

**Report to the  
Faculty, Administration, Trustees, and Students  
of**

University of Puerto Rico Arecibo  
University of Puerto Rico Bayamón  
University of Puerto Rico Carolina  
University of Puerto Rico Cayey  
University of Puerto Rico Humacao  
University of Puerto Rico Ponce  
University of Puerto Rico Río Piedras  
University of Puerto Rico Utuado

**by  
A Team Representing the  
Middle States Commission on Higher Education**

**Prepared After a  
Small Team Visit to the Institution on:  
September 10-13, 2017**

**The Visitors:**

Dr. Antonio Gutiérrez, Team Chair  
Former Associate Vice Chancellor for Research and Evaluation  
City Colleges of Chicago

Dr. Hubert Benítez, Team Member  
President and CEO  
St. Luke's College of Health Sciences

Dr. Miguel Cairol, Team Member  
Vice President for Administration and Finance  
New York City College of Technology, CUNY

Ms. Sabine Charles, Team Member  
Chief Internal Auditor  
Touro College

Dr. Ricardo Fernández, Team Member  
Former President  
Lehman College, CUNY

Mr. Juan R. Sandoval, Team Member  
Former Vice President for Administration and Finance  
Midwestern State University

Dr. Gladys Palma de Schrynemakers, Team Member  
Associate Provost/Assistant Vice President  
Medgar Evers College, CUNY

**Working with the Visitors:**

Dr. Idna M. Corbett  
Vice President  
Middle States Commission on Higher Education

Dr. Tito Guerrero, III  
Vice President  
Middle States Commission on Higher Education

**At the Time of the Visit:**

Dr. Carlos A. Andújar Rojas, Acting Chancellor  
University of Puerto Rico Arecibo

Dr. Miguel Vélez Rubio, Acting Chancellor  
University of Puerto Rico Bayamón

Prof. Jorge Valentín Asencio, Acting Chancellor  
University of Puerto Rico Carolina

Dr. José A. Molina Cotto, Acting Chancellor  
University of Puerto Rico Cayey

Dr. Héctor A. Ríos Maury, Acting Chancellor  
University of Puerto Rico Humacao

Prof. Carmen A. Bracero Lugo, Acting Chancellor  
University of Puerto Rico Ponce

Dr. Luis A. Ferrao Delgado, Acting Chancellor  
University of Puerto Rico Río Piedras

Dr. José Heredia Rodríguez, Acting Chancellor  
University of Puerto Rico Utuado

**Chief Academic Officers:**

Dr. Weyna Quiñones Castillo, Acting Dean  
University of Puerto Rico Arecibo

Dr. Jorge F. Rovira Álvarez, Acting Dean  
University of Puerto Rico Bayamón

Dr. Awilda Núñez Sánchez, Dean  
University of Puerto Rico Carolina

Dr. Glorivee Rosario Pérez, Acting Dean  
University of Puerto Rico Cayey

Dr. Carlos Cordero Jiménez, Acting Dean  
University of Puerto Rico Humacao

Dr. Joycette Santos Santori, Acting Dean  
University of Puerto Rico Ponce

Prof. Leticia M. Fernández Morales, Acting Dean  
University of Puerto Rico Río Piedras

Prof. Vivian Y. Vélez Vera, Acting Dean  
University of Puerto Rico Utuado

**Chair of the Governing Board:**

Prof. Walter Alomar, President  
UPR Board of Governors

## **I. Institutional Overview**

The University of Puerto Rico is the main public university system of Puerto Rico. It consists of eleven campuses, and has an overall enrollment of approximately 61,000 students and a total of approximately 5,300 faculty members. Combined, the eleven institutions offer the largest array and most diverse academic offerings in Puerto Rico and in the Caribbean, with an approximate total of 472 academic programs, 32 of which lead to a doctorate.

In 1900, at Fajardo, the *Escuela Normal Industrial* was established as the first higher education center in Puerto Rico. Its initial enrollment was twenty students, and the initial size of the faculty was five. The following year, the facility was moved to Río Piedras. On March 12, 1903, the legislature authorized the founding of the University of Puerto Rico.

The member institutions of the University of Puerto Rico were largely subsumed under a single accreditation with the Middle States Commission on Higher Education. However, the separate campuses were eventually accredited separately. The dates on which the institutions were reaffirmed as operationally separate or on which they received initial accreditation follow below:

<b>Institution</b>	<b>Date Reaffirmed as Operationally Separate or Initially Accredited</b>
University of Puerto Rico Arecibo	June 26, 1975
University of Puerto Rico Bayamón	June 26, 1975
University of Puerto Rico Carolina	June 23, 1978
University of Puerto Rico Cayey	March 22, 1975
University of Puerto Rico Humacao	June 21, 1974
University of Puerto Rico Ponce	June 26, 1975
University of Puerto Rico Río Piedras	March 22, 1975
University of Puerto Rico Utuado	June 27, 1986

## **II. Nature and Conduct of the Visit**

On May 18, 2017, the Commission acted:

To accept the Supplemental Information Report. To place the institution on probation because of insufficient evidence that the institution is currently in compliance with Requirements of Affiliation 3 (institution is operational, with students actively pursuing its degree programs) and 8 (documented financial resources, funding base, and plans for financial development adequate to support its educational purposes and programs and to assure financial stability), and with Standard 3 (Institutional Resources). To note that the institution remains accredited while on probation. To request a monitoring report, due September 1, 2017, documenting evidence that the institution has achieved and can sustain compliance with Requirements of Affiliation 3 and 8

and Standard 3, including but not limited to (1) the institution is operational, with students actively pursuing its degree programs (Requirement of Affiliation 3) and (2) the institution has documented financial resources, funding base, and plans for financial development adequate to support its educational purposes and programs and to assure financial stability (Requirement of Affiliation 8 and Standard 3). A small team visit will follow submission of the report. To direct a prompt liaison guidance consultation to discuss the Commission's expectations. To remind the institution of its obligation to inform the Commission about any and all significant developments relevant to this action, including developments relevant to Title IV program responsibilities.

There were some individual differences in the action language for each of the eight institutions that were customized to their individual situations. However, the above language captures the essence of the purpose of the small team visit.

Individuals with whom the team met during the visit include the following:

### **Commonwealth of Puerto Rico Officials**

The Honorable Ricardo Roselló Nevares, Governor of Puerto Rico

### **Members of the Financial Oversight and Management Board for Puerto Rico**

Ms. Ana Matosantos

Mr. Andrew Biggs

### **Board of Governors**

Mr. Walter Alomar, Esq., President

Ms. Zoraida Buxó, Esq., Vice President

Mr. Luis Berríos-Amadeo, Esq., Member

Mr. Antonio Monroig Malatrasi, Member

### **Central Administration**

Dr. Darrel Hillman Barrera, Acting President

Dr. Ilka C. Ríos Reyes, Acting Vice President for Academic Affairs

Dr. Aileen Torres, Interim Associate Vice President

Dr. Juanita E. Villamil Silvey, Director, Office of Academic Affairs

Mr. Norberto González, Director, Finance Office

Dr. José Capriles, Associate Dean for Academic Affairs, UPR Ciencias Médicas

Ms. Katherine Meléndez, Associate Director, Budget Office

### **University of Puerto Rico Arecibo**

Dr. Carlos A. Andújar Rojas, Acting Chancellor

Dr. Weyna Quiñones Castillo, Acting Dean

*Department or Program Chairs:*

Prof. Ángel Acosta

Prof. Joamel González

Dr. David Reyes

*Faculty:*

Prof. Vanessa Montalvo

Prof. José Arbelo

Prof. Lourdes Tapia

Prof. Gloria Saavedra

*Students:*

Ángel G. Alvarado, President, General Student Council

Ramón A. Torres, Vice President, General Student Council

Naysha Fumero, Office Systems Program

Wendifer Reyes, Industrial Chemical Processes Technology Program

*Academic Affairs Staff:*

Dr. Wanda Delgado, Interim Associate Dean of Academic Affairs

*Student Services Staff:*

Dr. José C. Colón, Interim Dean of Student Affairs

Ms. Myrta Ortiz, Financial Aid Officer V

*Additional Personnel:*

Ms. Widilia Rodríguez, Registrar

Ms. Magaly Méndez, Admissions Office Director

Prof. Luis Colón, Information Technology Center Director

**University of Puerto Rico Bayamón**

Dr. Miguel Vélez Rubio, Acting Chancellor

Dr. Jorge F. Rovira Álvarez, Acting Dean

*Department or Program Chairs:*

Dr. Nelliud Torres

Dr. Nilda Aponte

Prof. María González

Dr. Janet Cabrera

*Faculty Members:*

Dr. Maritza Sostre

Dr. Javier Ávalos

Dr. Nieve Vázquez

Prof. Rafael Lizardi

*Students:*

Natalie Regalado

Cristopher Rodríguez

*Academic Affairs Staff:*

Dr. Jorge Jorge Rovira, Interim Dean of Academic Affairs

Prof. Antonio Huertas, Assistant Dean of Academic Affairs

*Student Services Staff:*

Dr. Lenis Torres, Interim Dean of Student Services

Dr. Doriscelis Roura, Assistant Dean of Student Services

*Additional Personnel:*

Dr. Juan H. Sánchez

Mr. Javier Zavala

Dr. Edna Rodríguez  
Ms. María D. Ruíz

**University of Puerto Rico Carolina**

Prof. Jorge I. Valentín-Asencio, Acting Chancellor  
Dr. Awilda Núñez Sánchez, Dean of Academic Affairs

*Department or Program Chairs:*

Dr. Ralph Otero, Director of Social Science and Criminal Justice Department  
Mr. Jonathan Ramos, MS., Dean School of Hotel and Restaurant Administration  
Dr. Karilys González, Director of Natural Sciences Department  
Dr. Wanda Rodríguez, English Department Director

*Faculty Members:*

Ms. Helvia Guzmán, Professor of English  
Ms. Fabiana Tapia, Esquire, LL.M., All law and social legal courses  
Dr. José Santiago, Biology and Neuroscience Laboratory Coordinator  
Mr. Stanley Portela Valentin, ALO  
Dr. Eunice Perez, Spanish Department Coordinator

*Students:*

Luis Forty, Law and Society Major  
Jose Soto, Business Administration Major  
Thayria Warner, Law and Society Major  
Angel Casillas, Law and Society Major  
Thalia Malave, Interior Design  
Bryan Rodriguez, Advertising Design  
Evelyn Santillan, Law and Society Major  
Karilen Diaz, Office Systems Major  
Fernando Estrellas, Law and Society Major  
Yadiel Morales, Forensic Psychology  
Paula Marrero, Law and Society Major  
Jose Rodríguez, Technology in Engineering Major  
Jorge Valentín, Law and Society Major  
Miguel Otero, Graphic Arts Major  
Brizeilee Hernández, Law and Society Major

*Academic Affairs Staff:*

Eileen Díaz, ARCH, Associate Dean for Academic Affairs  
Abelardo Martínez, BA Registrar  
Student Services Staff:  
Rafael Ruiz, BA Financial Aid Director  
Victor Gonzalez, BA Finance Office Director

*Additional Personnel:*

Mr. Christopher Castillo, ARCH, Interior Design Coordinator  
Ms. Luaida Oyola, MA, Division of Continuing Education  
Dr. Cristina Martínez, Office of Planning and Institutional Research  
Mr. George Otero, MA, Business Administration Department

