

Monitoring Report to the  
Middle States Commission on Higher Education  
from

University of Puerto Rico at Carolina  
Carolina, PR 00984

Submitted by:  
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Interim Chancellor

Special Team Visit  
September, 2017

Subject of the Follow-Up Report:

To accept the Supplemental Information Report. To request a monitoring report, due September 1, 2017, documenting evidence that 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 may follow submission of the report. 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. To remind the institution of the Commission's request of November 17, 2016, for a progress report due April 1, 2018. The next evaluation visit is scheduled for 2020-2021.

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## Introduction

The University of Puerto Rico at Carolina (UPRCA) submits this Monitoring Report as requested by the Middle States Commission on Higher Education on May 18, 2017. It addresses Requirement(s) of Affiliation and Standard 3 of *Characteristics of Excellence*. The **Substantive Narrative and Analysis** section presents an overview of the University of Puerto Rico System's financial situation based on a more comprehensive analysis included in **Appendix 1**. That overview sets the framework for the discussion of the campus' financial situation and expected outcomes.

The University of Puerto Rico at Carolina was founded in September 1974 as the Carolina Regional College under the UPR Administration of Regional Colleges. On July 1, 1999, administrative autonomy was granted and the College became the University of Puerto Rico at Carolina.

The Middle States accredited UPRCA in June 1978. This status was reaffirmed on November, 2016. At this time the Institution is on probation. On May 18, 2017 the Commission requested 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. The next evaluation visit is scheduled for 2020-2021.

The student body at UPRCA is served by 237 faculty and 245 non-teaching staff members. The 2016-2017 faculty profile shows that 40.5% are full-time and 59.5% are part-time. Total student enrollment for the first academic quarter term 2016-17 was 3,920. Of the student population, 79.2% studied full-time, approximately 72% received financial aid, and 61.4% was female. Also, 78.4% of the student body enrolled in baccalaureate degree programs, 9.7% in associate degree programs, and 9.3% in transfer programs.

The University of Puerto Rico at Carolina is the only UPR unit with an annual three quarter-term calendar schedule that consists of three ten week sessions that cover the entire academic year. It offers baccalaureate degrees in Business Administration, Office Systems, Social Sciences, Graphic Arts, Advertising, Interior Design, Education, Hotel and Restaurant Administration, and Multidisciplinary Studies with a major in Tourist Culture. Associate degrees include Interior Design, Engineering Technology, Automotive Technology and Instrumentation Engineering and Control Systems Technology. Among them, some are unique programs within the University of Puerto Rico System as shown in the following table:

Table I: UPRCA's Unique Educational Programs

Associate Degrees	Baccalaureate Degrees	Unique Baccalaureate Degrees within the UPR System
	<b>Hotel and Restaurant Administration</b>	
Interior Design	<b>Graphic Arts</b>	
Automotive Technology	<b>Advertising</b>	
Mechanical Engineering Technology	<b>Multidisciplinary Studies with major in Tourist Culture</b>	
Instrumentation Engineering and Control Systems Technology	<b>Criminal Justice with majors in: -Forensic Psychology -Law and Society</b>	
	<b>Secondary Education with majors in: -Occupational Education -Technology Education</b>	
	<b>Interior Design</b>	

Articulated Transfer programs to other UPR units are also available. Enrolled students begin studies at UPRCA and complete them in other UPR units as indicated in the following table:

Table II: UPRCA Articulated Transfer Programs

Starts at UPRCA	Transfer to UPR Unit	Degree Conferred
Nursing	Medical Sciences Campus	BA
Dental Assistant	Medical Sciences Campus	Associate
Biology	Río Piedras Campus	BA
Interdisciplinary Studies in the Sciences	Río Piedras Campus	BA
Chemistry	Río Piedras Campus	BA
Biology	UPR at Humacao	BA
Industrial Chemistry	UPR at Humacao	BA
Applied Physics & Electronics	UPR at Humacao	BA
Marine Biology	UPR at Humacao	BA

Microbiology	UPR at Humacao	BA
Wildlife Management	UPR at Humacao	BA
Mathematics	UPR at Cayey	BA
Natural Sciences	UPR at Cayey	BA
Biology	UPR at Cayey	BA
Chemistry	UPR at Cayey	BA
Genetics	UPR at Aguadilla	BA
Biology	UPR at Aguadilla	BA
General Biology	UPR at Bayamón	BA
Human Biology	UPR at Bayamón	BA

The Division of Continuing Education also sponsors short courses, certificate programs, seminars, and workshops without academic credit.

In times of financial difficulties, unique offerings at UPRCA represent a special advantage to launch new projects that could render economic benefits for the Institution as well as learning opportunities for students. The Revenue-generating initiatives section on this report will expand this topic.

The administrative structure is composed by the Chancellor (the highest authority on campus), the Academic Senate, and the Administrative Board, four deanships (academic, administrative, student, and the School of Hotel and Restaurant Administration), and office and department directors.

The Chancellor is responsible for administrative and academic decisions. The Academic Senate is the official deliberative body of the academic community. It is composed by elected academic department representatives, the deans, student representatives, and the library director as an ex-officio member. Chaired by the chancellor. Its decisions are expressed through certifications and fully disclosed at unit level on its website.

The Administrative Board is constituted by deans, at least four academic directors, students and faculty representation, an academic senator, and the Chancellor. It approves administrative decisions in compliance with university bylaws and regulations.

## Substantive Narrative and Analysis

### *Requirement of Affiliation 3*

The *Puerto Rico Oversight, Management, and Economic Stability Act* or (*PROMESA*) approved by the US Congress created a Financial and Management Oversight Board for Puerto Rico which decided to implement an approximate \$512 million cut on UPR government allocations by 2025-2026. This funding reduction represents 61% of the entire UPR budget. This decision caused students' protests that ended up in the approval of an indefinite strike that lasted from April 17 until May 31, 2017 at the Carolina campus. During the strike period, the Commission requested a Supplemental Information Report (Appendix 2) that was sent on May 5, 2017. On May 26, the Institution also sent an update notice (Appendix 3) regarding important developments relevant to previous Commission actions.

On May 8, 2017, the US Department of Education (USDA) notified UPRCA that it lost eligibility to participate in HEA student assistance programs due to a student strike (Appendix 4: University of Puerto Rico Carolina Regional College\_PR\_030160\_05\_08\_2017\_letter).

The Carolina campus, being the only UPR unit with a quarter-term calendar system, was able to successfully complete the second quarter-term as well as the enrollment process for the third term before the strike. Afterwards, non-teaching staff reported back to work on June 1 and a new academic calendar (Appendix 5) was approved by the campus Administrative Board on June 5, 2017.

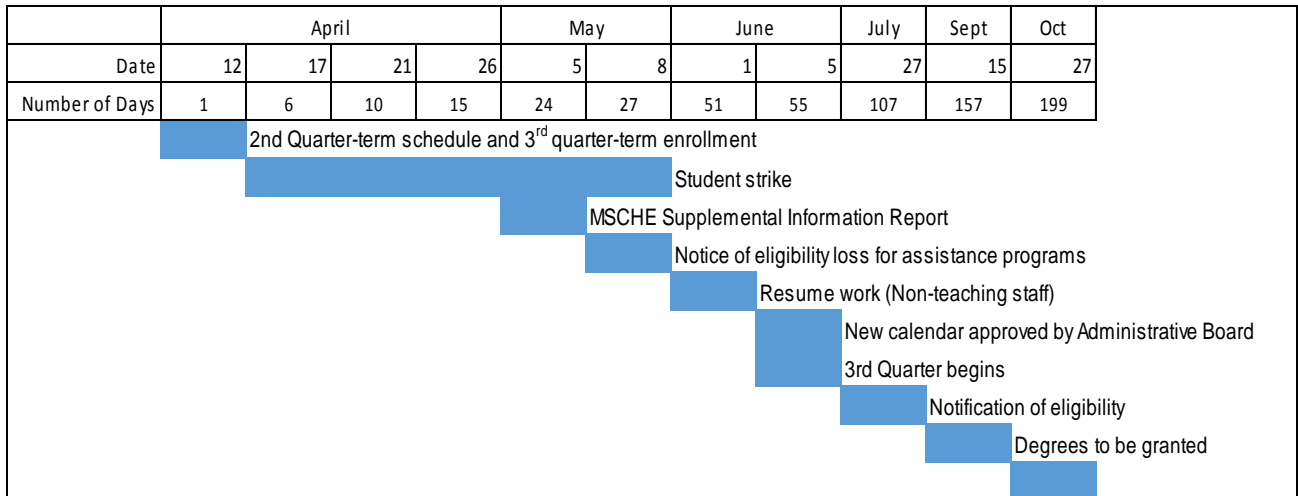
Other institutional administrative processes that were continued during the strike period include:

- Staff and student payroll
- Social security payments and tax deductions
- Quarterly payroll tax forms
- State and federal vouchers
- Check printing for staff and students without direct deposit
- Retirement deductions
- Insurance claims
- Insurance policy information requests
- Student Medical Insurance Report for 2016-2017 quarter-term
- Certification of tuition costs for the third quarter-term 2016-2017
- Deposits to cash management modules
- Payroll register
- Payroll register for students and suppliers
- Payroll register to third party accounts
- Payments to suppliers, staff and students

- Admission processes were conducted. New applications were received and students were contacted through email and in-person interviews.

