b>\$369,242</b>	<b>\$319,734</b>	<b>\$1,339,926</b>
<b>Operating expenses</b>						
Salaries and benefits	910,234	223,228	250,233	229,978	234,200	937,639
Supplies, other services and utilities	367,654	91,147	91,905	81,054	115,000	379,105
Other operating expenses	12,973	492	1,171	48	0	1,711
<b>Total operating expenses</b>	<b>\$1,290,862</b>	<b>\$314,867</b>	<b>\$343,309</b>	<b>\$311,080</b>	<b>\$349,200</b>	<b>\$1,318,456</b>
<b>Debt Service<sup>4</sup></b>	<b>61,703</b>	<b>17,686</b>	<b>11,896</b>	<b>22,209</b>	<b>23,070</b>	<b>74,861</b>
<b>GDB operational line</b>	<b>93,706</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Cash Flow Balance</b>	<b>\$108,722</b>	<b>\$91,773</b>	<b>\$71,914</b>	<b>\$107,868</b>	<b>\$55,331</b>	<b>\$55,331</b>

<sup>1</sup> Preliminary, subject to change upon final audit.

<sup>2</sup> State General Fund appropriation based on Formula.

<sup>3</sup> Includes \$19,375,000 in ARRA funds during FY 2010-2011.

<sup>4</sup> Includes interest expense on lines of credit.

Effectiveness of UPR financial planning efforts have been commended not only by MSCHE Visiting Teams in March and September of 2011, but also by internal and external financial stakeholders of the University.

**COMMISSION'S REQUIREMENT NO. 2:**

**EVIDENCE OF FURTHER IMPLEMENTATION OF THE UPR ACTION PLAN, INCLUDING EVIDENCE THAT THE ACTION PLAN IS ASSESSED AND THE DATA IS USED FOR CONTINUOUS IMPROVEMENTS.**

Since 1946, the University of Puerto Rico embraced accreditation as its leading credential 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. To confront unprecedented challenges and recognizing the utmost importance to recuperate the institution's traditional good accreditation standing to continue the effective accomplishment of its mission, on September, 2010 the University of Puerto Rico enacted the [Action Plan for Ongoing and Sustained Compliance with the Leadership and Governance, Educational Offerings, and Institutional Resources Standards of Excellence](#) to address MSCHE's concerns and expectations underlying the probationary actions in context with the relevant elements of each of the standards.

Through the Action Plan the University set forth an agenda of institutional change and improvement aligned with the prevailing values and expectations on higher education institutions, aimed to: (1) foster an enhanced institutional climate and identity; (2) develop an Open University Culture; (3) revisit and empower leadership and governance at all levels; (4) guarantee sustained length, rigor and depth of academic offerings; (5) secure continuity and institutional effectiveness with available resources, and; (6) maintain and nurture additional sources of funding to continue advancing institutional education, research and service priorities. The prompt and decisive actions therein have been effectively deployed and assessed at all levels of the University system, towards sustained and ongoing compliance with the affected standards at the system and each unit level.

On its November, 2010 actions the Commission issued 9 requirements in full agreement with measures already contemplated in the Action Plan. Commission's Actions of June 23 and November 17, 2011 requested documentation of further progress on seven requirements, including *"Evidence of further implementation of the UPR Action Plan, including evidence that the action plan is being assessed, and the data is used for improvements."*

Numerous periodic planning and working meetings of the Vice Presidency for Academic Affairs with the Central Administration Think Tank, composed of representatives of the Chancellors and President key staff, the UPR Task Force, composed of the Deans of Academic Affairs and accreditation coordinators of the UPR System, and institutional accreditation unit Committees, have been held in order to implement, monitor, gather outcomes evidence, evaluate and assess accomplishment of goals and objectives in the UPR Action Plan. As demonstrated throughout this Assessment Report, input from all levels and sources and formative evaluation findings have resulted in reviewing and improving actions and activities to better the institution.

[The University Board and the Board of Trustees have been kept informed](#) regarding the institutional evaluation process, updates to the UPR Action Plan and progress to date on its

implementation and assessment, as well as University constituents at large through the Vice Presidency for Academic Affairs link in UPR webpage. An email address was disseminated to receive feedback from the Community, [plande.accion@upr.edu](mailto:plande.accion@upr.edu).