## **University of Puerto Rico Cayey**

Dr. José A. Molina Cotto, Acting Chancellor

Dr. Glorivee Rosario Pérez, Acting Dean

### *Department or Program Chairs:*

Dr. David Lizardi, English Department Chair

Dr. Ricardo Molina, Education Department Chair

Dr. Rosa Torres, Biology Department Chair

Dr. Wilfredo Resto, Chemistry Department Chair

### *Faculty members:*

Prof. Margarita Santiago, Mathematics-Physics Department

Dr. Xiomara Santiago, Business Administration Department

Dr. Hernando Steidel, Education Department

Dr. Carmen González, English Department

### *Students:*

Héctor O. Barreto, President of Student Council

Melanie Santiago, American Society Quality Representative

Johanna Márquez, Tri-Beta Representative

Jean C. Gutierrez, American Medical Student Association

### *Academic Affairs Staff:*

Prof. Irmannette Torres, Acting Associate Dean Academic Affairs

### *Student Services Staff:*

Eleric Rivera, Acting Dean of Students Affairs

Sonia Placeres, Student Aid Director

### *Additional Personnel:*

Prof. Ismael Quiles, Acting Dean of Administrative Affairs

Prof. Gladys Ramos, Special Assistant to the Chancellor

Dr. Raúl Castro, AOL Accreditation Liaison Officer MSCHE

Dr. Lydia Platón, Accreditation Coordinator/Editor

Ms. Olga Sierra, Research Associate

## **University of Puerto Rico Humacao**

Dr. Héctor Ríos Maury, Acting Chancellor

Dr. Carlos O. Cordero Jiménez, Acting Dean of Academic Affairs

### *Department Chairs:*

Dr. Nilsa Lugo Colón, English. Former Academic Senate Representative (until September 2017)

Dr. Hector Piñero Cádiz, Communication (Administrative Board)

Prof. Ivelisse Reyes-Office Systems Information (Administrative Board)

Dr. Rogelio Furlán, Physics & Electronics

### *Faculty members:*

Dr. María de Lourdes Lara, Acting Social Sciences Department Chair

Dra. Alinaluz Santiago Torres, Spanish (Academic Senate Representative)

Dr. Ivelisse Rivera Bonilla, Social Sciences Department

Dr. Neftalí Ríos López, Biology (Academic Senate Representative)

### *Students:*

Xavier Ortiz Díaz, Chemistry, Student Council President



Jorge Pagán Valdés, Biology, UPR University Board  
Marielena Suárez Rivera, Business Administration, UPRH University Board  
Gloryalice Jurado Carter, Biology, Academic Senator  
Crystyan Ortiz Pérez, Communication  
Natalie Orta Rivera, Biology

*Academic Affairs staff members:*

Dr. Carlos Cordero Jiménez, Acting Dean of Academic Affairs  
Mr. Jorge Acevedo, Registrar's Office  
Dr. Edgardo Rivera, Acting Associate Dean of Academic Affairs

*Student Services staff members:*

Prof. José Baldaquez Matos, Acting Dean of Students  
Ms. Brunilda López Martínez, Acting Director Financial Aid Office

*Other participants:*

Dr. Ivelisse Blasini Torres, Acting Director OPAI  
Dr. Carlos Figueroa, Acting Director Human Resources Office  
Mr. Carlos Navarro, Physical Resources Worker  
Prof. Ivette Irizarry Santiago, UPRH Liaison with MSCHE  
Dr. José Toro Clarke, Acting Mathematics Department Chair  
Mr. Bayrex M. Rosa Alfonso, Laboratory Technician in Biology  
Prof. Betty García, Special Assistant to the Chancellor

**University of Puerto Rico Ponce**

Prof. Carmen A. Bracero Lugo, Acting Chancellor  
Dr. Joycette Santos Santori, Acting Dean

*Department Chairs:*

Dr. Edelmarie Rivera De Jesús, Allied Health Sciences  
Dr. Yannira Rodríguez Rodríguez, Office Systems  
Dr. Ismael San Miguel Quiñonez, Business Administration

*Faculty:*

Prof. David Bahamundi De Jesús, Academic Senator, Instructor Athletics  
Dr. Lourdes Torres Santiago, Academic Senator, Professor Office Systems  
Prof. Dalmid Correa González, Academic Senator, Business Administration  
Dr. Leonardo Morales Tomassini, Academic Senator, Mathematics

*Students:*

Derek J. Medina Pérez, Student representative at Administrative Board, Natural Sciences,  
Biomedical Major  
Juan José De Jesús Oquendo, President, General Student Council, Natural Sciences,  
Biomedical Major  
Josué Rodríguez Cintrón, General Student Council, Biology Department  
Javier Rodríguez, General Student Council, Social Sciences Department

*Student Services Staff:*

Ms. Emily Matos Heredia, Admissions Office  
Ms. Marya Santiago Cancel, Registrar Office  
Ms. Lesbia Colón Rodríguez, Athletic Department  
Mr. Arturo Almodóvar Faria, Financial Aid Office

*Academic Affairs Staff:*

Ms. Sonia Ortiz Santiago, Honor Studies Program  
Mr. Manuel Llegus Dominicci, Chemistry Department

*Additional Personnel:*

Dr. Eunice Mercado Feliciano, Associate Professor Chemistry Department and past Institutional Assessment Coordinator  
Ms. Anayarí Batista Rodríguez, Office of Planning and Institutional Studies  
Mr. Adalberto Torres Segarra, Reproduction Center  
Ms. Ginny Velez Carreras, Finance Director  
Ms. Grisobelle Virella Corujo, Chancellor's Assistant in External Resources Development  
Dr. Jennifer Alicea Castillo, Director, Office of Planning and Institutional Research

**University of Puerto Rico Río Piedras**

Dr. Luis A. Ferrao Delgado, Acting Chancellor  
Dr. Leticia M. Fernández Morales, Acting Dean

*Department Chairs:*

Dr. Karen Castro, Contabilidad  
Dr. Myriam López, Gerencia  
Dr. Francisco Torres, Ciencias Sociales  
Dr. Víctor Ruiz, Humanidades  
Dr. Fernando Feliú, Estudios Hispánicos

*Faculty:*

Dr. César Rey  
Dr. Ana Cristina Gómez, Academic Senate Representative  
Dr. José González Taboada  
Dr. Don Walicek

*Students:*

Wilmarie De Jesús, President of the Student Council  
María Pérez Caro  
Bianca Valdez  
Gilberto Domínguez, Graduate Student Representative to the UPR Board of Governors  
Héctor Berdecía

*Academic Affairs Staff:*

Dr. Nivia Fernández Hernández

*Student Affairs Staff:*

Dr. Gloria Díaz, Dean of Students  
Arq. Luis Irizarry

Office of the Dean of Students

Darwin Marrero

*Additional Personnel:*

Dr. Griselle Meléndez, Dean of Administration  
Dr. José R. Corrales  
Dr. Pedro J. Rodríguez Esquerdo, Dean of Graduate Students and Research

## **University of Puerto Rico Utuado**

Dr. José Heredia Rodríguez, Acting Chancellor

Prof. Vivian Y. Vélez Vera, Acting Dean

*Department Chairs:* Prof. José Quiñonez, Interim Director Humanities y Language

Dr. Javier Lugo, Interim Director Natural Sciences

Dr. María Rodríguez, Interim Director Business and Office Systems Administration

Prof. Eladio González, Interim Director Agricultural Technology

Dr. Yolanda Molina, Interim Director of Teaching and Social Sciences

*Faculty:*

Prof. Regina Oquendo

Dr. Nellie Bauzá

Dr. Luz Méndez

Prof. Javier Pérez Lafont

*Students:*

Stephany Jaca Montes

Lorena Román Aullet

Robert Maisonet Jiménez

*Academic Affairs Staff:*

Prof. Yahaira Torres, Decana Asociada Interina de Asuntos Académicos

*Student Services Staff:*

Mr. John González León, Decano Interino de Asuntos Estudiantiles

Prof. Juan Rivera Ortiz, Servicios Médicos

*Additional Personnel:*

Silma Maldonado Oliver, Interim Dean for Administrative Affairs

Edna Méndez, Budget Office Interim Director

Yariz Medina, Finance Office Interim Director

Rebecca Cuevas Bula, Special Aid to the Chancellor

### **III. Affirmation of Compliance with Requirements of Affiliation Under Review**

**Requirement of Affiliation 3:** *The institution is operational, with students actively pursuing its degree programs.*

Based on a review of the monitoring reports and appendices, interviews, and other institutional documents, the team affirms that the institution continues to meet the Requirement of Affiliation 3.

#### **Summary of Key Evidence:**

- In the spring semester of 2017, students at eight of the eleven campuses of the University of Puerto Rico system engaged in a student strike which interrupted classes. UPR Arcibo was one of the institutions partially shut down by the student strike. The student strike was peacefully resolved and students agreed to go back to classes.
- At the time of the visit, UPR Arcibo was operational and students were actively pursuing degree programs.
- UPR Arcibo provided extensive evidence demonstrating that it was operational after the student strike ended. Students continued actively pursuing degree programs and the institution's Administrative Board approved the modification of the academic calendar 2016-2017 to meet the required class days and contact hours lost during the student strike. Students were able to complete their courses and graduation requirements for academic year 2016-2017.
- UPR Arcibo adopted a non-confrontational approach to resolve the student conflict.
- UPR Arcibo took firm actions to complete the spring semester. Some academic activities continued during the student strike.
- The student strike at UPR Arcibo took place from April 6 to June 7, 2017. During the student strike, Department Chairs were able to monitor students in their practicums, research, health-related clinics, internships, and other community-related projects. Written evidence of the tracking of these activities was provided onsite.
- Many administrative functions continued to operate, such as admissions, registration, and financial aid processes. Other administrative bodies were able to continue their work, which included meetings of the Academic Senate, Administrative Board, the faculty, and the non-teaching staff, thus ensuring continuance of any administrative work.
- The Dean for Academic Affairs coordinated with the faculty proactive actions to guarantee the continuity of the academic calendar as well as to ensure that the that academic endeavors continued to take place to support student learning. Similarly, several other areas such as Student Affairs, IT, and other administrative offices continued their operations.
- On May 18, 2017, UPR Arcibo returned to its normal operations. At all times, faculty members were aware of their responsibility to comply with the content of their courses and the corresponding contact hours as established by the General Regulatory Handbook of the University of Puerto Rico.

- An amended academic calendar was created to ensure required instruction contact hours, in compliance with courses' learning goals and objectives, rigor, and depth.
- The institution designed and implemented mechanisms to ensure completion of required instruction contact hours and other related institutional obligations.
- Because of the student strike and the related suspension of classes, UPR Arcibo lost its eligibility to participate in the U.S. Department of Education Federal Student Financial Aid Assistance Programs (Title IV, HEA programs). Once classes resumed, UPR Arcibo submitted the required application for approval to participate in Federal Student Financial Aid Programs. Upon review, the U.S. Department of Education determined that UPR Arcibo satisfied the definition of an eligible institution under the Higher Education Act of 1965, as amended (HEA). Through an official communication, the U.S. Department of Education informed the UPR Arcibo of its eligibility determination and indicated that UPR Arcibo would be listed in the next edition of the Directory of Postsecondary Institutions. The U.S. Department of Education issued an *Eligibility and Certification Report* (ECAR) to UPR Arcibo, as well as a *Program Participation Agreement* (PPA) containing the data elements that form the basis of the institution's approval. UPR Arcibo was granted provisional Title IV eligibility by the U.S. Department of Education effective July 25, 2017 which will expire on December 31, 2018. The institution will be able to reapply for eligibility certification in fall 2018.

**Requirement of Affiliation 8:** *The institution has documented financial resources, funding base, and plans for financial development adequate to support its educational purposes and programs and to assure financial stability.*

Based on a review of the monitoring reports and appendices, interviews, and other institutional documents, the team affirms that the institution continues to meet the Requirement of Affiliation 8.