Most of these were carried out at the university Central Administration facilities. Classes resumed on June 5. After the beginning of classes, the USDE asked for information to evidence that the campus was operational. UPRCA sent all attendance documentation information as requested (Appendix 6). On July 27, 2017 the USDE informed the Chancellor about the determination that the University of Puerto Rico at Carolina satisfied the definition of an eligible institution under the Higher Education Act of 1965, as amended (HEA) (Appendix 7: Approval Letter. University of Puerto Rico Carolina Regional College.0301). As of today, the USDE authorized the disbursement of Title IV funds. Academic year 2016-2017 fully concluded on Monday, August 21 2017. Degrees will be conferred to students who completed requirements on September 15. The graduation ceremonies have been scheduled for October 27, 2017.

The following Gantt chart summarizes the previously described events:



Requirement of Affiliation 8 and Standard 3

University of Puerto Rico System Financial  
Overview

[Excerpt from Appendix 1]

Puerto Rico continues to experience a historic fiscal crisis. According to data from the Federal Treasury Department, the cumulative economic contraction in the Gross National Product is 14.6%, with a prediction of an additional contraction of 3% for the next two years. The University of Puerto Rico is directly affected by this economic scenario. The Government of Puerto Rico's budget draft for fiscal year 2017-2018 recommended an allocation of \$669.7 million for the UPR from special assignments and \$40 million from other appropriations for a total of \$709.7 million, representing a reduction of \$162.6 million (-18.65%) from government allocations compared to fiscal year 2016-2017. These reductions were in compliance with amounts indicated by the Puerto Rico Oversight Board established by the Puerto Rico Oversight and Management Stability Act (PROMESA) enacted by the United States Congress in 2016. After some modifications, state appropriations for the University for FY2017-2018 were as follows:

**Table I: UPR State Appropriations from the Government of Puerto Rico  
Fiscal Years 2016-2017 and 2017-2018**

Amount in Thousands

Sources of Funds	1	2	3
	Fiscal Year 2016 - 2017	Fiscal Year 2017 - 2018	Change (Col 2-1)
Revenues by Formula 9.6% UPR, Law 2 of 1966	833,929	631,210	(202,719)
Joint Resolutions	38,503	37,111	(1,392)
Other Revenues Government of PR	\$ -	\$ 40,048	\$ 40,048
<b>Total appropriations from Government of PR to UPR</b>	<b>\$ 872,432</b>	<b>\$ 708,369</b>	<b>\$ (164,063)</b>

-18.81%

**Notes:**

1. State Special Funds are not included since the UPR does not receive these funds from State Special Assignments directly. The estimated budget refers to projects where the UPR is subcontracted by another Agency or Municipality through the reimbursement mechanism.

2. Other Income It does not include funds from the Gambling Law that come to UPR through the Tourism Company

In compliance with the Puerto Rico Oversight Board requirements, the University of Puerto Rico Board of Governors approved the *UPR Fiscal Plan* on July 31, 2017 (Certification 29) to meet its fiduciary responsibility while maintaining institutional integrity, financial sustainability, fulfilling its mission, and supporting its academic offerings. The plan's guiding principles were:

1. Protect the human, financial, technical, and capital resources necessary to succeed in the attainment of the UPR vision and mission.

2. Implement the UPR *Strategic Plan 2017-2022* based and its four major areas of endeavor (educational environment, research and creative work, service to diverse communities, and sustainability) to achieve student success.
3. Prioritize administrative and academic transformations that are guided by efficiency and effectiveness criteria.
4. Reorganize administrative and academic support services into 4 main campus hubs: Hub 1: Mayagüez, Aguadilla, Arecibo, and Utuado; Hub 2: Medical Sciences Campus; Hub 3: Río Piedras, Carolina, and Bayamón; and Hub 4: Cayey, Ponce, and Humacao.
5. Exercise financial responsibility regarding specific revenues and expenditure measures to support achievement of strategic and sustainable management goals.
6. Implement expense reduction measures at the UPR Central Administration, including operating and general expenses, and system service costs.
7. Diversify revenues through tuition increase, patents, government and UPR contractual agreements (Executive Order 2017-021), online academic offerings, collaborative agreements with the Department of Education and with local municipalities, and other initiatives such as the medical cannabis project.

The UPR is undertaking a substantial restructuring of its operations and identifying a number of revenue generating initiatives and expense containment measures to address the reduction in government appropriations and funding. Thus far, and by implementing all the above stated measures, the UPR will be in a position to accomplish its mission and continue to serve the people of Puerto Rico (See **Appendix 1** of this report for a detailed discussion of the UPR's budget and *Fiscal Plan*).

*University of Puerto Rico at Carolina Financial Overview*

The UPR Board of Governors approved Certification 021 (2017-2018), which contained the Budget allocation for FY 2017-2018. The reduction represents 9.6% of the entire UPRCA budget. In the midst of this difficult financial situation, the campus has been identifying alternatives to face these cuts. UPRCA has represented 2.5 - 2.9% of the general UPR system budget. Economic improvement is not expected soon. Therefore, this report considers reductions of 5, 11.3, and 10.7% as established by UPR Central Administration.

Table III: Initial Budgets Approved for UPR and UPRCA & Enrollment (as of July of each FY)

FISCAL YEAR	UPR GENERAL FUND INNIAL BUDGET	UPR-CA INNIAL BUDGET	% of UPR-IB	Enrollment
2009-2010	1,040,655,138	29,618,197	2.85%	4,321
2010-2011	935,038,671	24,535,441	2.62%	4,006
2011-2012	919,158,951	24,610,117	2.68%	3,530
2012-2013	995,013,006	25,253,237	2.54%	3,837
2013-2014	1,031,754,000	25,882,657	2.51%	3,994
2014-2015	1,013,179,000	28,403,074	2.80%	3,843
2015-2016	1,008,179,000	28,202,924	2.80%	3,796
2016-2017	1,015,229,000	28,202,924	2.78%	3,914
2017-2018	880,729,000	25,508,546	2.90%	3,706

The campus budget for the current year amounts to \$25,508,046. The budget reduction was \$2,694,378 which represents a 9.5% cut relative to the 2016-2017 budget. Approximately 85% of the budget is committed to salaries and fringe benefits. Fifteen percent is available for operating costs.

Economies from retired positions are used to supplement the fifteen percentage just mentioned Attrition and measures to decrease operating costs are also implemented to ensure fulfilment of the institutional mission. Faculty hired by contract contributes to guarantee academic offerings as institutional efforts are conducted to attain necessary income.

Financial projections for the next three years considered:

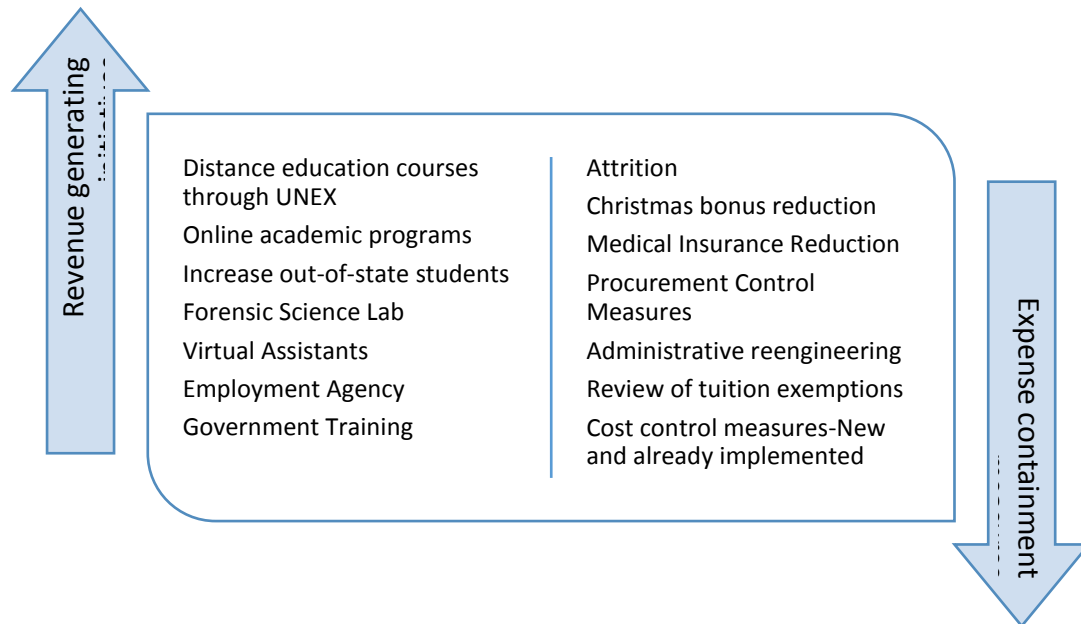
- Tenure and non-tenured faculty needed to complete academic offerings as planned
- Utility and other expenses