### **Assessment of the UPR Action Plan**

Assessment of the UPR Action Plan includes documenting evidence of the implementation of actions, activities and indicators of compliance and success of stated goals. Progress reports, data and supporting documentation have been systematically collected, reviewed and organized in an Implementation and Assessment Report.

The level of progress of the 64 activities in the UPR Action Plan results from the analysis of the Implementation and Assessment Report: 63 or 99% of the proposed activities are already in compliance (45) or in progress (18).

Meaningful indicators of successful implementation of the UPR Action Plan include:

- 1) Documented progress in critical aspects of the institution, evidenced by reaffirmation of full compliance with the standards under review by the MSCHE within the first 15 months of the 24-month period prescribed for probationary actions (7 of 10 units within the first 10 months and the remaining 3 within the following 5 months).
- 2) No events impacting continuity of UPR's mission have been experienced since the deployment of the UPR Action Plan, which significantly contributed to MSCHE affirmation of compliance.
- 3) An increase in freshman applicants in the order of 32% (as of February 24, 2012, with the admission process still in progress), and a first to second session retention of the order of 94% (the highest rate since 1995-1996), validate an improved institutional climate and effectiveness of the Communication and Recruitment Plan.
- 4) Improved communication with constituents, including the President's meetings with student leadership and campus visits, campus visits by the Board of Trustees, the development of the 2011 Summer Policy and the Tuition Exemption Policy with broad unit participation, and the renewed webpage, among others informed throughout this report.
- 5) Strengthened stability, leadership and institutional climate following the appointment of Dr. Miguel Muñoz as President.
- 6) Ongoing self-assessment by the Board of Trustees that has resulted in: the drafting of an Action Plan for sustained compliance with applicable accreditation standards and expectations, and short and long term priority setting; reviewing their Internal Bylaws, and Conflict of Interest Policy and a strengthened orientation process for new members.
- 7) Effective implementation of measures in compliance with Standard 3 have resulted in the ability to grant faculty promotions; negotiate employee benefits; closing of FY 2010-

2011 with zero deficits in all units; and in increased Budget allocations to the Units in FY 2011-2012.

- 8) The final draft of the FY 2011 Financial Statement has already been submitted to the auditors and the Audited Financial Statement is projected to be issued in March 2012.

**INSTITUTIONAL RESOURCES**

***UPRB Actions***

The UPRB has completed or is in the process of completing 100% of the actions presented in the Institutional Action Plan submitted to the MSCHE in September 2010. Tables 4A and 4B present the proposed actions with their current fulfillment level. In addition, the UPRB has actively collaborated in the plan submitted by the Central Administration through its representation in diverse working committees and with the completion of the various requirements assigned.

**UPRB Action Plan Status for Standard 3 – Institutional Resources**

**Table 4A. Secure Continuity and Institutional Effectiveness with Available Resources**

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	STATUS
Apply internal mechanisms to improve the administration of fiscal resources	-Merger of administrative offices and academic departments	Academic and Administrative Deans	In process – Includes integration of tasks, revision of processes
Comply with precautionary measures established by the Board of Trustees	Special reviews for travel expenses, contracts, new personnel, tenures, association affiliations and special bonuses	Finance and Budget Directors	Complete – integrated in the development of the 2011 budget; application of the Board of Trustee’s Certification
Apply Certification 135-2009-10 by the Board of Trustees regarding the 2010-11 budget	Determine the inclusion of a special quota in student’s registration -Identification of financial allotments where institutional expenses can be cut	Finance and Budget Directors	Complete- application and approval of the certification with the 2011 budget

**Table 4B. Maintain and Nurture Additional Sources of Funding to Continue Advancing Institutional Education, Research and Research Priorities**

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	STATUS
Development of an intramural practice for professors	-Develop an Office of Intramural Practice	Chancellor	Complete – Office created
	-Orient academic departments on intramural practice	Intramural Practice Director	In process – continuous; the development of projects
	-Disseminate intramural		

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	STATUS
	practice plan		
Increase external funds	-Search for external funds	Deans, Directors and Professors	In process
Increase student registration	-Offer more evening courses and sessions -Promote academic offerings -Evaluate admission's criteria	DECEP Assistant Dean of Continuing Education	In process
Develop a plan to reduce energy consumption	- Disseminate plan to reduce the use of energy -Pilot project on solar photocells	Chancellor, Deans and Energy Committee	On going
			Complete

**Systemic Actions**

The Central Administration's first goal in the Institutional Resources Action Plan was to secure continuity and effective accomplishment of the institutional mission and goals with the available resources by developing and implementing the appropriate financial measures.