**Summary of Key Evidence:**

- Based on the review of the UPR Arcibo's monitoring report, supporting documentation, and interviews conducted on site with UPR Arcibo's budget staff and financial officers of the UPR Central Administration, the team determined that the institution has an appropriate financial base to support its programs and to assure its financial sustainability.
- Between FY 2017 and FY 2018, the University of Puerto Rico system experienced a consolidated budget reduction of 7.16% representing a reduction of \$103.7 million (from 1.448 billion to 1.344 billion). During the same period UPR experienced a 19% reduction in net state appropriations (from \$872.4 million to \$708.4 million). The total budget reduction for UPR Arcibo during the same period was 8.99% (from \$33,622,330 to \$30,597,778).
- In the context of these reductions, UPR Arcibo has developed strategies and action plans to allocate resources to ensure that the institution supports its educational mission and goals.
- UPR Arcibo has responded effectively to the financial challenges facing the UPR System by implementing several cost reduction initiatives and developing revenue diversification plans and strategies.

- UPR Arecibo and the UPR System are working with the state government to develop plans and budgets for long term financial stability.
- To address reductions in revenue, the University of Puerto Rico implemented recommendations of the Puerto Rico Oversight Board which included measures to address the General Fund Reductions for FY 2018. Many reductions had already been implemented by UPR Arecibo, including: reductions of five percent in teaching and non-teaching part-time staff; elimination of excess vacation leave; reduction in honorariums paid for administrative functions; and elimination of yearly professional development bonuses to teaching staff.
- Many new cost reduction measures were recommended by the UPR System to all its component institutions. Recommendations included: elimination of budgeted vacant positions; reduction of the number of trust positions by 20%; across the board review of all departmental operating expenses; reduction in employer paid medical contributions for employee benefits; utility savings and conservation; restrictions on temporary employee hires; increased classroom utilization and increased use of large seating areas such as amphitheaters; diversification of revenue sources to include tuition increases, student services fees, incidental fees, external funds support, research contracts and grants, donor support, fund development, and other sources.
- UPR Arecibo made necessary adjustments to its budget, consistent with parameters set forth by the UPR and adhering to the recommendations by the Puerto Rico's Oversight Board. Adjustments to a wide variety of institutional costs were made to achieve financial stability. UPR Arecibo has already enacted many of these financial options and has considered how they would impact other outlying academic years should the financial conditions of Puerto Rico not improve.
- UPR Arecibo has strengthened its focus in the development of diversified funding sources.
- The reinstatement of UPR Arecibo to the list of U.S. Department of Education institutions eligible to award Federal Student Financial Aid (Title IV) provides the institution with a critical revenue source for its operations and financial sustainability.
- At the time of the visit, UPR Arecibo devoted a sufficient portion of its income to the support of its educational purposes and programs.

#### **IV. Compliance with Accreditation Standards Under Review**

##### **Standard 3: Institutional Resources**

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

The team's judgment is that, at this time, the institution has addressed these requirements and appears to be in compliance with Standard 3.

##### **Summary of Key Evidence and Developments:**

- Based upon the review of UPR Arecibo's monitoring report, supporting documentation, and interviews conducted on site with UPR Arecibo's budget staff and financial officers

of the UPR Central Administration, the team determined that the institution has the human, financial, facilities, and other resources needed to achieve its mission and goals. UPR Arecibo makes efficient use of its resources which are systematically assessed and analyzed.

- UPR Arecibo has developed strategies and action plans to allocate resources according to carefully developed policies to ensure that the institution supports its educational mission and goals.
- UPR Arecibo follows a well-defined financial planning and budgeting process and uses multi-year budget projections.
- UPR Arecibo has responded effectively to the financial challenges facing the UPR System by implementing several cost reduction initiatives and revenue diversification strategies to support the institution's mission and goals.
- UPR Arecibo has effective institutional controls to deal with financial, administrative and auxiliary operations. These controls have been particularly effective during the financial crisis in Puerto Rico and budget reductions within the UPR System.
- The institution continues to focus on UPR's 2015-2020 Strategic Plan, comprising eight strategic areas and goals consistent with the institution's mission, implemented in 2015. One of the plan's goals, planning and resource management, includes efficiency in administrative processes, effective use of human resources, continuous evaluation and improvement, continuous updates of technology, updates to facilities and equipment, and ensuring effective building maintenance, safety, and security.
- UPR Arecibo has acknowledged the need to contain costs and to be prepared for other contingencies. Expenditure reductions were made in all areas, which included: reductions in instructional costs, particularly in classes with lower enrollments; elimination of some teaching and non-teaching positions through attrition; administrative reengineering of practices and services; reductions in departmental operating costs resulting from more effective purchasing and leasing practices; reductions in professional services and travel; redistribution of utilities; reductions of employer contributions to medical benefits; and, many other miscellaneous costs.
- The reinstatement of UPR Arecibo to the list of U.S. Department of Education Institutions eligible to award Federal Student Financial Aid (Title IV) provides the institution with a critical revenue source for its operations and financial sustainability.
- UPR Arecibo and the UPR System's institutions have not produced timely annual audited reports.

**Requirements:**

None.

**Recommendations:**

- UPR Arecibo should coordinate with the UPR Central Administration to produce annual and timely audited financial statements.

## **V. Summary of Compliance**

Based on a review of the monitoring reports and appendices, interviews, and other documents reviewed during the visit, the team draws the following conclusions:

At the time of the visit, UPR Arecibo was operational and students were actively pursuing degree programs. UPR Arecibo provided extensive evidence demonstrating that it was operational after the student strike ended. Students continued actively pursuing degree programs and the institution's Administrative Board approved the modification of the academic calendar 2016-2017 to meet the required class days and contact hours lost during the student strike. Students were able to complete their courses and graduation requirements for academic year 2016-2017. The institution has responded effectively to the financial challenges facing Puerto Rico and the UPR System by implementing several cost reduction initiatives and revenue diversification strategies. UPR Arecibo has developed strategies and action plans to allocate resources to ensure that the institution supports its educational mission and goals. UPR Arecibo has strengthened its focus in the development of diversified funding sources. The reinstatement of UPR Arecibo to the list of U.S. Department of Education institutions eligible to award Federal Student Financial Aid (Title IV) provides the institution with a critical revenue source for its operations and financial sustainability. At the time of the visit, UPR Arecibo devoted a sufficient portion of its income to the support of its educational purposes and programs. The institution has the human, financial, facilities, and other resources needed to achieve its mission and goals. UPR Arecibo makes efficient use of its resources which are systematically assessed and analyzed. The institution has an appropriate financial base to support its programs and to assure its financial sustainability.



### **III. Affirmation of Compliance with Requirements of Affiliation Under Review**

**Requirement of Affiliation 3:** *The institution is operational, with students actively pursuing its degree programs.*

Based on a review of the monitoring reports and appendices, interviews, and other institutional documents, the team affirms that the institution continues to meet the Requirement of Affiliation 3.

#### **Summary of Key Evidence:**

- In the spring semester of 2017, students at eight of the eleven campuses of the University of Puerto Rico system engaged in a student strike which interrupted classes. UPR Bayamon was one of the institutions that were partially shut down by the student strike. The student strike was peacefully resolved and students agreed to go back to classes.
- At the time of the visit, UPR Bayamon was operational and students were actively pursuing degree programs.
- The student strike at UPR Bayamon took place from April 6 to June 7, 2017. During the strike, the campus was operational in several areas that included ongoing administrative, athletics, co-curricular learning, and research activities
- UPR Bayamon provided extensive evidence demonstrating that it was operational after the student strike ended. Students continued actively pursuing degree programs and the institution's Administrative Board approved the modification of the academic calendar 2016-2017 to meet the required class days and contact hours lost during the student strike. Students were able to complete their courses and graduation requirements for academic year 2016-2017.
- The resulting academic calendar modifications specified that 2016-17 second semester courses were reincorporated on June 7, and the semester ended on July 18, 2017. The 2016-17 summer session began on July 20 and ended on August 18 with a total of 310 students enrolled.
- During the student strike, UPR Bayamon was working effectively in assisting students to attend classes and pursue academic programs in a timely manner. UPR Bayamon implemented an alternative modality course option that was approved at the level of the UPR system to facilitate course completion (up to 25% of the contact hours required for the semester could be completed off campus or via online resources used for teaching).
- The institution provided U.S. Department of Education with attendance lists of students who stopped attending their respective classes.
- UPR Bayamon was able to continue its institutional assessment processes and to complete its assessment of student learning in courses cycle; tests on the assessment of graduates' institutional goals were administered; and, a study of the 2017 graduates was completed.
- UPR Bayamon conferred 503 degrees at its forty-fifth Commencement ceremony on August 6, 2017.

- Because of the student strike and the related suspension of classes, UPR Bayamon lost its eligibility to participate in the U.S. Department of Education Federal Student Financial Aid Assistance Programs (Title IV, HEA programs). Once classes resumed, UPR Bayamon submitted the required application for approval to participate in Federal Student Financial Aid Programs. Upon review, the U.S. Department of Education determined that UPR Bayamon satisfied the definition of an eligible institution under the Higher Education Act of 1965, as amended (HEA). Through an official communication, the U.S. Department of Education informed the UPR Bayamon of its eligibility determination and indicated that UPR Bayamon would be listed in the next edition of the Directory of Postsecondary Institutions. The U.S. Department of Education issued an *Eligibility and Certification Report* (ECAR) to UPR Bayamon, as well as a *Program Participation Agreement* (PPA) containing the data elements that form the basis of the institution's approval. UPR Bayamon was granted provisional Title IV eligibility by the U.S. Department of Education effective August 24, 2017 which will expire on December 31, 2018. The institution will be able to reapply for eligibility certification in fall 2018.

**Requirement of Affiliation 8:** *The institution has documented financial resources, funding base, and plans for financial development adequate to support its educational purposes and programs and to assure financial stability.*

Based on a review of the monitoring reports and appendices, interviews, and other institutional documents, the team affirms that the institution continues to meet the Requirement of Affiliation 8.

#### **Summary of Key Evidence:**

- Based on the review of the UPR Bayamon's monitoring report, supporting documentation, and interviews conducted on site with UPR Bayamon's budget staff and financial officers of the UPR Central Administration, the team determined that the institution has an appropriate financial base to support its programs and to assure its financial sustainability.
- Between FY 2017 and FY 2018, the University of Puerto Rico system experienced a consolidated budget reduction of 7.16% representing a reduction of \$103.7 million (from 1.448 billion to 1.344 billion). During the same period UPR experienced a 19% reduction in net state appropriations (from \$872.4 million to \$708.4 million). The total budget reduction for UPR Bayamon during the same period was 10% (from 40,629,794 to \$36,565,352).
- UPR Bayamon has responded effectively to the financial challenges facing the UPR System by implementing several cost reduction initiatives and revenue diversification strategies.
- UPR Bayamon has consistently developed resource allocation strategies and action plans to ensure that the institution supports its educational mission and goals.
- UPR Bayamon and the UPR System are working with the state government to develop plans and budgets for long term financial stability.
- To address revenue reductions, the University of Puerto Rico implemented recommendations of the Puerto Rico Oversight Board which included measures to address the General Fund Reductions for FY 2018. Many reductions had already been implemented by UPR Bayamon, including: reductions of five percent in teaching and

non-teaching part-time staff; elimination of excess vacation leave; reduction in honoraria paid for administrative functions; and, elimination of yearly professional development bonuses to teaching staff.