Table IV: Budget Projections

Category	Budget Projections							
	2017-2018		2018-2019		2019-2020		2020-2021	
Salaries & Fringe Benefits	\$21,716,895.00	85.10%	\$20,631,050.00	85.10%	\$18,299,742.00	85.20%	\$16,341,670.00	85.30%
Operating Expenses	\$3,791,651.00	14.90%	\$3,601,950.00	14.90%	\$3,186,082.00	14.80%	\$2,849,455.00	14.70%
<b>Total</b>	<b>\$25,508,546.00</b>	<b>100%</b>	<b>\$24,233,000.00</b>	<b>100%</b>	<b>\$21,485,824.00</b>	<b>100%</b>	<b>\$19,191,125.00</b>	<b>100%</b>

As described in the UPR's Fiscal Plan, the actions taken by UPRCA in the following years may be categorized as *Revenue generating initiatives* and *Expense containment measures*.

Table V. Enrollment Projections



## Revenue Generating Initiatives

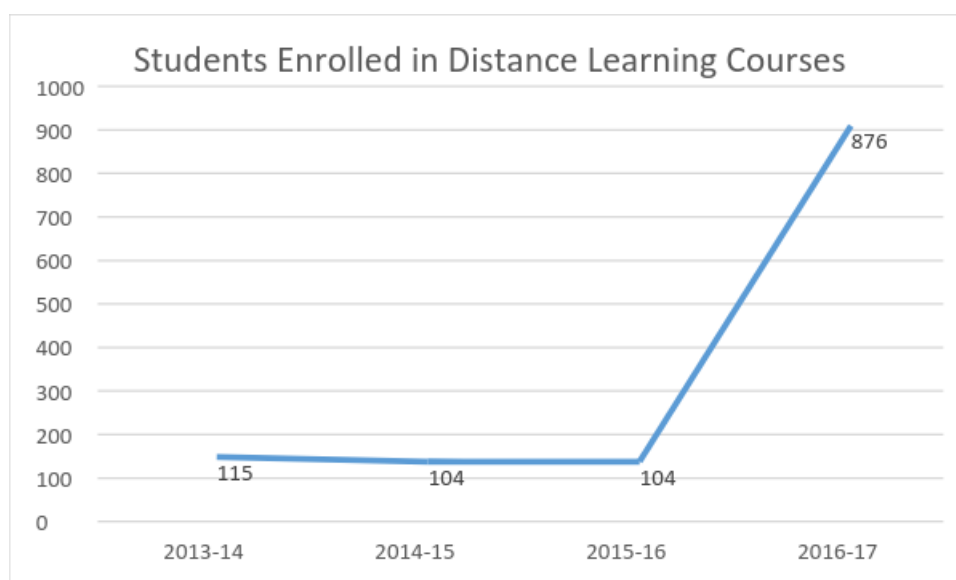
UPRCA has developed a detailed plan to increase revenues from non-government sources and implement administrative decisions to attain external funds from private and federal grants. This section discusses five actions taken by UPRCA to increase revenues: (1) maximize distance learning, (2) increase out-of-state student enrollment, (3) new enterprises, (4) external funding projects, and (5) current projects in operation.

### ***Revenue Generating Initiative #1: Maximize Distance Learning***

In the last two years, demand for distance learning courses has grown dramatically. This initiative has been widely supported by faculty members. Title V funds have been used to support faculty training and to provide the technological structure necessary to support this delivery method. At this moment, UPRCA has created 41 courses in eight academic departments.

UPRCA seeks to continue strengthening distance learning each quarter-term by increasing to 15 the number of sessions in this modality. The next figure illustrates the growing demand of distance learning courses.

Figure I: Strategies to Compensate Budget Reduction



Academic excellence is of utmost importance for this project. For this reason, the Academic Deanship has adopted Quality Matters standards as part of the distance learning certification process. This internationally recognized organization has a membership of more than 1,300 colleges and universities around the world.

Analysis of distance learning demand and student satisfaction assessment is moving UPRCA towards a revision of its policy. This revision will lead to an increase in maximum

enrollment in distance learning courses (which currently is set to 20, approximately 33% below face-to-face) and the transfer of this type of courses to the Extended University (UNEX). Along with the projected increase in enrollment in distance-learning courses, these changes will result in significant revenue increase from tuition costs.

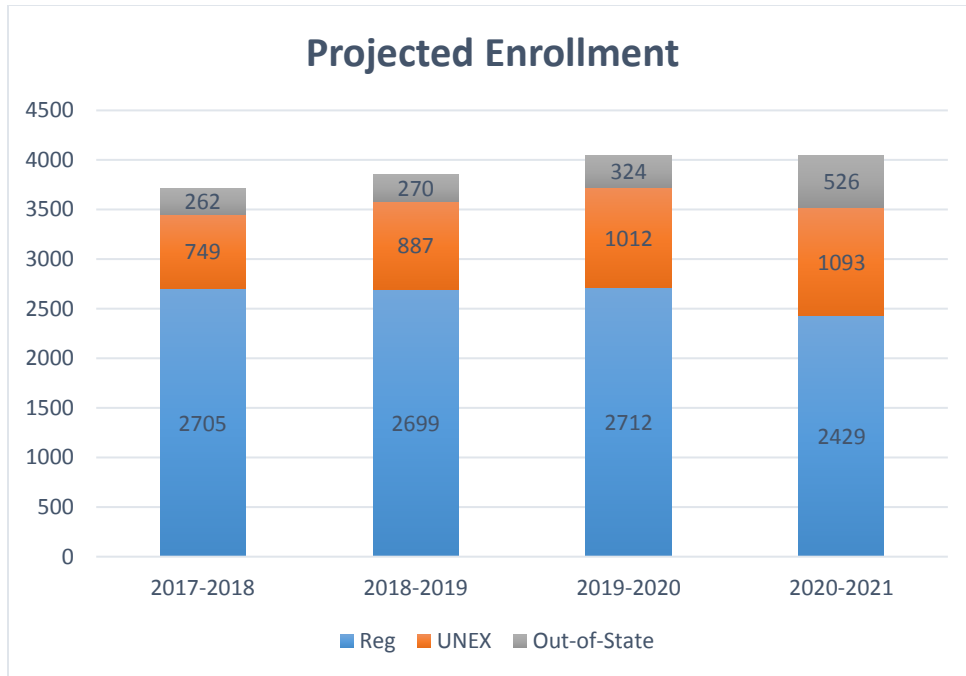
The UPR fiscal plan and the Strategic Plan encourage the development of distance learning programs. Aligned with this initiative, UPRCA is working toward the offering full academic programs online. Some of the programs considered for full delivery online in the next five years are:

- Baccalaureate in Office Systems
- Baccalaureate in Education with major in Occupational Education
- Baccalaureate in Criminal Justice with major in Law and Society
- Baccalaureate in Education with major in Technology Education
- Associate Degree in Automotive Technology

Delivery of these distance learning programs enables the expansion of UPRCA's academic offerings to other regions of the Island, the US mainland, and other Spanish speaking countries. The next section analyzes plans to expand UPRCA's target population.

### ***Revenue Generating Initiative #2: Increase Out-of-State Student Enrollment***

Globalization and the weakening of geographical boundaries brought by the Internet is making possible for us to extend our mission to the Puerto Rican communities in the United States and Spanish speaking students around the world. As part of our commitment to grant access to higher education and pursuing an increment in revenues, UPRCA hired staff to recruit in-state and out-of-state students. The goal established is to increase the enrollment of out-of-state students by 13% within the next four years. Figure II provides details about the projected enrollment distribution.



As a result of the initiatives discussed above, tuition revenues are expected to increase from \$7,572,558.00 to \$9,244,770.29 by year 2021. Table VI provides details on the expected tuition revenues by year.