**Institutional Improvements:**

- 1) Revised Capital Improvement Program (CIP) according to available and projected resources to continue with priority projects.
- 2) Obtained financing for priority projects.
- 3) Continue implementation of Control Measures established in Policy Statements.
- 4) Revisited the [Advisory Committee on Institutional Finances' Report \(CAFI, 2007\)](#) and submitted recommendations of financial measures.
- 5) Continued developing and implementing cost effective measures in academic offerings while safeguarding the institution's commitments with students.
- 6) Developed five-year financial projections for the UPR System.
- 7) Updated Pro-forma budgets provided to demonstrate an ability to generate balanced budgets for each campus for FY 2012 through 2016.
- 8) Submission of quarterly budget updates to Central Budget Office.
- 9) Continued efforts towards minimizing accounts receivables for improved financial stability.
- 10) Evaluated the effectiveness of debt collection practices at the unit level to identify effective practices to disseminate throughout the System.

- 11) Evaluated 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.
- 12) Commanded compliance with institutional directives regarding strategic planning and budget allocation at the central and unit level.
- 13) Developed and implemented a cost-effective Continuity and Security Plan in partnership with state and/or city governments to improve security in campuses and surrounding communities.
- 14) Launching of the systemic mid-term evaluation and priority resetting of the UPR Strategic Plan Ten for the Decade (2006-2016), based on a new Assessment Based Planning Model leading to a streamlined New University Reality Operational Plan with an embedded Enrollment Management Plan to guide the institution for the remaining of the term of the Strategic Plan.
- 15) The development of a matrix linking planning and budgeting to facilitate and simplify planning and budgeting alignment and decision making throughout the development of the Budget Project for an optimum use of resources.

The second goal was to continue and develop initiatives to increase and diversify sources of funding to support the accomplishment of the institutional mission and goals.

#### Institutional Improvements:

- 1) Implementation of the Stabilization Fee to secure alternative funding sources.
- 2) Obtained a \$125 M line of credit from the Government Development Bank.
- 3) Identification and implementation of additional student aid funding and expand existing programs to tackle the Stabilization Fee.
- 4) Maintained current level of institutional matching funds.
- 5) Efforts to increase and diversify sources of funding continue, evidenced by an increase of near 20% in external funding for research and education so far, relative to FY 2010-2011.
- 6) Organized a series of fund-raising activities to generate additional resources and nurture the Endowment Fund.

**LEADERSHIP AND GOVERNANCE**

***UPRB Actions***

Leadership and governance of the UPRB complies with the UPR's internal laws and regulations, as well as with all those required by state and federal agencies. Institutional leadership is committed with its corresponding role, carrying out the following actions:

- Development of the new student regulations document. [MR-MSCHE-MARCH-2012\ASAMBLEA DE ESTUDIANTES PARA NOMINAR CANDIDATOS AL CONSEJO.pdf](#)
- Creation of the Academic Contingency Plan for labor conflicts that may arise. [MR-MSCHE-MARCH-2012\PROTOCOLO eventos extraordinarios-UPRB 22 feb 2011borrador-1\[1\].pdf](#)
- Appointment of a permanent institutional committee to give follow-up to recommendations of the evaluation committee assigned by the MSCHE. [MR-MSCHE-MARCH-2012\PLANES DE TRABAJO CSR-MSCHE FINAL.pdf](#)
- Development of procedures for the assignment of the new Legislative Scholarship. [MR-MSCHE-MARCH-2012\Reglamento de la Ley del Fondo Especial para Becas UPR - escrito FINAL 3 MAYO.pdf](#)

On the other hand, the action plans submitted last year to the MSCHE demonstrate the UPRB's fulfillment in almost all of the activities. Verification of this information is demonstrated in Tables 5A through 5C.