- Many new cost reduction measures were recommended by the UPR System to all its component institutions. Recommendations included: elimination of budgeted vacant positions; reduction of the number of trust positions by 20%; across the board review of all departmental operating expenses; reductions in employer paid medical contributions for employee benefits; utility savings and conservation; restrictions on temporary employee hires; increases in classroom utilization and increased use of large seating areas such as amphitheaters; and, diversification of revenue sources to include tuition increases, student services fees, incidental fees, external funds support, research contracts and grants, donor support, fund development, and other sources.
- UPR Bayamon made necessary adjustments to its budget, consistent with parameters set forth by the UPR and adhering to the concerns raised by the Puerto Rico's Oversight Board. Adjustments to a wide variety of institutional costs were made to achieve financial stability.
- UPR Bayamon has already enacted many of these financial options and has considered how they would impact other outlying academic years should the financial conditions of Puerto Rico not improve.
- The reinstatement of UPR Bayamon to the list of the U.S. Department of Education institutions eligible to award Federal Student Financial Aid (Title IV) provides the institution with a critical revenue source for its operations and financial sustainability.
- At the time of the visit, UPR Bayamon devoted a sufficient portion of its income to the support of its educational purposes and programs.

#### **IV. Compliance with Accreditation Standards Under Review**

##### **Standard 3: Institutional Resources**

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

The team's judgment is that, at this time, the institution has addressed these requirements and appears to be in compliance with Standard 3.

##### **Summary of Key Evidence and Developments:**

- Based on the review of UPR Bayamon's monitoring report, supporting documentation, and interviews conducted on site with UPR Bayamon's budget staff and financial officers of the UPR Central Administration, the team determined that the institution has the human, financial, facilities, and other resources needed to achieve its mission and goals. UPR Bayamon makes efficient use of its resources which are systematically assessed and analyzed.
- UPR Bayamon has developed strategies and action plans to allocate resources according to carefully developed policies to ensure that the institution supports its educational mission and goals.

- UPR Bayamon follows a well-defined financial planning and budgeting process and uses multi-year budget projections.
- UPR Bayamon has responded effectively to the financial challenges facing the UPR System by implementing several cost reduction initiatives and revenue diversification strategies to support the institution's mission and goals.
- UPR Bayamon has effective institutional controls to deal with financial, administrative and auxiliary operations. These controls have been particularly effective during the financial crisis in Puerto Rico and budget reductions within the UPR System.
- UPR Bayamon has established a strategic plan that effectively addresses current financial crisis.
- UPR Bayamon implemented the following action in response to a request of the Oversight Board to the UPR System: a five percent reduction in teaching and non-teaching part-time staff; elimination of excess vacation leave; reduction in honoraria paid for various administrative functions; and, elimination of yearly professional development bonuses to teaching staff.
- UPR Bayamon is exploring revenue diversification, including: tuition, incidental fees, student support fees, federal, state and research to enhance external funds support, and donor funds development.
- UPR Bayamon and the UPR System's institutions have not produced timely annual audited reports.
- The reinstatement of UPR Bayamon to the list of the U.S. Department of Education institutions eligible to award Federal Student Financial Aid (Title IV) provides the institution with a critical revenue source for its operations and financial sustainability.

**Requirements:**

None.

**Recommendations:**

- UPR Bayamon should coordinate with the UPR Central Administration to produce annual and timely audited financial statements.

**V. Summary of Compliance**

Based on a review of the monitoring reports and appendices, interviews, and other documents reviewed during the visit, the team draws the following conclusions:

At the time of the visit, UPR Bayamon was operational and students were actively pursuing degree programs. A student strike at UPR Bayamon took place from April 6 to June 7, 2017. During the strike, the campus was operational in some areas which included administrative and student support services as well as class practicums taking place outside the university facilities. UPR Bayamon provided extensive evidence demonstrating that it was fully operational after the student strike ended. Students continued actively pursuing degree programs and the institution's Administrative Board approved the modification of the academic calendar 2016-2017 to meet the required class

days and contact hours lost during the student strike. Students were able to complete their courses and graduation requirements for academic year 2016-2017. UPR Bayamon has responded effectively to the financial challenges facing Puerto Rico and the UPR System by implementing several cost reduction initiatives and revenue diversification strategies. UPR Bayamon has consistently developed strategies and action plans to allocate resources to ensure that the institution supports its educational mission and goals administrative, athletics, co-curricular learning, and research activities. UPR Bayamon and the UPR System are working with the state government to develop plans and budgets for long term financial stability. The reinstatement of UPR Bayamon to the list of U.S. Department of Education institutions eligible to award Federal Student Financial Aid (Title IV) provides the institution with a critical revenue source for its operations and financial sustainability. The institution has the human, financial, facilities, and other resources needed to achieve its mission and goals. UPR Bayamon makes efficient use of its resources which are systematically assessed and analyzed. UPR Bayamon has developed strategies and action plans to allocate resources according to carefully developed policies to ensure that the institution supports its educational mission and goals. UPR Bayamon follows a well-defined financial planning and budgeting process and uses multi-year budget projections. At the time of the visit, UPR Bayamon devoted a sufficient portion of its income to the support of its educational purposes and programs.

### **III. Affirmation of Compliance with Requirements of Affiliation Under Review**

**Requirement of Affiliation 3:** *The institution is operational, with students actively pursuing its degree programs.*

Based on a review of the monitoring reports and appendices, interviews, and other institutional documents, the team affirms that the institution continues to meet the Requirement of Affiliation 3.

#### **Summary of Key Evidence:**

- In the spring of 2017, students at eight of the eleven campuses of the University of Puerto Rico system engaged in a student strike which interrupted classes. UPR Carolina was one of the institutions that were partially shut down by the student strike. The student strike was peacefully resolved and students agreed to go back to classes.
- At the time of the visit, UPR Carolina was operational and students were actively pursuing degree programs.
- UPR Carolina provided extensive evidence demonstrating that it was operational after the student strike ended. Students continued actively pursuing degree programs and the institution's Administrative Board approved the modification of the academic calendar 2016-2017 to meet the required class days and contact hours lost during the student strike. Students were able to complete their courses and graduation requirements for academic year 2016-2017.
- Despite the disruption caused to the campus by a student strike from early April until the beginning of June, UPR Carolina successfully completed the third quarter term of FY 2017.
- Many academic activities continued during the student strike, including supervision of internships and off campus placements of students in selected professional fields.
- Several faculty members were able to continue instruction via an online platform in courses in which students unanimously agreed to this medium of delivering instruction. Degrees will be officially granted in a special ceremony scheduled for October 27, 2017.
- Recruitment and admission of students continued during the student strike to insure steady enrollments in the following quarter.
- A new academic calendar for FY 2018 was approved by the Administrative Board, the campus's governance body.
- Students interviewed by team members in an open session on campus unanimously agreed that services to students were being delivered with the same quality as prior to the strike.
- Because of the student strike and the related suspension of classes, UPR Carolina lost its eligibility to participate in the U.S. Department of Education Federal Student Financial Aid Assistance Programs (Title IV, HEA programs). Once classes resumed, UPR Carolina submitted the required application for approval to participate in Federal Student Financial Aid Programs. Upon review, the U.S. Department of Education determined that UPR Carolina satisfied the definition of an eligible institution under the Higher

Education Act of 1965, as amended (HEA). Through an official communication, the U.S. Department of Education informed the UPR Carolina of its eligibility determination and indicated that UPR Carolina would be listed in the next edition of the Directory of Postsecondary Institutions. The U.S. Department of Education issued an *Eligibility and Certification Report* (ECAR) to UPR Carolina, as well as a *Program Participation Agreement* (PPA) containing the data elements that form the basis of the institution's approval. UPR Carolina was granted provisional Title IV eligibility by the U.S. Department of Education effective July 27, 2017 which will expire on December 31, 2018. The institution will be able to reapply for eligibility certification in fall 2018.

**Requirement of Affiliation 8:** *The institution has documented financial resources, funding base, and plans for financial development adequate to support its educational purposes and programs and to assure financial stability.*

Based on a review of the monitoring reports and appendices, interviews, and other institutional documents, the team affirms that the institution continues to meet the Requirement of Affiliation 8.

**Summary of Key Evidence:**

- Based on the review of the UPR Carolina monitoring report, supporting documentation, and interviews conducted on site with UPR Carolina's budget staff and financial officers of the UPR Central Administration, the team determined that the institution has an appropriate financial base to support its programs and to assure its financial sustainability.
- Between FY 2017 and FY 2018, the University of Puerto Rico system experienced a consolidated budget reduction of 7.16% representing a reduction of \$103.7 million (from 1.448 billion to 1.344 billion). During the same period UPR experienced a 19% reduction in net state appropriations (from \$872.4 million to \$708.4 million). The total budget reduction for UPR Carolina during the same period was 9.56% (from \$28,203,924 to \$25,508,546).
- UPR Carolina has developed strategies and action plans to allocate resources to ensure that the institution supports its educational mission and goals.
- UPR Carolina has responded effectively to the financial challenges facing the UPR System by implementing several cost reduction initiatives and revenue diversification strategies.
- UPR Carolina and the UPR System are working with the state government to develop plans and budgets for long term financial stability.
- To address budget reductions created by the Commonwealth financial crises, the University of Puerto Rico Carolina has developed strategies to create new sources of revenue such as: providing automotive maintenance to public and privately owned automobiles (agreements are in place with Ford and Bella International); expanding the joint UPR hotel venture with Rio Piedras; providing printing services for the other units of the UPR System; offering radio and TV facilities for advertisement production to the public at large; billing medical services provided by UPR Carolina to students and their insurers; launching a store, a coffee shop, and offering the two-story Art Gallery building for rent; making the Anthropology and Forensic Laboratory a Research Center available

to the public; and, providing advertising support to other UPR units. The revenues generated by these activities will generate revenues to address the gap created by public funding reductions.

- UPR Carolina’s new program development initiatives will produce enhanced program offerings and will boost enrollment and revenues (Certificate Program in Butler Services; Certificate in Culinary Arts; and, Certificate in Industrial Technology).
- In response to the reduced financial support from the State, the University of Puerto Rico Carolina produced a comprehensive action plan which includes strategies for expanding its funding base and providing adequate resources to support the institution’s programs and operations and to secure its financial stability.
- The diversification of funding sources constitutes the UPR Carolina’s main strategy for developing new financial resources to reduce the budget gap and to support the delivery of educational programs.
- UPR Carolina and the UPR institutions have not produced timely annual audited financial reports.
- The reinstatement of UPR Carolina to the list of the U.S. Department of Education institutions eligible to award Federal Student Financial Aid (Title IV) provides the institution with a critical revenue source for its operations and financial sustainability.
- At the time of the visit, UPR Carolina devoted a sufficient portion of its income to the support of its educational purposes and programs.

#### **IV. Compliance with Accreditation Standards Under Review**

##### **Standard 3: Institutional Resources**

*The human, financial, technical, facilities, and other resources necessary to achieve an institution’s mission and goals are available and accessible. In the context of the institution’s mission, the effective and efficient uses of the institution’s resources are analyzed as part of ongoing outcomes assessment.*

The team’s judgment is that, at this time, the institution has addressed these requirements and appears to be in compliance with Standard 3.

##### **Summary of Key Evidence and Developments:**

- Based on the review of UPR Carolina’s monitoring report, supporting documentation, and interviews conducted on site with UPR Carolina’s budget staff and financial officers of the UPR Central Administration, the team determined that the institution has the human, financial, facilities, and other resources needed to achieve its mission and goals. UPR Carolina makes efficient use of its resources which are systematically assessed and analyzed.
- UPR Carolina has developed strategies and action plans to allocate resources according to carefully developed policies to ensure that the institution supports its educational mission and goals.
- UPR Carolina follows a well-defined financial planning and budgeting process and uses multi-year budget projections.