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
<b>Projected Enrollment</b>	<b>4193</b>	<b>3706</b>	<b>3743</b>	<b>3855</b>	<b>4048</b>
<b>Projected</b>	\$7,572,558.00	\$7,643,624.10	\$8,023,657.86	\$8,610,069.70	\$9,244,770.29
<b>Actual Distribution</b>	\$7,572,558.00	\$6,692,566.44	\$6,759,858.00	\$6,962,276.87	\$7,310,390.71
<b>Difference</b>	\$ -	<b>\$951,057.66</b>	<b>\$1,263,799.86</b>	<b>\$1,647,792.83</b>	<b>\$1,934,379.58</b>

### **Revenue Generating Initiative #3: New Enterprises**

Unique disciplines offered at Carolina stand for 81% of its academic offerings. This special situation provides for vast opportunities for UPRCA entrepreneurship development. The campus has initiated ten new enterprises which are scheduled to begin operations within the next four years. These initiatives will generate external funds and benefit students by providing practical and employment experiences.

#### **1. TEAULube**

This proposal provides preventive maintenance to fleet vehicles owned by government agencies, UPR units, university staff, private companies, and the public. Agreements already made with *Ford Motor Company*, *American Honda*, and *Bella International* allow UPRCA to use high quality equipment already installed in our facilities for training purposes. Future agreements are also expected with *Federal Mogul*, *Cummins Caribbean*, and *TTI Corporation*.

Service expansion considered for the future includes general tune ups, tire rotation and balance, computerized diagnostics, brake services, automotive electromechanics, cooling system repair, brake service, and light repairs.

## **2. UPR Work Force**

Private companies and government have opted to hire employment agencies for staff recruitment. This provides for smoother administrative processes and simplifies human resources procedures. Employment agencies charge fees for these services. UPRCA may act as the link between its students and companies interested in these services by establishing a staffing agency (UPR Work Force). Current UPRCA students and alumni will benefit from this opportunity to have a job experience before or just after graduation.

## **3. Hotel UPRRP**

The UPR Hotel at the Río Piedras campus (UPRRP), is a joint venture project between the campus and the School of Hotel and Restaurant Administration (SHRA) at UPRCA. The hotel, located at the UPRRP Student Center, will have 29 rooms, including two suites and its concept will be categorized as a three diamonds property. The property will also have a lounge and reception area and the food and beverage services will be provided by several restaurant operations located inside the premises of the student center. The lodging facility will be administered by the SHRA and will serve as a practicum center for the hospitality major students. The site will undergo a full \$2.3 million renovation and it is expected to open for business in January 2019. A feasibility study was completed in 2016 and concluded that it could be financially successful as a mid-price lodging property.

## **4. Printing Services**

Graphic arts students of the Design Department would benefit from using available printing equipment at UPRCA to provide services to other UPR units, government, and private companies. UPRCA can print diplomas for all UPR units, athletic uniforms, maintenance staff uniforms, and advertising materials to government and private customers.

## **5. TV Jaguar Radio**

UPRCA has video recording equipment and a radio station. These facilities enable the institution to offer production of television and radio advertising services. Public advertising students from the Design Department will work in the development of this project. Prospect customers include government agencies and private companies.

## **6. Medical Insurance Billing**

Medical insurance companies will be billed for services provided to students and the community in UPRCA medical facilities. This will generate new funding to the Institution that was not available before. All requirements to begin this procedure have been met.

## **7. Art Gallery**

A two floor building to be inaugurated in about two months will provide diverse income opportunities that include a store, a coffee shop, renting of facilities, and private industry sponsorships. Activities related to renowned local and international artists will provide

diverse income opportunities. The Gallery will serve as a practice center to students from academic departments and majors like design, tourist culture, and education.

This project would generate new funds for the campus and provide employment experience for students. Partnerships with UPR units and museums in the Island will promote cultural activities that transcend the campus. In collaboration with the campus library, it will support art history research development. A catalogue of Puerto Rican artists and the increase of art history books should also take place as part of this common effort.

### **8. Virtual Help Services**

Medium and small businesses sometimes cannot afford administrative staff and required space and equipment. A feasible solution consists of hiring assistants that work remotely on a part-time basis. These virtual assistants offer their services to more than one customer from one central location. UPRCA can develop this type of business using students from the Office Systems department, which has one of the highest enrollment within the UPR system. This initiative also represents a first job experience for graduation candidates and alumni.

### **9. Anthropology & Forensic Laboratory**

Forensic anthropology laboratory will serve as a research center on human remains. It will support the study of bones and other biological materials found in archaeological remains in order to provide information about human life and the environment in the past, including a bioarcheology of former inhabitants of the Island.

An open space area will be selected for the establishment of a Body Farm project to analyze and study decomposition processes in human dead bodies. Emphasis will be placed on:

- Chronologic sequence of events during the decomposition process in a humid tropical environment.
- Creation of an osseous reference collection to maintain morphological data and metrics of contemporary Puerto Rican population.

UPRCA will place itself at the forefront of forensic science being the first institution of higher education in Latin America to undertake this kind of research.

### **10. Public Advertising**

Advertising proposals will be provided to UPR units, government agencies, and private companies by students from the Business advertising program.

The next table shows earnings expected from the above-mentioned enterprises.

Table VII: Revenues from New Enterprises

Source of Revenue	2017-18	2018-19	2019-20	2020-21
1. TEAULube	\$57,087.54	\$59,941.92	\$62,939.01	\$66,085.96
2. UPR Work Force	-	\$83,200.00	\$208,000.00	\$332,800.00
3. Hotel UPRRP	-	\$210,169.00	\$220,677.45	\$231,711.32
4. Printing Services	-	\$120,000.00	\$126,000.00	\$132,300.00
5. TV Jaguar Radio	\$114,200.00	\$119,910.00	\$125,905.50	\$132,200.78
6. Medical Insurance Billing	\$40,000.00	\$42,000.00	\$44,100.00	\$46,305.00
7. Art Gallery	\$18,000.00	\$40,000.00	\$60,000.00	\$85,000.00
8. Virtual Help Services	\$5,000.00	\$60,000.00	\$124,000.00	\$130,200.00
9. Anthropology & Forensic Laboratory	-	\$124,900.00	\$249,800.00	\$437,150.00
10. Public Advertising	\$13,000.00	\$29,000.00	\$29,000.00	\$30,450.00
<b>New Enterprises Total</b>	<b>\$247,287.54</b>	<b>\$889,120.92</b>	<b>\$1,250,421.96</b>	<b>\$1,624,203.06</b>

**Revenue Generating Initiative #4: External Funding Projects**

UPRCA also contributes to the finding of solutions to social problems that affect our society. It has created proposals to train professionals in the management and development of policies to deal with sexual abuse victims. Other proposals also provide training to different groups like teachers and parents. Additionally, UPRCA has developed three new professional certificates.

**Professional Certificate in Butler Services**

The professional certificate in butler services is aimed at students with a hospitality related degree with proficiency in at least two languages. Training will emphasize etiquette and personalized luxury service. Classes are expected to begin during the second semester of 2018. This training has been recommended by the hotel industry.

**Professional Certificate in Culinary Arts**

This certificate prepares students to work as managers in the gastronomy industry. They will be prepared to hold leadership positions, especially in food production. Students learn the basics needed to work in the food service industry. They explore cooking and baking fundamentals, food safety, menu preparation and business skills.

## Professional Certificate in Industrial Technology

This certificate will provide students with specialized knowledge in industrial technology. UPRCA currently offers an associate degree that enable students to develop training modules that satisfy particular needs in this industry. Areas covered include:

- Programmable Logic Controllers (PLC)
- Pneumatics
- Hidraulics
- Industrial Electricity
- Instrumentation

The following table shows diverse initiatives and their economic impact:

Table VIII. Projected Revenues from Training Programs and Services

Source of Revenue	2017-18	2018-19	2019-20	2020-21
Program and Service Evaluation: Challenges and Projections	\$ 130,900.00	-	-	-
Certificate: Trainer for Management of Sexual Assault Case Situations	\$ 440,000.00	-	-	-
Challenges and Management for the Implementation of the Policy of Zero Tolerance against Sexual Abuse of Minors	\$ 130,900.00	-	-	-
Professional Services for Teacher Development	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	-
Professional Services to Train Parents and Family of Children	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	-
External Evaluation of the 21st Century Program	\$ 1,000,000.00			-
Law Enforcement Officer Training Program (BA)	-	\$ 1,005,840.00	\$ 2,011,680.00	\$ 3,048,000.00
Certificate in culinary arts		\$ 60,000.00	\$ 60,000.00	\$ 60,000.00
Certificate in butler services			\$ 70,000.00	
Certificate in Industrial Technology			\$ 50,000.00	\$ 50,000.00
<b>Training Programs and Services Total</b>	<b>\$ 2,101,800.00</b>	<b>\$ 1,465,840.00</b>	<b>\$ 2,591,680.00</b>	<b>\$ 3,158,000.00</b>

In addition to the projects described above, UPRCA is increasing its efforts to participate in more federal grants. At this moment, the Office of Institutional Development is working on three grant proposals:

1. NSF Career: Acquisition of laboratory equipment for scientific research, curricular development, and financial aid. Possible grant award: \$600,000-\$1,000,000 in a five-year period.
2. The Roosevelt Road Puerto Rico Promise Zone: Comprised of the three communities of Ceiba, Fajardo, and Naguabo in the Northeast corner of Puerto Rico, project goals include improving educational opportunities by investing in

science and math education and creating a Roosevelt Roads Science Park. Possible grant award: \$5,000,000.00 yearly in a two-year period.