**UPRB Action Plan Status for Standard 4 – Leadership and Governance**

**Table 5A. Foster an Enhanced Institutional Climate and Identity**

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	STATUS
Orient on and instill respect towards Certification 131 (2009-10) of the Board of Trustees.	- Prepare presentations and web publications to university community	Chancellor	Complete, On going
Participate in the System-wide Communications Committee	-Select UPRB representative(s) in System-wide Communication Committee	Chancellor	Complete
Continue organizing periodic meetings among the chancellor and staff with elected student leaders and representatives.	-Develop a meeting calendar -Meet with all university sectors	Chancellor and Dean of Student Affairs	Complete, On going

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	STATUS
Work with and disseminate the Student Rules and Regulations	-Develop an orientation calendar -Distribute and orient on student manual and regulations -UPRB web page publications	Dean of Student Affairs	Complete, On going

**Table 5B. Cultivate an Open University Culture**

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	STATUS
Establish norms and procedures for the effective implementation of the dispositions in Certification 90 (2004-05) of the Board of Trustees concerning institutional opening and access.	-Evaluate Certification 90 -Develop norms and procedures	Board of Trustees and Chancellor	In process
	-Give presentations to the university community	Chancellor and Deans	In process
Orient the community on Certification 90.	-Provide information on the UPRB Web portal	Directors	In process- discussion in the UPRB Chancellor’s work teams
Establish a direct and secret voting system in all of the university’s bodies and organizations, as created by the House of Representatives of Puerto Rico project for Law 128.	-Make the law available to the university community -Create the norms and procedures needed to enforce the law -Develop the technological platform needed to vote -Provide orientation to the university community on the voting procedure.	Dean of Student Affairs and Information Systems Office	Complete

**Table 5C. Revisit and Empower Leadership and Governance at All Levels**

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	STATUS
Orient on the reach and limits of university autonomy as defined by the Board of Trustees.	-Presentations to the Academic Senate, Administrative Board, Faculty and General Student Council	Chancellor	Complete, On going
Orient administrative personnel on conflict management.	-Workshops to administrative personnel on conflict management	Deans	Partially Complete- trainings to personnel
Complete the appropriate sanctions and continue with the legal actions directed toward establishing the rule of law and applicable mechanisms.	-Continued with the legal resources of June 8, 2010 -Apply the sanctions resolved by the court and institutional bodies	Chancellor, Legal Office and Dean of Students Affairs	Complete

Clarify the roles, responsibilities and scope of the UPRB advisory bodies such as the Academic Senate and Administrative Board.	-Open discussions with advisory bodies	Chancellor, Deans	Complete, On going
---	--	-------------------	--------------------

**Systemic Actions**

**Documented Institutional Improvements**

The following lists additional documented institutional outcomes for each Standard of Excellence, prong and goal as evidence of the success of the implementation of the UPR Action Plan from September 2010 to March 2012.

The Institution's 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 fulfill its responsibilities of policy and resource development, consistent with the mission of the Institution.

The goal in *foster an enhanced institutional climate and identity* was to 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, as well as to stimulate a climate of trust, collaboration, commitment and identification with the Institution’s mission, goals, and challenges.

**Institutional improvements:**

- 1) Broadened communication delivery channels including but not limited to, updates of institutional and unit’s web pages, and other outlets.
- 2) Maintained community informed about progress on implementation and assessment of the Action Plan.
- 3) Carried 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.
- 4) Conducted regular unit visits by senior leaders and hold informational and listening sessions open to all constituents.
- 5) Conducted periodic surveys about situations and issues that concern and affect the university community.
- 6) Implemented the electronic vote mechanism for students’ elections and assemblies as mandated by [Law 128 of August 11, 2010](#).

The goal in *develop an open university culture* was to 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.

**Institutional Improvements:**

- 1) Advised 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.
- 2) Disseminated the Code of Conduct contained in the [Student's General Bylaws](#) and its relevance to maintain eligibility for funding from the Higher Education Act and other external funds to advance the institution's mission.
- 3) Require administrators at all levels to participate in trainings on conflict resolution strategies.
- 4) Coordinated conflict resolution trainings at all levels of the institution.
- 5) Sustained implementation of the Architectural Plan for the integration of campuses to their communities in accordance with their respective master plans and to guarantee free access at all times.
- 6) Developed and implemented a Continuity and Security Plan in partnership with state and/or city governments to improve security in campuses and surrounding communities.
- 7) No events impacting continuity of UPR's mission have been experienced in the system since the deployment of the UPR Action Plan, which significantly contributed to the MSCHE determination to reaffirm compliance.