- UPR Carolina has responded effectively to the financial challenges facing the UPR System by implementing several cost reduction initiatives and revenue diversification strategies to support the institution's mission and goals.
- UPR Carolina has effective institutional controls to deal with financial, administrative and auxiliary operations. These controls have been particularly effective during the financial crisis in Puerto Rico and budget reductions within the UPR System.
- The institution has also provided satisfactory evidence of an action plan to counter the effects of the loss of financial support from the state without greatly impacting their academic mission and without affecting their ability to provide the necessary facilities and human resources to carry out their mission and goals.
- UPR Carolina was fully operational after the student strike. The US Department of Education has restored the university's ability to provide Financial Aid (Title IV). Students are attending classes regularly in pursuit of their degrees. Strategies and action plans have been developed to ameliorate the financial crisis and to function with appropriate levels of faculty and support personnel to attain the mission and goals of the institution. The facility is suitable and well maintained to deliver the academic programs offered.
- UPR Carolina and the UPR System's institutions have not produced timely annual audited reports.
- The reinstatement of UPR Carolina to the list of the U.S. Department of Education institutions eligible to award Federal Student Financial Aid (Title IV) provides the institution with a critical revenue source for its operations and financial sustainability.

**Requirements:**

None.

**Recommendations:**

- UPR Carolina should coordinate with the UPR Central Administration to produce annual and timely audited financial statements.

**V. Summary of Compliance**

Based on a review of the monitoring reports and appendices, interviews, and other documents reviewed during the visit, the team draws the following conclusions:

At the time of the visit, UPR Carolina was operational and students were actively pursuing degree programs. UPR Carolina provided extensive evidence demonstrating that it was operational after the student strike ended. Students continued actively pursuing degree programs and the institution's Administrative Board approved the modification of the academic calendar 2016-2017 to meet the required class days and contact hours lost during the student strike. Students were able to complete their courses and graduation

requirements for academic year 2016-2017. The institution has an appropriate financial base to support its programs and to assure its financial sustainability. UPR Carolina has responded effectively to the financial challenges facing the UPR System by implementing cost reduction and revenue diversification strategies. The diversification of funding sources constitutes the UPR Carolina's main strategy for developing new financial resources to reduce the budget gap and to support the delivery of educational programs. The institution has the human, financial, facilities, and other resources needed to achieve its mission and goals. UPR Carolina makes efficient use of its resources which are systematically assessed and analyzed. UPR Carolina has effective institutional controls to deal with financial, administrative and auxiliary operations. These controls have been particularly effective during the financial crisis in Puerto Rico and budget reductions within the UPR System. The reinstatement of UPR Carolina to the list of the U.S. Department of Education institutions eligible to award Federal Student Financial Aid (Title IV) provides the institution with a critical revenue source for its operations and financial sustainability.

### III. Affirmation of Compliance with Requirements of Affiliation Under Review

**Requirement of Affiliation 3:** *The institution is operational, with students actively pursuing its degree programs.*

Based on a review of the monitoring reports and appendices, interviews, and other institutional documents, the team affirms that the institution continues to meet the Requirement of Affiliation 3.

#### Summary of Key Evidence:

- In the spring semester of 2017, students at eight of the eleven campuses of the University of Puerto Rico system engaged in a student strike which interrupted classes. UPR Cayey was one of the institutions partially shut down by the student strike. The student strike was peacefully resolved and students agreed to go back to classes.
- At the time of the visit, UPR Cayey was operational and students were actively pursuing degree programs.
- UPR Cayey provided extensive evidence demonstrating that it was operational after the student strike ended. Students continued actively pursuing degree programs and the institution's Administrative Board approved the modification of the academic calendar 2016-2017 to meet the required class days and contact hours lost during the student strike. Students were able to complete their courses and graduation requirements for academic year 2016-2017.
- Despite the disruption caused to the campus by a student strike from early April until the beginning of June, UPR Cayey successfully completed the second semester of FY 2017.
- Many academic activities continued during the student strike, including supervision of clinical practices K-12 schools, on- and off-campus student and faculty research and internships; the Division of Continuing Education continued to offer its programs; first year student recruitment and admission processes continued from April 6 to June 5.
- The UPR Cayey Strategic Plan 2006-2016 was extended through December 2017. A new strategic plan for the period 2017-2022 will be adopted by end of this academic year.
- Commencement exercises took place on August 4. A total of 544 students received degrees.
- Because of the student strike and the related suspension of classes, UPR Cayey lost its eligibility to participate in the U.S. Department of Education Federal Student Financial Aid Assistance Programs (Title IV, HEA programs). Once classes resumed, UPR Cayey submitted the required application for approval to participate in Federal Student Financial Aid Programs. Upon review, the U.S. Department of Education determined that UPR Cayey satisfied the definition of an eligible institution under the Higher Education Act of 1965, as amended (HEA). Through an official communication, the U.S. Department of Education informed the UPR Cayey of its eligibility determination and indicated that UPR Cayey would be listed in the next edition of the Directory of Postsecondary Institutions. The U.S. Department of Education issued an *Eligibility and Certification Report* (ECAR) to UPR Cayey, as well as a *Program Participation Agreement* (PPA)

containing the data elements that form the basis of the institution's approval. UPR Cayey was granted provisional Title IV eligibility by the U.S. Department of Education effective July 27, 2017 which will expire on December 31, 2018. The institution will be able to reapply for eligibility certification in fall 2018.

**Requirement of Affiliation 8:** *The institution has documented financial resources, funding base, and plans for financial development adequate to support its educational purposes and programs and to assure financial stability.*

Based on a review of the monitoring reports and appendices, interviews, and other institutional documents, the team affirms that the institution continues to meet the Requirement of Affiliation 8.

**Summary of Key Evidence:**

- Based on the review of the UPR Cayey's monitoring report, supporting documentation, and interviews conducted on site with UPR Cayey's budget staff and financial officers of the UPR Central Administration, the team determined that the institution has an appropriate financial base to support its programs and to assure its financial sustainability.
- Between FY 2017 and FY 2018, the University of Puerto Rico system experienced a consolidated budget reduction of 7.16% representing a reduction of \$103.7 million (from 1.448 billion to 1.344 billion). During the same period UPR experienced a 19% reduction in net state appropriations (from \$872.4 million to \$708.4 million). The total budget reduction for UPR Cayey during the same period was 9.15% (from \$36,912,666 to \$33,535,182).
- UPR Cayey has developed strategies and action plans to allocate resources to ensure that the institution supports its educational mission and goals.
- UPR Cayey has responded effectively to the financial challenges facing the UPR System by implementing several cost reduction initiatives and revenue diversification strategies.
- UPR Cayey and the UPR System are working with the state government to develop plans and budgets for long term financial stability.
- UPR Cayey established several strategies to improve the institution's finances and to develop alternative funding sources, such as: a five percent decrease in faculty compensations above regular teaching load; elimination of special stipends to all personnel; a moratorium on faculty promotions; and, reduction of professional services contracts.
- UPR Cayey has plans to increase and diversify external funds for the next five years.
- The reinstatement of UPR Cayey to the list of the U.S. Department of Education institutions eligible to award Federal Student Financial Aid (Title IV) provides the institution with a critical revenue source for its operations and financial sustainability.
- At the time of the visit, UPR Cayey devoted a sufficient portion of its income to the support of its educational purposes and programs.

## IV. Compliance with Accreditation Standards Under Review

### Standard 3: Institutional Resources

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

The team's judgment is that, at this time, the institution has addressed these requirements and appears to be in compliance with Standard 3.

#### Summary of Key Evidence and Developments:

- Based on the review of the UPR Cayey's monitoring report, supporting documentation, and interviews conducted on site with UPR Cayey's budget staff and financial officers of the UPR Central Administration, the team determined that the institution has an appropriate financial base to support its programs and to assure its financial sustainability.
- Between FY 2017 and FY 2018, the University of Puerto Rico system experienced a consolidated budget reduction of 7.16% representing a reduction of \$103.7 million (from 1.448 billion to 1.344 billion). During the same period UPR experienced a 19% reduction in net state appropriations (from \$872.4 million to \$708.4 million). The total budget reduction for UPR Cayey during the same period was 9.15% (from \$36,912,666 to \$33,535,182).
- UPR Cayey has developed strategies and action plans to allocate resources to ensure that the institution supports its educational mission and goals.
- UPR Cayey has responded effectively to the financial challenges facing the UPR System by implementing several cost reduction initiatives and revenue diversification strategies.
- UPR Cayey and the UPR System are working with the state government to develop plans and budgets for long term financial stability.
- UPR Cayey established several strategies to improve the institution's finances and to develop alternative funding sources, such as: a five percent decrease in faculty compensations above regular teaching load; elimination of special stipends to all personnel; a moratorium on faculty promotions; and, reduction of professional services contracts.
- UPR Cayey has plans to increase and diversify external funds for the next five years.
- The reinstatement of UPR Cayey to the list of the U.S. Department of Education institutions eligible to award Federal Student Financial Aid (Title IV) provides the institution with a critical revenue source for its operations and financial sustainability.
- UPR Cayey and the UPR System's institutions have not produced timely annual audited reports.
- At the time of the visit, UPR Cayey devoted a sufficient portion of its income to the support of its educational purposes and programs.

**Requirements:**

None.

**Recommendations:**

- UPR Cayey should coordinate with the UPR Central Administration to produce annual and timely audited financial statements.

**V. Summary of Compliance**

Based on a review of the monitoring reports and appendices, interviews, and other documents reviewed during the visit, the team draws the following conclusions.

The institution has an appropriate financial base to support its programs and to assure its financial sustainability. UPR Cayey provided extensive evidence demonstrating that it was operational after the student strike ended. Students continued actively pursuing degree programs and the institution's Administrative Board approved the modification of the academic calendar 2016-2017 to meet the required class days and contact hours lost during the student strike. Students were able to complete their courses and graduation requirements for academic year 2016-2017. The institution has an appropriate financial base to support its programs and to assure its financial sustainability. UPR Cayey has responded effectively to the financial challenges facing Puerto Rico and the UPR System by implementing several cost reduction initiatives and revenue diversification strategies. UPR Cayey has developed strategies and action plans to allocate resources to ensure that the institution supports its educational mission and goals. UPR Cayey has plans to increase and diversify external funds for the next five years. The reinstatement of UPR Cayey to the list of the U.S. Department of Education institutions eligible to award Federal Student Financial Aid (Title IV) provides the institution with a critical revenue source for its operations and financial sustainability. At the time of the visit, UPR Cayey devoted a sufficient portion of its income to the support of its educational purposes and programs. UPR Cayey established several strategies to improve the institution's finances and to develop alternative funding sources.

### **III. Affirmation of Compliance with Requirements of Affiliation Under Review**

**Requirement of Affiliation 3:** *The institution is operational, with students actively pursuing its degree programs.*

Based on a review of the monitoring reports and appendices, interviews, and other institutional documents, the team affirms that the institution continues to meet the Requirement of Affiliation 3.

#### **Summary of Key Evidence:**

- In the spring semester of 2017, students at eight of the eleven campuses of the University of Puerto Rico system engaged in a student strike which interrupted classes. UPR Humacao was one of the institutions partially shut down by the student strike. The student strike was peacefully resolved and students agreed to go back to classes.
- At the time of the visit, UPR Humacao was operational and students were actively pursuing degree programs.
- UPR Humacao provided extensive evidence demonstrating that it was operational after the student strike ended. Students continued actively pursuing degree programs and the institution's Administrative Board approved the modification of the academic calendar 2016-2017 to meet the required class days and contact hours lost during the student strike. Students were able to complete their courses and graduation requirements for academic year 2016-2017.
- Despite the disruption caused to the campus by a student strike from early April until the beginning of June, UPR Humacao successfully completed the second semester of FY 2017.
- A six-point plan was developed to maintain university activities.
- Academic activities that continued during the student strike included: evaluation and supervision of students in clinical programs (social work, nursing, education, business administration); Continuing Education course offerings; and, IPEDS data submission for MSCHE and the UPR Humacao website.
- After the strike, instruction resumed on June 14 and ended July 13.
- The academic calendar for Academic Year 2016-17 was amended to conclude on July 20. Graduation took place on August 5, 2017; degrees were awarded to a total of 543 students.
- Because of the student strike and the related suspension of classes, UPR Humacao lost its eligibility to participate in the U.S. Department of Education Federal Student Financial Aid Assistance Programs (Title IV, HEA programs). Once classes resumed, UPR Humacao submitted the required application for approval to participate in Federal Student Financial Aid Programs. Upon review, the U.S. Department of Education determined that UPR Humacao satisfied the definition of an eligible institution under the Higher Education Act of 1965, as amended (HEA). Through an official communication, the U.S. Department of Education informed the UPR Humacao of its eligibility determination and indicated that UPR Humacao would be listed in the next edition of the

Directory of Postsecondary Institutions. The U.S. Department of Education issued an *Eligibility and Certification Report (ECAR)* to UPR Humacao, as well as a *Program Participation Agreement (PPA)* containing the data elements that form the basis of the institution's approval. UPR Humacao was granted provisional Title IV eligibility by the U.S. Department of Education effective July 24, 2017 which will expire on December 31, 2018. The institution will be able to reapply for eligibility certification in fall 2018.