3. HSI 2018: New Title V proposal that strengthens curriculum and faculty. Possible grant award: \$2,500,000.

**Revenue Generating Initiative #5: Additional Projects**

At this time, UPRCA has multiple sources of revenue other than the General Fund. In order to increase these revenues, UPRCA has focused not only in new project and enterprises, but also in strengthening current projects. Revenue increase for these projects are expected to range from 3% to 5% per year. Table IX provides details on each project and the expected revenue increase by year 2020-2021.

Table IX Projected Revenues from Current Activities

Source of Revenue	2017-18	2018-19	2019-20	2020-21
Café Theater	\$ -	\$ 6,000.00	\$ 6,300.00	\$ 6,615.00
Vending Machines (Soda Drinks and Coffee)	\$ 94,965.00	\$ 94,965.00	\$ 94,965.00	\$ 94,965.00
Café Bar and Banquet Hall	\$ 90,000.00	\$ 123,000.00	\$ 50,000.00	\$ 157,500.00
DECEP/UNEX	\$1,487,294.00	\$1,531,912.82	\$1,577,870.20	\$1,625,206.31
Ford	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00
Photocopies	\$ 30,000.00	\$ 31,500.00	\$ 33,075.00	\$ 34,728.75
<b>Enhancement of Current Projects Total</b>	\$1,714,259.00	\$1,799,377.82	\$1,874,210.20	\$1,931,015.06

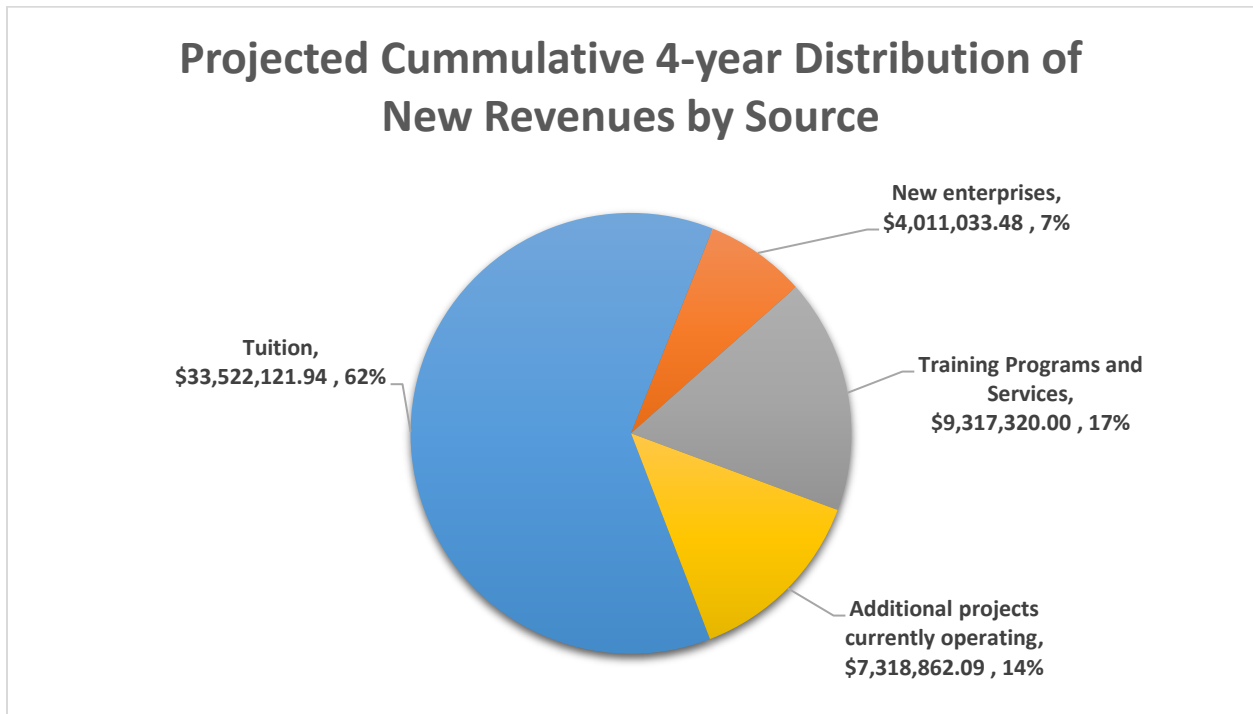
**Summary of Revenue Generating Initiatives**

Actions to increase revenues are essential to counterpart budget cuts without affecting academic offerings and services. UPRCA implements strategies that combine its competitive advantages to strengthen its fiscal situation. The next table summarizes fund-generating initiatives and the years of implementation.

Table X: Revenue Generating Initiatives

Sources of Revenue	Total Revenue by Year			
	2017-18	2018-19	2019-20	2020-21
Tuition	\$7,643,624.10	\$8,023,657.86	\$8,610,069.70	\$9,244,770.29
New enterprises	\$247,287.54	\$889,120.92	\$1,250,421.96	\$1,624,203.06
Training Programs and Services	\$2,101,800.00	\$1,465,840.00	\$2,591,680.00	\$3,158,000.00
Additional projects currently operating	\$1,714,259.00	\$1,799,377.82	\$1,874,210.20	\$1,931,015.06
<b>Total from revenue generating initiatives by year</b>	<b>\$11,706,970.64</b>	<b>\$12,177,996.59</b>	<b>\$14,326,381.86</b>	<b>\$15,957,988.41</b>

Below, figure III provides a summary of the accumulated revenues for the 4-year period.



### Expense Containment Measures

In addition to diversifying actual sources of revenue, UPRCA has implemented multiple administrative actions to reduce operating expenses without compromising academic quality and student services. A discussion of those administrative actions is shown below. Certifications 21-28, 2017-2018 of the UPR Board of Governors establish the following cautionary measures: (1) Christmas bonus reduction, (2) reduction in employer's contribution to the Health Insurance Plan, (3) elimination of syndicates special bonus, and (4) Elimination of allowance for non-teaching employees uniforms. The reduction of the Christmas bonus represents 46% less than previous years. The Central Administration successfully conducted medical insurance negotiations that guaranteed full coverage of

medical without a negative budget impact. This represents a 19% reduction in medical insurance expenses. Additionally, the allowance for employee uniforms and the syndicate bonus has been eliminated. The table below shows the impact these measures will have in UPRCA's budget from year 2017-2018.

Table XI: Cautionary Measures

Cautionary measure	2016-2017	Beginning year 2017-2018	Difference	Difference (%)
Elimination of allowance for non-teaching employees uniforms	\$25,000.00	\$0.00	(\$25,000.00)	100%
Syndicates special bonus	\$96,000.00	\$0.00	(\$96,000.00)	100%
Reduction of the Christmas bonus	\$360,000.00	\$194,409.00	(\$165,591.00)	46%
Reduction in employer's contribution to the Health Insurance Plan	\$2,582,087.00	\$2,088,000.00	(\$494,087.00)	19%
<b>Total</b>	<b>\$3,063,087.00</b>	<b>\$2,282,409.00</b>	<b>(\$780,678.00)</b>	

On the other hand, continuous staff attrition projected for the next four years will lead to a gradual reduction in the payroll of teaching and non-teaching personnel. In order to assure uninterrupted student services and adequate teaching resources, UPRCA has budgeted a reserve to compensate the teaching load of retired Faculty as necessary, depending on student enrollment.

Table XII: Teaching Reserve Budget

Future Retirements (Estimates)	2017-18	2018-19	2019-20	2020-21
<b>Faculty</b>	<b>8</b>	<b>5</b>	<b>5</b>	<b>4</b>
<b>Budgetary impact</b>	\$602,304.00	\$439,726.24	\$439,726.24	\$351,780.99
<b>Non-Faculty</b>	<b>13</b>	<b>8</b>	<b>8</b>	<b>7</b>
<b>Budgetary impact</b>	\$570,636.00	\$344,097.39	\$344,097.39	\$301,085.22

## **Conclusion**

After the strike period, UPRCA successfully completed all necessary efforts to return to its regular academic schedule, enabling students to continue pursuing their degrees and receiving financial aid. We consider that financial goals included in the UPR Fiscal Plan approved by the UPR Board of Governors are better served , ~~at~~ a longer timeframe.