The goal in *revisit and empower leadership and governance at all levels* was to revisit the roles and responsibilities of all constituents of the Institution's leadership and governance. This will foster an environment that stimulates and enforces compliance with the best practices in University rules and regulations, leadership, governance and institutional integrity accreditation standards. Furthermore, ensure an empowered and committed leadership effectively supporting the accomplishment of the Institution's mission in a manner appropriate to their charge.

**Institutional Improvements:**

- 1) New 2011 Summer Policy to support continuity of Summer Offerings with the available resources, taking into account related recommendations in Board of Trustees Certification No. 131 (2009-2010) and feedback from the Academic Senates.
- 2) Issuing of the new Exemption Policy, Board of Trustees [Certification No. 50 \(2011-2012\)](#), embracing most recommendations in [Certification No. 19 \(2010-2011\)](#) of the University Board, and in full compliance with recommendations by the Internal Auditors Office of the Board of Trustees.
- 3) [Certification No. 154 \(2010-2011\)](#) of the Board of Trustees amended the Student General Bylaws to require elected student leadership a minimum GPA of 2.5 to be eligible and

maintain their posts. In collaboration with the Deans of Student Affairs, a procedure to monitor compliance with eligibility requirements is in progress.

- 4) Advise Chancellors on their roles and responsibilities, the scope and functions of the governance and advisory bodies at system and unit levels and solicit and consider their input on decision making at system level.
- 5) Advise the Board of Trustees on their roles and responsibilities in alignment with the University Law, bylaws and related expectations in MSCHE standards including the publication Governing Boards.
- 6) Develop and implement a procedure for the objective periodic assessment in meeting its roles and responsibilities.

### **Seven Committees of Seven**

Among the numerous and diverse activities in the Action Plan for the accomplishment of its prongs and goals, the 7 Committees of 7 were conceived as work groups composed of University constituents and stakeholders charged with providing wise, experienced, expert and independent advice to help leadership and governance rethink critical aspects of the institution in the challenging juncture that followed the student conflict and the probationary action by the MSCHE, and identify innovative alternatives to address them to advance stated goals of the UPR Action Plan.

The University welcomed the September 2010 Special Team recommendations of bringing units into the process of membership selection and further developing the charge to the Committees, and that processes to be used by the Committees be open and transparent. Therefore, instead of appointing members by invitation based on their expertise and experience—as originally conceived in the Action Plan—on January 29, 2011 an open call was published through *Cartero AC* and the major circulation newspaper of the Island, to: (1) [apply to join the Committees](#); (2) [submit input to fine tune their charge](#). Students, faculty, employees, alumni, former faculty and administrators, and other University stakeholders responded to the call to join the Committees. No input was received regarding their respective charges.

In compliance with January 2011 [Certification No. 12 \(2010-2011\)](#) of the University Board, a Committee composed of one student representative and one faculty representative, one Chancellor and two members of the President's staff, was appointed to evaluate candidates to the Committees and make recommendations to the President. The Committee submitted their report to the Vice Presidency for Academic Affairs on July 7, 2011. The Committee found precisely 49 applications ( $7 \times 7 = 49$ ) in compliance with all requirements set forth in the call for applications, which left little room for a real selection process.

Provided that effective implementation and use of results of the Action Plan at System and unit level have led to documented progress in critical aspects of the institution, evidenced by reaffirmation of full compliance with the standards under review by the MSCHE within the first 15 months of the 24-month period prescribed for probationary actions, the President has agreed

with the Vice Presidency's recommendation of convening the 49 recommended candidates to a Town Meeting in March, 2012, as soon as 9 of the 10 unit MR's are submitted.

In the Town Meeting scheduled for March 2012: (1) the group will be presented with a progress report on the implementation and results of the Action Plan at System and unit level along the areas of interest of the 7 Committees; (2) will break into focal discussion groups along said areas; (3) each focal group will present their observations, suggestions and recommendations.

The focal groups and group presentations will be chaired by an External Advisor to warrant the objectivity and independence of the process. The External Advisor will submit a report on the proceedings of the Town Meeting to the Vice President for Academic Affairs, who will submit it to the President to inform the University Board along with his analysis and recommendations, and receive their input before presenting it to the Board of Trustees.