**Requirement of Affiliation 8:** *The institution has documented financial resources, funding base, and plans for financial development adequate to support its educational purposes and programs and to assure financial stability.*

Based on a review of the monitoring reports and appendices, interviews, and other institutional documents, the team affirms that the institution continues to meet the Requirement of Affiliation 8.

**Summary of Key Evidence:**

- Based on the review of the UPR Humacao monitoring report, supporting documentation, and interviews conducted on site with UPR Humacao's budget staff and financial officers of the UPR Central Administration, the team determined that the institution has an appropriate financial base to support its programs and to assure its financial sustainability.
- Between FY 2017 and FY 2018, the University of Puerto Rico system experienced a consolidated budget reduction of 7.16% representing a reduction of \$103.7 million (from 1.448 billion to 1.344 billion). During the same period UPR experienced a 19% reduction in net state appropriations (from \$872.4 million to \$708.4 million). The total budget reduction for UPR Humacao during the same period was 9.54% (from \$45,470,475 to \$41,132,118).
- UPR Humacao has developed strategies and action plans to allocate resources to ensure that the institution supports its educational mission and goals.
- UPR Humacao has responded effectively to the financial challenges facing the UPR System by implementing several cost reduction initiatives and revenue diversification strategies.
- UPR Humacao and the UPR System are working with the state government to develop plans and budgets for long term financial stability.
- Tuition fee revenues from 2018-2019 to 2019-2020 are projected to grow, based on the new income received by the tuition increase of those students whose family income is higher than the one required for financial aid. This represents 24% of the total UPR Humacao enrollment. The projected additional income for 2018-2019 is \$ 1,570,176, considering a total enrollment of 3,760 students.
- To generate new sources of revenue, UPR Humacao established alliances with the private and public sector for the development of service and research proposals. UPR Humacao is also strengthening the Office of Sponsored Programs and Research and promoting the development of new auxiliary enterprises.
- UPR Humacao established several financial control practices as outlined in the monitoring report to effectively evaluate education and other institutional programs and their overall impact to financial wellbeing of UPR Humacao and the region it serves.



- As part of the overall budgeting process, UPR Humacao has implemented measures to increase revenues to limit its annual budget deficit. Tuition increases for non-Title IV students were proposed and accepted by the school's administration.
- The reinstatement of UPR Humacao to the list of the U.S. Department of Education institutions eligible to award Federal Student Financial Aid (Title IV) provides the institution with a critical revenue source for its operations and financial sustainability.
- At the time of the visit, UPR Humacao devoted a sufficient portion of its income to the support of its educational purposes and programs.

## **IV. Compliance with Accreditation Standards Under Review**

### **Standard 3: Institutional Resources**

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

The team's judgment is that, at this time, the institution has addressed these requirements and appears to be in compliance with Standard 3.

### **Summary of Key Evidence and Developments:**

- Based on the review of UPR Humacao's monitoring report, supporting documentation, and interviews conducted on site with UPR Humacao's budget staff and financial officers of the UPR Central Administration, the team determined that the institution has the human, financial, facilities, and other resources needed to achieve its mission and goals. UPR Humacao makes efficient use of its resources which are systematically assessed and analyzed.
- UPR Humacao has developed strategies and action plans to allocate resources according to carefully developed policies to ensure that the institution supports its educational mission and goals.
- UPR Humacao follows a well-defined financial planning and budgeting process and uses multi-year budget projections.
- UPR Humacao has responded effectively to the financial challenges facing the UPR System by implementing several cost reduction initiatives and revenue diversification strategies to support the institution's mission and goals.
- UPR Humacao has effective institutional controls to deal with financial, administrative and auxiliary operations. These controls have been particularly effective during the financial crisis in Puerto Rico and budget reductions within the UPR System.
- The UPR Humacao administration has worked to develop the appropriate strategy for resource utilization at the institution considering the recent reduction in budgets.
- As part of the overall school system budgeting process, UPR Humacao has conducted measures to increase revenues to limit their annual budget deficit. Tuition increases for non-Title IV students were proposed and accepted by the school's administration.
- UPR Humacao and the UPR System's institutions have not produced timely annual audited reports.

- UPR Humacao has continued to meet its mission of providing the resources for faculty, staff and administration to provide an effective education to its students. Student graduation has remained steady at around 530 per year for the past three years, despite the reduction in budget amounts over the past several budget cycles. Student enrollment increased in 2016-2017 to 4,072, before the disruption of the student strikes. Maintaining appropriate enrollment levels is a part of the fiscal management necessary to keep the school operating in the difficult financial environment.
- The reinstatement of UPR Humacao to the list of the U.S. Department of Education institutions eligible to award Federal Student Financial Aid (Title IV) provides the institution with a critical revenue source for its operations and financial sustainability.
- At the time of the visit, UPR Humacao devoted a sufficient portion of its income to the support of its educational purposes and programs.

### **Requirements.**

None.

### **Recommendations:**

- UPR Humacao should coordinate with the UPR Central Administration to produce annual and timely audited financial statements.

## **V. Summary of Compliance**

Based on a review of the monitoring reports and appendices, interviews, and other documents reviewed during the visit, the team draws the following conclusions:

UPR Humacao provided extensive evidence demonstrating that it was operational after the student strike ended. Students continued actively pursuing degree programs and the institution's Administrative Board approved the modification of the academic calendar 2016-2017 to meet the required class days and contact hours lost during the student strike. Students were able to complete their courses and graduation requirements for academic year 2016-2017. The institution has an appropriate financial base to support its programs and to assure its financial sustainability. UPR Humacao has responded effectively to the financial challenges facing Puerto Rico and the UPR System by implementing several cost reduction initiatives and revenue diversification strategies. UPR Humacao has developed strategies and action plans to allocate resources to ensure that the institution supports its educational mission and goals. The reinstatement of UPR Humacao to the list of the U.S. Department of Education institutions eligible to award Federal Student Financial Aid (Title IV) provides the institution with a critical revenue source for its operations and financial sustainability. The institution has the human, financial, facilities, and other resources needed to achieve its mission and goals. UPR Humacao makes efficient use of its resources which are systematically assessed and analyzed. At the time of the visit, UPR Humacao devoted a sufficient portion of its income to the support of its educational purposes and programs.

### **III. Affirmation of Compliance with Requirements of Affiliation Under Review**

**Requirement of Affiliation 3:** *The institution is operational, with students actively pursuing its degree programs.*

Based on a review of the monitoring reports and appendices, interviews, and other institutional documents, the team affirms that the institution continues to meet the Requirement of Affiliation 3.

#### **Summary of Key Evidence:**

- In the spring semester of 2017, students at eight of the eleven campuses of the University of Puerto Rico system engaged in a student strike which interrupted classes. UPR Ponce was one of the institutions partially shut down by the student strike. A total of 36.5 class days were affected by the closure of UPR Ponce. The student strike was peacefully resolved and students agreed to go back to classes.
- At the time of the visit, UPR Ponce was operational and students were actively pursuing degree programs.
- UPR Ponce provided extensive evidence demonstrating that it was operational after the student strike ended. Students continued actively pursuing degree programs and the institution's Administrative Board approved the modification of the academic calendar 2016-2017 to meet the required class days and contact hours lost during the student strike. Students were able to complete their courses and graduation requirements for academic year 2016-2017.
- On April 5, 2017 UPR Ponce students attended the Student Assembly where the decision to hold a student strike was made, and henceforth was initiated. Classes resumed June 12, 2017.
- UPR Ponce adopted a non-confrontational approach to resolve the student conflict, as did the other seven institutions facing the student strike.
- UPR Ponce took firm actions to complete the spring semester. Academic activities which continued during the student strike included on-campus research activities, student internships and practicums, clinical field experiences for physical therapy, athletic training, elementary Education, office systems, social sciences, biology and business administration.
- In the administrative area, the Deans and respective staff coordinated UPR Ponce's administrative operations, such as first-year student admission and orientation processes, and first semester 2017-2018 class schedule preparation.
- The Mayor of Ponce authorized the use of municipal facilities to conduct Academic Senate and staff meetings, as well as an orientation session with the 2017-2018 freshmen.
- At the conclusion of the student strike, 36.5 class days added to an extended academic calendar that was approved by the UPR Ponce Administrative Board. Originally, the academic semester was scheduled to end on May 23, 2017. After the extension, the semester ended July 29, 2017.

- After classes resumed on June 12, 2017 students completed their courses on campus.
- Students who met graduation requirements were awarded their earned degrees by the university. UPR Ponce held its commencement ceremony on September 1, 2017, conferring 447 degrees.
- At the time of the visit, UPR Ponce resumed normal operations for the first semester of academic year 2017-2018.
- Because of the student strike and the related suspension of classes, UPR Ponce lost its eligibility to participate in the U.S. Department of Education Federal Student Financial Aid Assistance Programs (Title IV, HEA programs). Once classes resumed, UPR Ponce submitted the required application for approval to participate in Federal Student Financial Aid Programs. Upon review, the U.S. Department of Education determined that UPR Ponce satisfied the definition of an eligible institution under the Higher Education Act of 1965, as amended (HEA). Through an official communication, the U.S. Department of Education informed UPR Ponce of its eligibility determination and indicated that UPR Ponce would be listed in the next edition of the Directory of Postsecondary Institutions. The U.S. Department of Education issued an *Eligibility and Certification Report* (ECAR) to UPR Ponce, as well as a *Program Participation Agreement* (PPA) containing the data elements that form the basis of the institution's approval. UPR Ponce was granted provisional Title IV eligibility by the U.S. Department of Education effective August 2, 2017 which will expire on December 31, 2018. The institution will be able to reapply for eligibility certification in fall 2018.

**Requirement of Affiliation 8:** *The institution has documented financial resources, funding base, and plans for financial development adequate to support its educational purposes and programs and to assure financial stability.*

Based on a review of the monitoring reports and appendices, interviews, and other institutional documents, the team affirms that the institution continues to meet the Requirement of Affiliation 8.

**Summary of Key Evidence:**

- Based on the review of the UPR Ponce monitoring report, supporting documentation, and interviews conducted on site with UPR Ponce's budget staff and financial officers of the UPR Central Administration, the team determined that the institution has an appropriate financial base to support its programs and to assure its financial sustainability.
- Between FY 2017 and FY 2018, the University of Puerto Rico system experienced a consolidated budget reduction of 7.16% representing a reduction of \$103.7 million (from 1.448 billion to 1.344 billion). During the same period UPR experienced a 19% reduction in net state appropriations (from \$872.4 million to \$708.4 million). The total budget reduction for UPR Ponce during the same period was 9.70% (from \$26,239,292 to \$23,696,379).
- UPR Ponce has developed strategies and action plans to allocate resources to ensure that the institution supports its educational mission and goals.
- UPR Ponce has responded effectively to the financial challenges facing the UPR System by implementing several cost reduction initiatives and revenue diversification strategies.