Challenges faced as part of the current financial situation have been managed with institutional income generating projects, cost-saving measures, academic offerings, and federal proposals that ensure financial viability for the following years. The Institution is able to continue operations comprehensively, fulfilling its vision and mission.

# Appendixes

**This appendix was prepared by the University of Puerto Rico Central Administration staff and is included in the Monitoring Reports of all UPR campuses.**

## **University of Puerto Rico System Financial Overview**

### **Institutional Profile**

Founded in 1903, the University of Puerto Rico (UPR) is the only state-supported university system in Puerto Rico. The University was comprehensively reorganized as a system by Law No. 1 of January 20, 1966. Law 1 (as amended) states that the University's mission is to serve the people of Puerto Rico as a higher education institution, true to democratic ideals and within the framework of academic and scientific freedom. As such, it must transmit and increase knowledge in the arts and sciences for the benefit of the community through the work of its faculty, researchers, students, and alumni. In addition, it must contribute to the development and enjoyment of the ethical and esthetic values of culture (Law 1 of January 20, 1966, Article 2, Section A).

The University System comprises 11 institutional units with the following Carnegie Classifications: Río Piedras (Doctoral Universities: Higher Research Activities); Mayagüez (Master's Colleges & Universities: Medium Programs); Medical Sciences (Special Focus Four-Year: Medical Schools & Centers); Cayey (Baccalaureate Colleges: Arts & Sciences Focus); Aguadilla, Arecibo, Bayamón, Carolina, Humacao, and Ponce (Baccalaureate Colleges: Diverse Fields); and Utuado (Baccalaureate/Associate's Colleges: Mixed Baccalaureate/Associate's).

Since its founding, the UPR has educated the majority of Puerto Rico's academics and professionals. It confers approximately 9,000 degrees yearly. Out of the approximately 35,000 high school students who take the Puerto Rico College Entrance Examination, 60% apply for admission to the UPR. The University enrolls approximately 60,000 students, system-wide. One out of every 3 university students in the Island pursues studies at the UPR and 1 out of every 5 university degrees is conferred by the UPR (AY 2016-2017). At present, the UPR System offers degrees in the arts, sciences, business, engineering, health fields, and technology, including 34 doctor of philosophy and professional doctorates, 119 master's degrees, 15 graduate certificates, 239 baccalaureates, and 38 associate degrees, many of which are unique in the Island.

Fifty-eight percent (58%) of all programs are eligible for professional accreditation. Out of those, 87% are accredited (AY2017-2018).

*Accrediting Agencies - University of Puerto Rico Programs*

- Accreditation Commission for Programs in Hospitality Administration (ACPHA)
- Accreditation Council for Business Schools and Programs (ACBSP)
- Accreditation Council for Education in Nutrition and Dietetics
- Accreditation Council for Pharmacy Education
- Accreditation Council for Occupational Therapy Education, American Occupational Therapy Association
- Accrediting Council on Education in Journalism and Mass Communications (ACEJMC)
- American Alliance of Museums
- American Bar Association
- American Chemical Society
- American Dental Association
- American Physical Therapy Association
- American Psychological Association
- American Society of Cytopathology
- American Speech-Language-Hearing Association
- American Veterinary Medical Association
- Association of American Law Schools
- Association of College and Research Libraries, American Library Association
- Association to Advance Collegiate Schools of Business
- Commission on Accreditation for Health Informatics and Information Management Education
- Commission on Accreditation of Healthcare Management Education
- Commission on Accreditation of Ophthalmic Medical Programs
- Commission on Collegiate Nursing Education
- Computing Accreditation Commission, ABET, Inc.
- Council for the Accreditation of Educator Preparation
- Council on Accreditation of Nurse Anesthesia Educational Programs

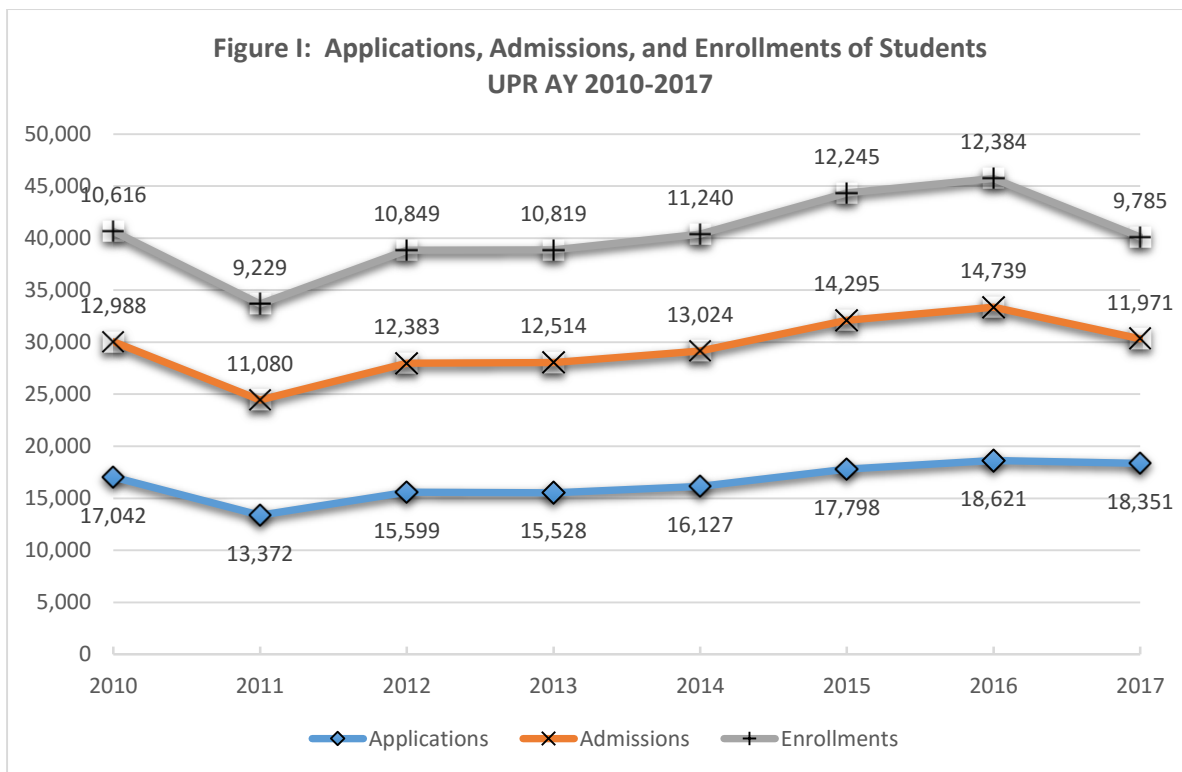
- Council on Education for Public Health
- Council on Rehabilitation Education
- Council on Social Work Education
- Engineering Technology Accreditation Commission, ABET, Inc.
- International Association of Counseling Services
- Joint Commission on Allied Health Personnel in Ophthalmology and Commission on Accreditation of Allied Health Education Programs
- Joint Review Committee on Education in Radiologic Technology
- Joint Review Committee on Educational Programs in Nuclear Medicine Technology
- Liaison Committee on Medical Education
- National Accrediting Agency for Clinical Laboratory Sciences
- National Architectural Accrediting Board
- National Association for the Education of Young Children
- National Association of Schools of Public Affairs and Administration
- National League for Nursing Accrediting Commission
- National Council for Accreditation of Teacher Education (NCATE)
- Planning Accreditation Board

The UPR has conferred over 487 doctoral degrees in the last 5 years, close to 50% in science and technology. Over 90% of research and scholarly articles published in indexed and peer reviewed journals in Puerto Rico are produced by UPR faculty and students.

The UPR ranks 1<sup>st</sup> out of 37 higher education institutions in Puerto Rico (WEBOMETRICS, 2017), 589<sup>th</sup> out of 11,999 ranked globally (WEBOMETRICS, 2017) and 18<sup>th</sup> out of 228 universities ranked in Latin America (SCIMAGO, 2017).