### **COMMISSIONS' ACTIONS NO. 3:**

**EVIDENCE OF A PROCEDURE IN PLACE FOR THE PERIODIC OBJECTIVE ASSESSMENT OF THE BOARD OF TRUSTEES IN MEETING STATED GOVERNING BODY OBJECTIVES AND RESPONSIBILITIES.**

In order to support an objective periodic assessment of the Board of Trustees in meeting stated objectives and responsibilities, on February 10, 2011 the Vice Presidency for Academic Affairs developed and submitted to the President of the Board a rubric draft based on expectations contained in Characteristics of Excellence in Higher Education Standard 4, Leadership and Governance, and MSCHE publication Governing Boards.

On February 25, 2011 an External Consultant with extensive expertise in accreditation and experience as a Governing Board member met with the Board to assist them on refining the assessment rubric according to their particular profile, needs and priorities, and on launching the self-assessment process. Based on the statistical data and critical analysis of the findings with Board members, the External Consultant designed and offered workshops to assist the body in identifying areas of strength and areas in need for improvement. On June, 2011, a working document of the Board's Action Plan 2011-2014 was produced for sustained compliance with applicable accreditation standards and expectations (UPR Action Plan I.C.7).

As a result of this process, among others, the Internal Bylaws of the Board were updated and approved, and its orientation process for new members strengthened. In addition, its Conflict Interest Policy is currently under review, including validating its compliance with recently established public policy applicable to governmental corporations and public entities. On November 23, 2011 further analysis of assessment findings and discussion of areas contemplated in the plan were performed in order to define short and long term priorities.

In September 2011 the previous President of the Board, Ygrí Rivera, Esquire, and three appointed members of the Board completed their terms as established by Law. New members

were appointed by the Governor, and a new President, Luis Berríos Amadeo, Esquire, who has been serving as Board member since June 2010, was elected by his peers. The new President is fully committed with the continuity of the self-assessment and planning process in progress and with actively involving the newly appointed regents. To support the institutional commitment with an Open University Culture, strengthening communication and evidencing transparency in the assessment process embedded in the UPR Action Plan, President Berríos has led visits to the units to listen and consider ideas and concerns from the University Community.

On November 2, 2011, the Board of Trustees, after a very detailed consideration of its current Internal Regulations, approved in principle all articles in its new Internal Regulations. That same day, the Board charged its Committee on Law and Regulations (the Committee) to further review the provisions dealing with its policy on conflict of interest in light of the amendments being made to the Government Ethics Law by the PR Legislative Assembly.

On January 3, 2012, a new Government Ethics Law was approved ([Law No.1, January 3, 2012](#)), which incorporates numerous and detailed amendments to the former statute, and apply to the conduct of all members of the Board of Trustees. Given the nature and application of the new provisions, the Board's legal staff analyzed the new statute and is in the process of issuing a legal memorandum to the Committee advising on the changes made by the new law and recommending the several amendments that must be made to the provisions in the Internal Regulations in light of its dispositions. The President of the Board, who also chairs the Committee, projects to finalize updating the Internal Regulations, including the new conflict of interest policy, before the end of the current fiscal year.

On February 17-18, 2012 the Board of Trustees, with the participation of the President and senior staff, the Association of Governing Boards (AGB) Guest Speaker, and the External Consultant, held a retreat to continue the self-assessment process and the development and implementation of the resulting action plan, provide orientation to new members, and address key issues for the Board and the institution. The goal is to promote an integrated vision of the University System and its Board for the effective accomplishment of its mission and goals, in compliance with institutional accreditation applicable standards of excellence and expectations.

In his intervention, the President of the University presented the Board with:

- 1) A comprehensive institutional profile, highlighting UPR's strategic advantage among higher education institutions in the Island, successes, challenges, and potential for development as a leading Hispanic Serving Institution.
- 2) The implementation of the new Assessment Based Planning Model, including: (a) the mid-term revision of the UPR Strategic Plan, its realignment with the President's Academic and Administrative Plan, and the development of an Enrollment Management Plan, leading to a streamlined operational plan (New University Reality Framework); (b) the implementation of a revised Planning and Budgeting Model that facilitates and simplifies alignment of planning and budgeting and decision making for an optimum use of resources.