- UPR Ponce and the UPR System are working with the state government to develop plans and budgets for long term financial stability.
  - UPR Ponce has an annual budgeting process that links planning and budgeting.
  - The institution has strengthened its efforts to increase revenues from external resources, such as state and federal grants, private grants and its auxiliary enterprises (Continuing Education and Professional Studies Division, Evening University, etc.).
  - UPR Ponce has implemented internal controls to maximize the administration of fiscal resources and has strengthened its strategies in identifying other sources of funds available, especially external resources.
  - UPR Ponce has prepared budget projections that take into consideration decreasing government budget allocations, fiscal constraint measures, and anticipated revenues from different sources. These measures should bring financial stability to the institution.
  - The reinstatement of UPR Ponce to the list of the U.S. Department of Education institutions eligible to award Federal Student Financial Aid (Title IV) provides the institution with a critical revenue source for its operations and financial sustainability.
  - UPR Ponce and the UPR institutions have not produced timely annual audited financial reports.
  - At the time of the visit, UPR Ponce devoted a sufficient portion of its income to the support of its educational purposes and programs.

#### **IV. Compliance with Accreditation Standards Under Review**

##### **Standard 3: Institutional Resources**

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

The team's judgment is that, at this time, the institution has addressed these requirements and appears to be in compliance with Standard 3.

##### **Summary of Key Evidence and Developments:**

- Based on the review of UPR Ponce's monitoring report, supporting documentation, and interviews conducted on site with UPR Ponce's budget staff and financial officers of the UPR Central Administration, the team determined that the institution has the human, financial, facilities, and other resources needed to achieve its mission and goals. UPR Ponce makes efficient use of its resources which are systematically assessed and analyzed.
- UPR Ponce has developed strategies and action plans to allocate resources according to carefully developed policies to ensure that the institution supports its educational mission and goals.
- UPR Ponce follows a well-defined financial planning and budgeting process and uses multi-year budget projections.

- UPR Ponce has responded effectively to the financial challenges facing the UPR System by implementing several cost reduction initiatives and revenue diversification strategies to support the institution's mission and goals.
- UPR Ponce has effective institutional controls to deal with financial, administrative and auxiliary operations. These controls have been particularly effective during the financial crisis in Puerto Rico and budget reduction at within the UPR.
- The visiting team found that operational plans are in place for organizational units throughout the institution, goals are linked to the mission, and fiscal planning is systematic and sustained, resulting in decisions that are consistent with the institution's strategic goals and mission.
- Due to Puerto Rico's financial crisis, an oversight board was established. The board approved the Fiscal Plan submitted by UPR on July 31, 2017. The plan was designed to meet the fiscal responsibilities of the university while keeping institutional integrity, financial sustainability, fulfilling its mission and goals and supporting its academic programs.
- UPR Ponce provided evidence that substantial efforts are being conducted to restructure operations, to generate new revenue producing activities, and to adopt cost containment measures to compensate for the reduced financial support from the state.
- UPR Ponce follows an annual process that links planning to budgeting.
- UPR Ponce is implementing efforts to secure external sources of revenue by increasing the number of proposals for Federal grants, private grants; by increasing auxiliary enterprises; and, by increasing institutional offerings in continuing education, professional studies, and evening programs.
- Actions have been implemented to administer fiscal resources more efficiently and effectively and to comply with budget reductions in state support and the requirements of the oversight subcommittee of the Financial Advisory Authority.
- UPR Ponce has adequate resources to achieve its mission. Campus facilities are adequate and maintained properly so as to provide a favorable environment for teaching and learning.
- The reinstatement of UPR Ponce to the list of the U.S. Department of Education institutions eligible to award Federal Student Financial Aid (Title IV) provides the institution with a critical revenue source for its operations and financial sustainability.
- UPR Ponce and the UPR System's institutions have not produced timely annual audited reports.

**Requirements:**

None.

**Recommendations:**

- UPR Ponce should coordinate with the UPR Central Administration to produce annual and timely audited financial statements.

## **VI. Summary of Compliance**

Based on a review of the monitoring reports and appendices, interviews, and other documents reviewed during the visit, the team draws the following conclusions.

- UPR Ponce provided extensive evidence demonstrating that it was operational after the student strike ended. Students continued actively pursuing degree programs and the institution's Administrative Board approved the modification of the academic calendar 2016-2017 to meet the required class days and contact hours lost during the student strike. Students were able to complete their courses and graduation requirements for academic year 2016-2017. The team determined that the institution has an appropriate financial base to support its programs, assure its financial sustainability, and to attain its mission. The campus facilities are adequate and maintained properly to provide a favorable environment for teaching and learning. UPR Ponce has responded effectively to the financial challenges facing Puerto Rico and the UPR System by implementing several cost reduction initiatives and revenue diversification strategies. UPR Ponce has developed strategies and action plans to allocate resources to ensure that the institution supports its educational mission and goals. The reinstatement of UPR Ponce to the list of the U.S. Department of Education institutions eligible to award Federal Student Financial Aid (Title IV) provides the institution with a critical revenue source for its operations and financial sustainability. At the time of the visit, UPR Ponce devoted a sufficient portion of its income to the support of its educational purposes and programs. The institution has the human, financial, facilities, and other resources needed to achieve its mission and goals. UPR Ponce makes efficient use of its resources which are systematically assessed and analyzed. UPR Ponce follows a well-defined financial planning and budgeting process and uses multi-year budget projections. UPR Ponce continues to follow an annual process that links planning to budgeting.

### **III. Affirmation of Compliance with Requirements of Affiliation Under Review**

**Requirement of Affiliation 3:** *The institution is operational, with students actively pursuing its degree programs.*

Based on a review of the monitoring reports and appendices, interviews, and other institutional documents, the team affirms that the institution continues to meet the Requirement of Affiliation 3.

#### **Summary of Key Evidence:**

- In the spring semester of 2017, students at eight of the eleven campuses of the University of Puerto Rico system engaged in a student strike which interrupted classes. UPR Río Piedras was one of the institutions partially shut down by the student strike.
- Closure of the campus due to the student strike extended from March 28<sup>th</sup> until June 5<sup>th</sup>. This period includes 70 days, and considering that the campus offers Saturday classes, a total of 56 class days were affected.
- The student strike was peacefully resolved and students agreed to go back to classes.
- At the time of the visit, UPR Río Piedras was operational and students were actively pursuing degree programs.
- UPR Río Piedras provided extensive evidence demonstrating that it was operational after the student strike ended. Students continued actively pursuing degree programs and the institution's Administrative Board approved the modification of the academic calendar 2016-2017 to meet the required class days and contact hours lost during the student strike. Students were able to complete their courses and graduation requirements for academic year 2016-2017.
- UPR Río Piedras adopted a non-confrontational approach to resolve the student conflict.
- UPR Río Piedras took firm actions to complete the spring semester. Some academic activities continued during the student strike. These activities included student internships, clinical practicums, laboratories, student research activities, thesis courses, and independent studies. In addition, UPR Río Piedras implemented an alternative modality course option that was approved at the level of the UPR System to facilitate course completion (up to 25% of the contact hours required for the semester could be completed off campus or via online resources used for teaching).
- Four offices provided student services without interruptions during the student strike: The Office of Admissions, the Office of the Registrar, the Office of the Assistant Dean of International Relations, and the Office of the Dean of Students.
- At the resolution of the student strike, 56 class days were rescheduled in accordance with a revised calendar. Classes resumed on June 12<sup>th</sup> and concluded on July 28<sup>th</sup>.
- After classes resumed, students completed their courses on campus.
- Students who met graduation requirements were awarded their earned degrees by the university. Due to scheduling conflicts, no official graduation ceremony took place;



however, an unofficial graduation event organized by the students was held. Because of the student strike and the related suspension of classes, UPR Rio Piedras lost its eligibility to participate in the U.S. Department of Education Federal Student Financial Aid Assistance Programs (Title IV, HEA programs). Once classes resumed, UPR Rio Piedras submitted the required application for approval to participate in Federal Student Financial Aid Programs. Upon review, the U.S. Department of Education determined that UPR Rio Piedras satisfied the definition of an eligible institution under the Higher Education Act of 1965, as amended (HEA). Through an official communication, the U.S. Department of Education informed UPR Rio Piedras of its eligibility determination and indicated that UPR Rio Piedras would be listed in the next edition of the Directory of Postsecondary Institutions. The U.S. Department of Education issued an *Eligibility and Certification Report* (ECAR) to UPR Rio Piedras, as well as a *Program Participation Agreement* (PPA) containing the data elements that form the basis of the institution's approval. UPR Rio Piedras was granted provisional Title IV eligibility by the U.S. Department of Education effective July 21, 2017 which will expire on December 31, 2018. The institution will be able to reapply for eligibility certification in fall 2018.

**Requirement of Affiliation 8:** *The institution has documented financial resources, funding base, and plans for financial development adequate to support its educational purposes and programs and to assure financial stability.*

Based on a review of the monitoring reports and appendices, interviews, and other institutional documents, the team affirms that the institution continues to meet the Requirement of Affiliation 8.

**Summary of Key Evidence:**

- Based on the review of the UPR Rio Piedras' monitoring report, supporting documentation, and interviews conducted on site with UPR Rio Piedras' budget staff and financial officers of the UPR Central Administration, the team determined that the institution has an appropriate financial base to support its programs and to assure its financial sustainability.
- Between FY 2017 and FY 2018, the University of Puerto Rico system experienced a consolidated budget reduction of 7.16% representing a reduction of \$103.7 million (from 1.448 billion to 1.344 billion). During the same period UPR experienced a 19% reduction in net state appropriations (from \$872.4 million to \$708.4 million). The total budget reduction for UPR Rio Piedras during the same period was 10.64% (from \$241,505,251 to \$215,806,542).
- UPR Rio Piedras has developed strategies and action plans to allocate resources to ensure that the institution supports its educational mission and goals.
- UPR Rio Piedras has responded effectively to the financial challenges facing the UPR System by implementing several cost reduction initiatives and revenue diversification strategies.
- UPR Rio Piedras and the UPR System are working with the state government to develop plans and budgets for long term financial stability.

- UPR Rio Piedras has created a plan that includes measures to increase revenues such as tuition increases, which have been established at the level of the UPR System, and development of new sources for external funding.
- Actions to reduce expenses have been undertaken, such as reductions in administrative positions, consolidation of specific administrative offices within the smaller campuses of the UPR System into hubs on larger campuses that will provide all required support and services and at the same time reduce the duplication of positions.
- The institution documented its ability to generate sufficient revenues and savings to establish a satisfactory base of support for its programs despite cuts in government support.
- Other external funding sources are a part of the overall strategy to balance UPR Rio Piedras' budget and achieve financial stability. These sources include public and private grants, increased fund raising from alumni and other sources, training for public state and municipal employees, and increasing continuing education offerings.
- The reinstatement of UPR Rio Piedras to the list of the U.S. Department of Education Institutions eligible to award Federal Student Financial Aid (Title IV) provides the institution with a critical revenue source for its operations and financial sustainability.
- At the time of the visit, UPR Rio Piedras devoted a sufficient portion of its income to the support of its educational purposes and programs.

#### **IV. Compliance with Accreditation Standards Under Review**

##### **Standard 3: Institutional Resources**

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

The team's judgment is that, at this time, the institution has addressed these requirements and appears to be in compliance with Standard 3.