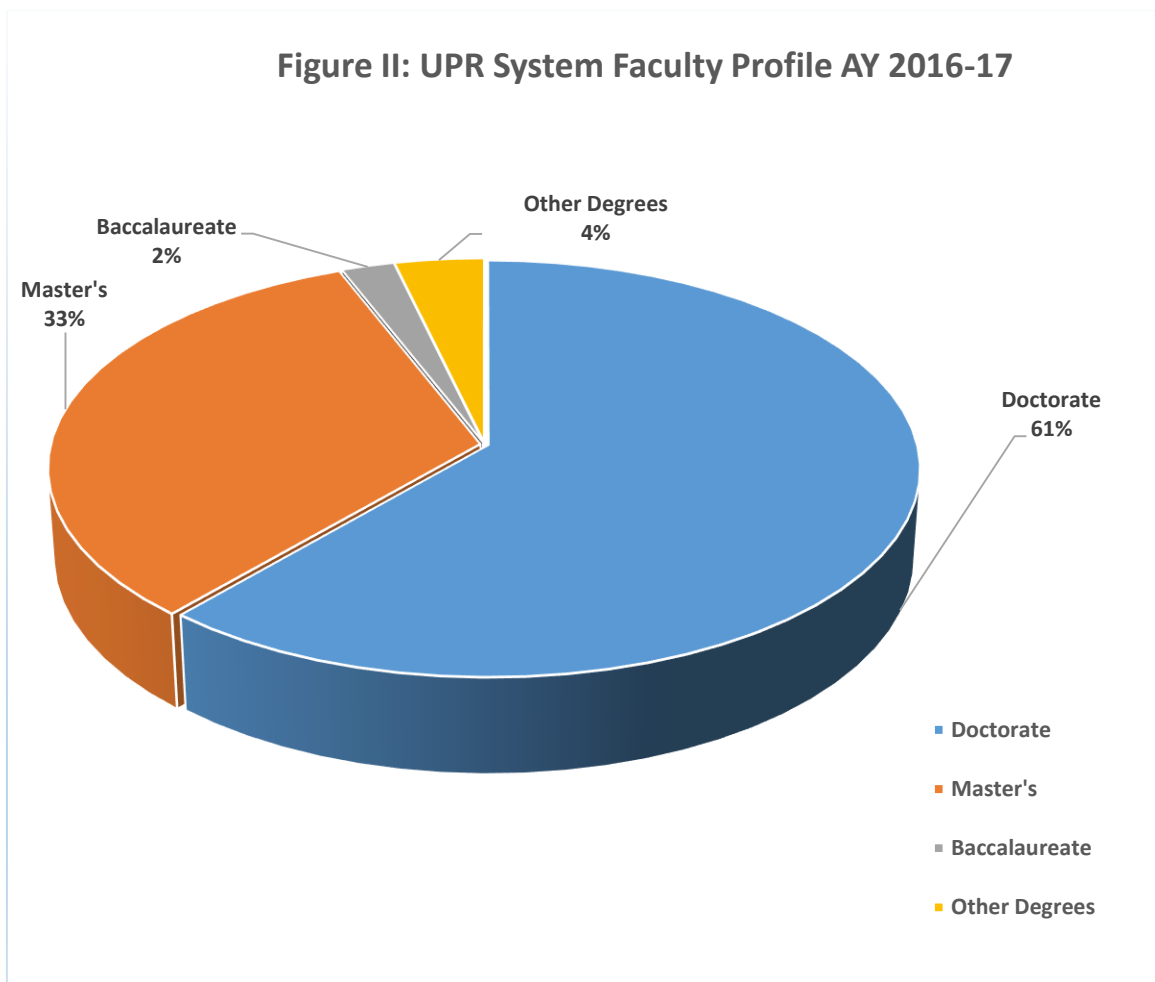
### *UPR System Student Profile*

The UPR admits an annual average of 13,000 students out of approximately 50,000 high school graduates in Puerto Rico. Fifty-seven percent (57%) are female and 43% male. For academic year 2017-2018, the number of applicants has remained close to the annual average of 18,000 students. Nevertheless, the effects of a recent 70-day student strike in 9 out of 11 campuses is seen in a decrease in admissions to 9,787 as of August 1, 2017. This decrease is similar to the effect seen after the 2010 student strike. The University System usually recovers within the next couple of years, as shown in Figure I.



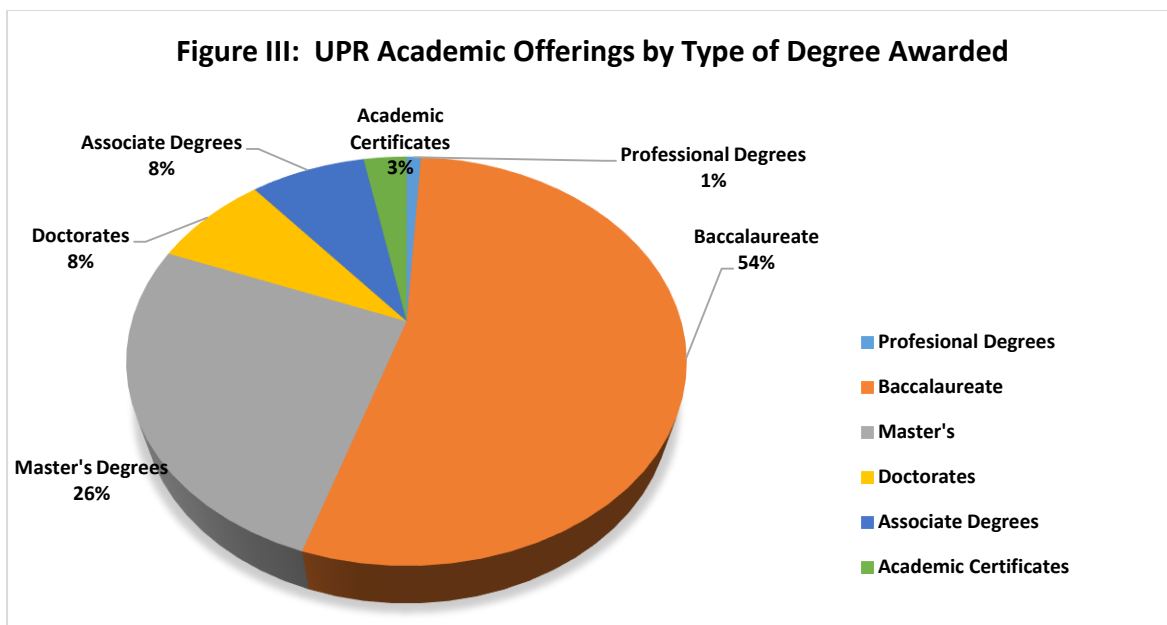
### *UPR System Faculty Profile*

The UPR stands out for the quality and diverse credentials, as well as the scholarly and professional experience of its faculty. Out of 4,887 faculty members, 61% hold doctoral degrees, 33% master's degrees, 2% baccalaureate, and 4% other degrees.



### Academic Offerings

As stated above, the University of Puerto Rico System offers 34 doctor of philosophy and professional doctorates, 119 master's degrees, 15 graduate certificates, 239 baccalaureates, and 38 associate degrees.



### Unique Academic Offerings

The University is the sole provider in the Island of education in numerous fields in which it grants the following degrees: Associate degrees in agricultural production technology, livestock industry technology, and aerospace and aeronautics technology; baccalaureate degrees in athletic therapeutics, marine biology, education with concentration in English and multimedia technology, materials management, and multidisciplinary studies in tourism culture; master of science in chemical engineering and in mathematical statistics; doctor of philosophy with specialty in physics-chemistry, and master's and doctor of philosophy in bioengineering. In the health fields, the following stand out: Associate degree in ophthalmic technology, bachelor of science in nuclear medicine, and doctorates in audiology, physical therapy, public health with specialty in health systems and management, public health with specialty in social determinants of health, public health with specialty in environmental health, and doctor of dental medicine with five postdoctoral programs.

### *Strategic Planning 2017-2022*

On December 19, 2016, the Board of Governors approved the *University of Puerto Rico Strategic Plan 2017-2022: A New Era of Innovation and Transformation for Student Success*. The plan reaffirms the University's vision, mission, and fundamental values, as well as its commitment to assessment and continuous improvement and to the highest standards of quality, ethics, and institutional integrity. It seeks to guide the institution in a time of financial constraints and adverse changes in the external environment.

With the approval of the *Puerto Rico Oversight, Management, and Economic Stability Act* (PROMESA) in 2016, the Island entered a challenging debt restructuring and economic development process under the purview of the Puerto Rico Oversight Board. The University of Puerto Rico, as a state-supported, higher education institution, was among the agencies targeted for a considerable funding reduction. Change must come swiftly in order to emerge from the crisis. The *Strategic Plan* contemplates fostering less dependence on government funds, partnerships with government and the private sector to secure additional funding, sale of services, use of technology to increase efficiency, and transforming its educational offering to respond to the Island's new reality and a new generation of students.