Assisted by the External Consultant and the AGB Guest Speaker, the Trustees reviewed accomplishments of their Action Plan thus far, including:

- 1) Completed the search for the System President by appointing Dr. Miguel Muñoz.
- 2) Elected the new President of the Board, Luis A. Berríos, Esquire.
- 3) Strengthened the orientation process for all members.
- 4) Significant progress achieved towards updating the Board's Internal Regulations, including the Conflict of Interest provisions in alignment with the recently approved new Government Ethics Law, with the goal of having it in place no later than June 2012.

The Board also recognized the need to focus on strategic and policy issues and leave the management of the University to the System President and Chancellors. In May 2012 the Board will conduct further assessment of their effectiveness by administering a self-assessment rubric.

## **CONCLUSIONS**

The re-accreditation processes and Monitoring Reports with the MSCHE have served to make the UPRB a more effective and efficient institution. During the past years, the Institution has analyzed, evaluated and modified some of its practices, processes and institutional resources with the aim of improving the planning process and decision making. This means that today, the UPRB can guarantee it is irrefutably fulfilling its mission and goals.

In the specific area of institutional resources, more than \$1.5 million have been saved and over \$24 million in external resources have been obtained. This, accompanied by the revisions in the mechanized systems and accounting processes of the Institution, have made it possible to acquire the information needed for producing the audited financial statements of the UPR and hence those of the UPRB.

Both the UPRB and the Central Administration of the UPR have completed or are in the process of completing the action plans submitted to the MSCHE to address their recommendations in the areas of Institutional Resources and Leadership and Governance. However, the UPRB has gone one step further than the commitments established in its Plans of Action and is continually working through the UPRB's MSCHE Permanent Committee to address the recommendations made by the accreditation agency and its representatives. The recommendations and areas identified as those to strengthen are included in an institutional plan. These will be addressed on or before 2015-2016 when the next Periodic Review Report is due.

On the other hand, the UPRB personnel actively participates in various committees, task-force and/or think-tank groups developed by the Central Administration for the fulfillment of the System-wide Action Plan and for the benefit of the entire university system.

Lastly, the Board of Trustees is in the process of developing and evaluating its work plans with the aim of improving the processes and integration of this body in the university community. In the case of the UPRB, the Board's members have participated in two meetings with the university community (faculty, students and administrative personnel) with the aim of finding out how to better respond to the needs of the UPRB.

We are profoundly grateful for the work done by its university people towards the achievement of reaccreditation. All these efforts demonstrated that UPRB continue being an institution of excellence, which has been demonstrated throughout its 40 years of service to the Puerto Rican community and especially to those of the Bayamón region to which we directly serve.

**Supporting Documents List**

[Certification No. 7 \(2011-2012\)](#)

[Certification No. 18 \(2011-2012\)](#)

[Advisory Committee on Institutional Finances' Report \(CAFI, 2007\)](#)

[MR-MSCHE-MARCH-](#)

[2012\ASAMBLEA DE ESTUDIANTES PARA NOMINAR CANDIDATOS AL CONSEJO.pdf](#)

[MR-MSCHE-MARCH-2012\PROTOCOLO eventos extraordinarios-UPRB 22 feb 2011borrador-1\[1\].pdf](#)

[MR-MSCHE-MARCH-2012\PLANES DE TRABAJO CSR-MSCHE FINAL.pdf](#)

[MR-MSCHE-MARCH-2012\Reglamento de la Ley del Fondo Especial para Becas UPR - escrito FINAL 3 MAYO.pdf](#)

[Action Plan for Ongoing and Sustained Compliance with the Leadership and Governance, Educational Offerings, and Institutional Resources Standards of Excellence](#)

[The University Board and the Board of Trustees have been kept informed plande.accion@upr.edu](#)

[Law 128 of August 11, 2010](#)

[Student's General Bylaws](#)

[Certification No. 50 \(2011-2012\) of the Board of Trustees](#)

[Certification No. 19 \(2010-2011\) of the Board of Trustees](#)

[Certification No. 154 \(2010-2011\) of the Board of Trustees](#)

[Apply to join the Committees](#)

[Submit input to fine tune their charge](#)

[Certification No. 12 \(2010-2011\) of the University Board](#)

[Law No.1, January 3, 2012](#)