##### **Summary of Key Evidence and Developments:**

- Based on the review of UPR Rio Piedras' monitoring report, supporting documentation, and interviews conducted on site with UPR Rio Piedras' budget staff and financial officers of the UPR Central Administration, the team determined that the institution has the human, financial, facilities, and other resources needed to achieve its mission and goals. UPR Rio Piedras makes efficient use of its resources which are consistently assessed and analyzed.
- UPR Rio Piedras has developed strategies and action plans to allocate resources according to well-developed policies to ensure that the institution supports its educational mission and goals.
- UPR Rio Piedras follows a well-defined financial planning and budgeting process and uses multi-year budget projections.
- UPR Rio Piedras has responded effectively to the financial challenges facing the UPR System by implementing several cost reduction initiatives and revenue diversification strategies to support the institution's mission and goals.

- UPR Rio Piedras has effective institutional controls to deal with financial, administrative and auxiliary operations. These controls have been particularly effective during the financial crisis in Puerto Rico and budget reductions within the UPR System.
- UPR Rio Piedras has developed action plans and strategies to address the issues required by the financial exigencies of the Puerto Rican economy and the Oversight Board which is exercising supervision over the financial affairs of Puerto Rico and the UPR System.
- The reinstatement of UPR Rio Piedras to the list of the U.S. Department of Education institutions eligible to award Federal Student Financial Aid (Title IV) provides the institution with a critical revenue source for its operations and financial sustainability.
- UPR Rio Piedras and the UPR System's institutions have not produced timely annual audited reports.

**Requirements:**

None.

**Recommendations:**

- UPR Rio Piedras should coordinate with the UPR Central Administration to produce annual and timely audited financial statements.

**V. Summary of Compliance**

Based on a review of the monitoring reports and appendices, interviews, and other documents reviewed during the visit, the team draws the following conclusions:

- At the time of the visit, UPR Rio Piedras was operational and students were actively pursuing degree programs. UPR Rio Piedras provided extensive evidence demonstrating that it was operational after the student strike ended. Students continued actively pursuing degree programs, and the Administrative Board of the campus approved the modification of the 2016-2017 academic calendar. This allowed UPR Rio Piedras to meet the required number of class days and contact hours and thereby make up all those lost during the student strike. Students were able to complete their courses and graduation requirements for academic year 2016-2017. UPR Rio Piedras has responded effectively to the financial challenges facing Puerto Rico and the UPR System by implementing several cost reduction initiatives and revenue diversification strategies. The institution has an appropriate financial base to support its programs and to assure its financial sustainability. UPR Rio Piedras has developed strategies and action plans to allocate resources to ensure that the institution supports its educational mission and goals. UPR Rio Piedras has created a plan that includes measures to increase revenues such as tuition increases and development of new sources for external funding. The reinstatement of UPR Rio Piedras to the list of the U.S. Department of Education institutions eligible to award Federal Student Financial Aid (Title IV) provides the institution with a critical revenue source for its operations and financial sustainability. At the

time of the visit, UPR Rio Piedras devoted a sufficient portion of its income to the support of its educational purposes and programs. The institution has the human, financial, facilities, and other resources needed to achieve its mission and goals. UPR Rio Piedras makes efficient use of its resources which are consistently assessed and analyzed. UPR Rio Piedras has responded effectively to the financial challenges facing Puerto Rico and the UPR System by implementing several cost reduction initiatives and revenue diversification strategies to support the institution's mission and goals. UPR Rio Piedras has effective institutional controls to deal with financial, administrative and auxiliary operations. These controls have been particularly effective during the financial crisis in Puerto Rico and budget reductions within the UPR System.

### **III. Affirmation of Compliance with Requirements of Affiliation Under Review**

**Requirement of Affiliation 3:** *The institution is operational, with students actively pursuing its degree programs.*

Based on a review of the monitoring reports and appendices, interviews, and other institutional documents, the team affirms that the institution continues to meet the Requirement of Affiliation 3.

#### **Summary of Key Evidence:**

- In the spring semester of 2017, students at eight of the eleven campuses of the University of Puerto Rico system engaged in a student strike which interrupted classes. UPR Utuado was one of the institutions partially shut down by the student strike. A total of 28 class days were interrupted. The student strike was peacefully resolved and students agreed to go back to classes.
- At the time of the visit, UPR Utuado was operational and students were actively pursuing degree programs.
- UPR Utuado provided extensive evidence demonstrating that it was operational after the student strike ended. Students continued actively pursuing degree programs and the institution's Administrative Board approved the modification of the academic calendar 2016-2017 to meet the required class days and contact hours lost during the student strike. Students were able to complete their courses and graduation requirements for academic year 2016-2017.
- The student strike started on April 6, 2017. Classes resumed on June 5, 2017.
- UPR Utuado adopted a non-confrontational approach to resolve the student conflict.
- UPR Utuado's administration implemented actions to ensure that key academic and administrative operations continued during the strike.
- Offices that continued operations during the strike included: admissions, financial aid, and athletics in the academic area; and, human resources, transportation, and maintenance in the administrative area.
- At the resolution of the student strike, 28 class days were rescheduled by extending the academic calendar (45 contact hours). Classes resumed on June 5, 2017. Classes and the final exam period were extended until July 4, 2017. After classes resumed, students completed their courses on campus.
- Students who met graduation requirements were awarded their earned degrees by the university at a commencement on July 21. Fall semester 2017-18 classes started as usual on August 14, 2017.
- Because of the student strike and the related suspension of classes, UPR Utuado lost its eligibility to participate in the U.S. Department of Education Federal Student Financial Aid Assistance Programs (Title IV, HEA programs). Once classes resumed, UPR Utuado submitted the required application for approval to participate in Federal Student Financial Aid Programs. Upon review, the U.S. Department of Education determined that UPR Utuado satisfied the definition of an eligible

institution under the Higher Education Act of 1965, as amended (HEA). Through an official communication, the U.S. Department of Education informed the UPR Utuado of its eligibility determination and indicated that UPR Utuado would be listed in the next edition of the Directory of Postsecondary Institutions. The U.S. Department of Education an *Eligibility and Certification Report* (ECAR) issued to UPR Utuado as well as a *Program Participation Agreement* (PPA) containing the data elements that form the basis of the institution's approval. UPR Utuado was granted provisional Title IV eligibility by the U.S. Department of Education effective July 27, 2017 which will expire on December 31, 2018. The institution will be able to reapply for eligibility certification in fall 2018.

**Requirement of Affiliation 8:** *The institution has documented financial resources, funding base, and plans for financial development adequate to support its educational purposes and programs and to assure financial stability.*

Based on a review of the monitoring reports and appendices, interviews, and other institutional documents, the team affirms that the institution continues to meet the Requirement of Affiliation 8.

#### **Summary of Key Evidence:**

- Based on the review of the UPR Utuado monitoring report, supporting documentation, and interviews conducted on site with UPR Utuado's budget staff and financial officers of the UPR Central Administration, the team determined that the institution has an appropriate financial base to support its programs and to assure its financial sustainability.
- Between FY 2017 and FY 2018, the University of Puerto Rico system experienced a consolidated budget reduction of 7.16% representing a reduction of \$103.7 million (from 1.448 billion to 1.344 billion). During the same period UPR experienced a 19% reduction in net state appropriations (from \$872.4 million to \$708.4 million). The total budget reduction for UPR Utuado during the same period was 8.38% (from \$15,450,665 to \$14,155,888).
- UPR Utuado has developed strategies and action plans to allocate resources to ensure that the institution supports its educational mission and goals.
- UPR Utuado has responded effectively to the financial challenges facing the UPR System by implementing several cost reduction initiatives and revenue diversification strategies.
- UPR Utuado and the UPR System are working with the state government to develop plans and budgets for long term financial stability.
- UPR Utuado plans to increase external funds for the next five years.
- UPR Utuado has planned and implemented the strengthening of its academic and student services and, at the same time, reducing administrative costs.
- The institution has promoted several measures that include reductions in overtime, utilities, travel, and the health care plan for temporary part time employees.
- UPR Utuado is strengthening its academic offerings by maintaining student enrollment and increasing the number of faculty with doctorates.
- The institution has designed a new set of activities to enhance its capacity for obtaining funding from external sources to alleviate the impact of budget cuts.

- The reinstatement of UPR Utuado to the list of the U.S. Department of Education institutions eligible to award Federal Student Financial Aid (Title IV) provides the institution with a critical revenue source for its operations and financial sustainability.
- UPR Utuado and the UPR System institutions have not produced timely annual audited financial reports.

## **IV. Compliance with Accreditation Standards Under Review**

### **Standard 3: Institutional Resources**

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

The team's judgment is that, at this time, the institution has addressed these requirements and appears to be in compliance with Standard 3.

### **Summary of Key Evidence and Developments:**

- Based on the review of UPR Utuado's monitoring report, supporting documentation, and interviews conducted on site with UPR Utuado's budget staff and financial officers of the UPR Central Administration, the team determined that the institution has the human, financial, facilities, and other resources needed to achieve its mission and goals. UPR Utuado makes efficient use of its resources which are systematically assessed and analyzed.
- UPR Utuado has developed strategies and action plans to allocate resources according to well-developed policies to ensure that the institution supports its educational mission and goals.
- UPR Utuado follows a well-defined financial planning and budgeting process and uses multi-year budget projections.
- UPR Utuado has responded effectively to the financial challenges facing the UPR System by implementing several cost reduction initiatives and revenue diversification strategies to support the institution's mission and goals.
- UPR Utuado has effective institutional controls to deal with financial, administrative and auxiliary operations. These controls have been particularly effective during the financial crisis in Puerto Rico and budget reductions within the UPR System.
- UPR Utuado established a plan to improve the institution's finances and to develop alternative funding sources such as: a five percent decrease in faculty compensation above regular teaching load; elimination of special stipends to all personnel; a moratorium on faculty promotions; and, reduction of professional services contracts.
- UPR Utuado plans to increase external funds for the next five years.
- The institution's administration has implemented a 20% reduction on the special compensation for trust staff.
- The reinstatement of UPR Utuado to the list of the U.S. Department of Education Institutions eligible to award Federal Student Financial Aid (Title IV) provides the institution with a critical revenue source for its operations and financial sustainability.

- UPR Utuado and the UPR System’s institutions have not produced timely annual audited reports.

**Requirements:**

None.

**Recommendations:**

- UPR Utuado should coordinate with the UPR Central Administration to produce annual and timely audited financial statements.

**V. Summary of Compliance**

Based on a review of the monitoring reports and appendices, interviews, and other documents reviewed during the visit, the team draws the following conclusions:

At the time of the visit, UPR Utuado was operational and students were actively pursuing degree programs. UPR Utuado provided extensive evidence demonstrating that it was operational after the student strike ended. Students continued actively pursuing degree programs and the institution’s Administrative Board approved the modification of the academic calendar 2016-2017 to meet the required class days and contact hours lost during the student strike. Students were able to complete their courses and graduation requirements for academic year 2016-2017. The institution has an appropriate financial base to support its programs and to assure its financial sustainability. UPR Utuado has responded effectively to the financial challenges facing Puerto Rico and the UPR System by implementing several cost reduction initiatives and revenue diversification strategies. UPR Utuado has developed strategies and action plans to allocate resources to ensure that the institution supports its educational mission and goals. The institution has designed a new set of activities to enhance its capacity for obtaining funding from external sources to alleviate the impact of budget cuts. The reinstatement of UPR Utuado to the list of the U.S. Department of Education institutions eligible to award Federal Student Financial Aid (Title IV) provides the institution with a critical revenue source for its operations and financial sustainability. UPR Utuado and the UPR System institutions have not produced timely annual audited financial reports. The institution has the human, financial, facilities, and other resources needed to achieve its mission and goals. UPR Utuado makes efficient use of its resources which are systematically assessed and analyzed. UPR Utuado has effective institutional controls to deal with financial, administrative and auxiliary operations. These controls have been particularly effective during the financial crisis in Puerto Rico and budget reductions within the UPR System.