The University projects itself as an active partner in the search for alternatives by innovating and transforming itself and the Island. The new *Strategic Plan* proposes academic and administrative activities in four priority areas focusing on student success: Educational Environment, Research and Creative Work, Technological Culture, Service to Diverse Communities, and Sustainable Management. The *Strategic Plan* will be implemented in conjunction with the *University Fiscal Plan 2017-2026* (**Appendix A**).

## Financial Overview

### *The UPR System and the Socio-economic Development of Puerto Rico*

The economic impact of the UPR System is reflected in the generation of production, employment, and income, as well as in the generation of human, scientific, and technological capital in the Island. The multiplier effect of the UPR System's spending on the economy of Puerto Rico is 1.56, which means that for every million dollars injected by the UPR into Puerto Rico's economy, \$560,000 are generated in other segments of the economy.

The total expenditure of the UPR System during the period from 2010 to 2015 has had the effect of generating \$7,824.9 million in salary income in the Island (at constant 2013 prices). The multiplier effect on wages is 2.46, which means that \$1 million generated in wages by the University generates \$1,460,000 in the rest of the country's economic system. The total spending of the UPR System during the 2010 to 2015 period generated 68,384 jobs throughout the economy of Puerto Rico, of which 25,881 were direct, 14,785 indirect, and 27,718 induced. The total multiplier effect of employment is 2.64, which means that out of every 100 jobs generated in the UPR, 164 additional jobs are created in the rest of Puerto Rico's economy. A UPR graduate receives an average of \$25,857 more annually in income than a high school graduate. This represents an additional \$775,708 in the average living wage. The Puerto Rican society receives a benefit of 20 cents for every dollar invested in the individuals who study at the UPR System.

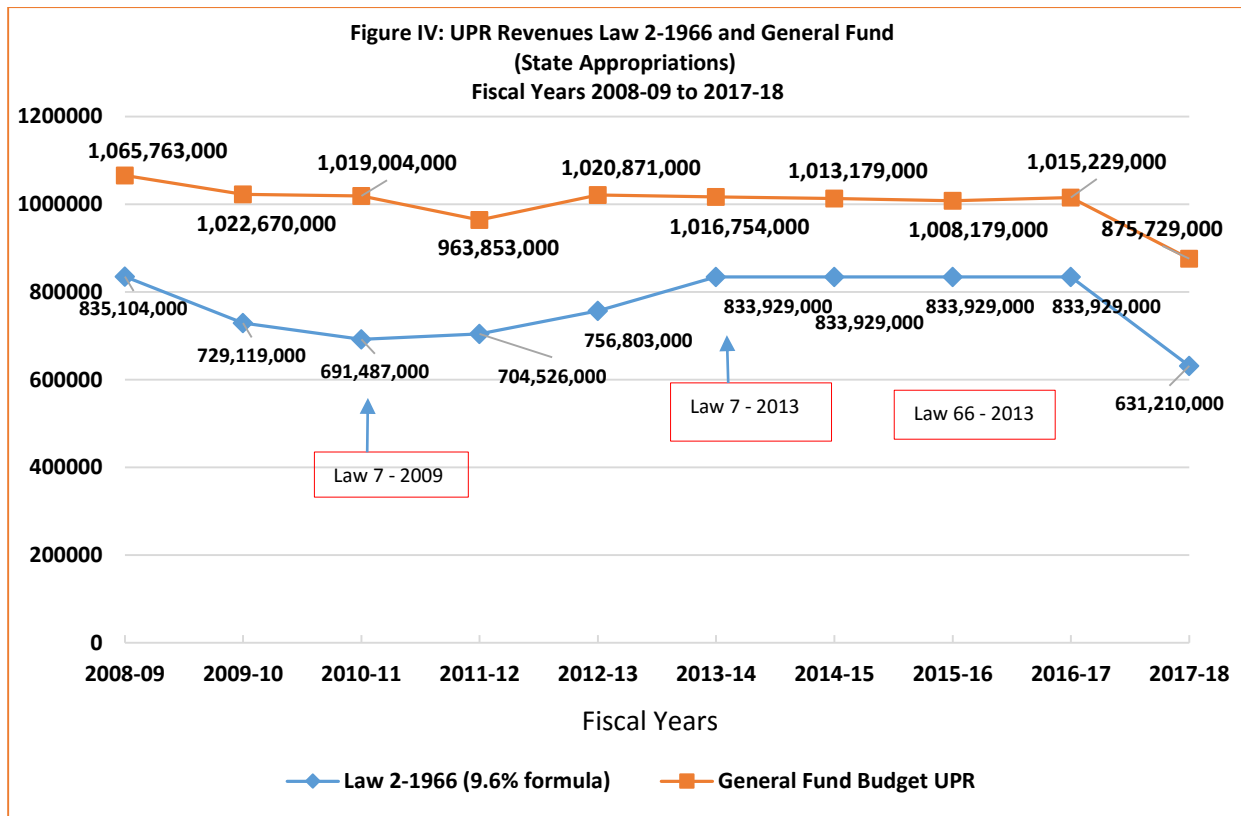
The UPR has 36 patents issued by the US Patent and Trademark Office (USPTO); 4 signed licenses; 2 licenses and 27 new patents under review, as well as 2 inventions under evaluation. According to the World Intellectual Property Organization, patents promote innovation and economic development, promote investments to market new inventions, and seek to disseminate knowledge and information so that the public can enjoy them. These are assets that impact the world economy. The number of patents held by the University of Puerto Rico increased from 3 to 36 between 2007 and 2016. The institution is working hard to commercialize these patents so that they will be translated into income for the UPR and in benefit for the Island.

As the leading Hispanic Serving Institution in the United States, the UPR is among the first 45 institutions with the lowest tuition costs in the United States and Puerto Rico and is the institution that provides the highest quality education at the lowest cost in the Island. In 2015-2016, over 68% of its students benefited from the \$187 million Federal Scholarship and Financial Aid Program.

UPR System Budget

The University of Puerto Rico is in the third year of the implementation of Law 66 of 2014. This law amended Law 2 of 1966, which had established a formula by which the University would receive 9.6% of the average of the government’s net income for the two previous fiscal years. Law 66 established a fixed government allocation of \$833,929,000 for three (3) fiscal years based on the amount received for fiscal year 2013-2014. As stated in Law 66, the 2016-2017 fiscal year would be the last of the three years.

Figure IV shows the effect of Law 66 on income levels and its relation to the total budget of the general fund for the fiscal period 2013-2014 through 2016-2017.



### *UPR Budget Constraints*

In 2009, Directive R-0809-16 issued by the President of the UPR established a set of cautionary measures to address the effect on the University of the economic recession in Puerto Rico, which began to impact the UPR in 2006. The expected outcome of these measures was to reduce the impact of a foreseeable reduction in the funds allocated to the UPR.

Initially, in order to adjust for budget reductions, the campuses implemented the mandatory cost containment measures, including: a freeze on salary increases, promotions in rank, and vacant positions; non-payment of excess sick leave; and very limited reimbursement of faculty travel expenses. However, due to the burden on teaching personnel and the backlog of promotions, the Board of Governors lifted the freeze on promotions in rank effective July 2013. Other measures included reducing operating expenses such as paper usage, supplies and equipment, and utilities' expenses. Furthermore, in 2013, the Governor of the Commonwealth of Puerto Rico issued Directive OE-2013-003 that called for additional austerity measures and budgetary constraints, which included all state agencies besides the UPR.

The UPR Governing Board approved a set of guidelines to counteract the effect of the reductions in state funds for the UPR system. These include: strategies to increase retention; increasing graduation rates in minimum time; increasing the number of underrepresented students admitted to UPR; teaching and research wage compensation; increasing the retirement age from 55 to 58 years; increasing by 1% the current employee contributions to the pension plan; a 12% pension plan contribution for new employees; strengthening UPR internal protocols for administrative efficiency; and increasing external funds to become less dependent on state appropriations.

Puerto Rico continues to experience a historic fiscal crisis. According to data from the Federal Treasury Department, the cumulative economic contraction in the Gross National Product is 14.6%, with a prediction of an additional contraction of 3% for the next two years. The University of Puerto Rico is directly affected by this economic scenario. The Government of Puerto Rico's budget draft for fiscal year 2017-2018 recommends an allocation of \$668.3 million for the UPR from special assignments and \$40 million from other appropriations for a total of \$709.7 million, representing a reduction of \$164 million (-18.81%) from government allocations compared to fiscal year 2016-2017. These reductions are in compliance with amounts indicated by the Puerto Rico Oversight Board established by the Puerto Rico Oversight and Management Stability Act (PROMESA) enacted by the United States Congress in 2016.

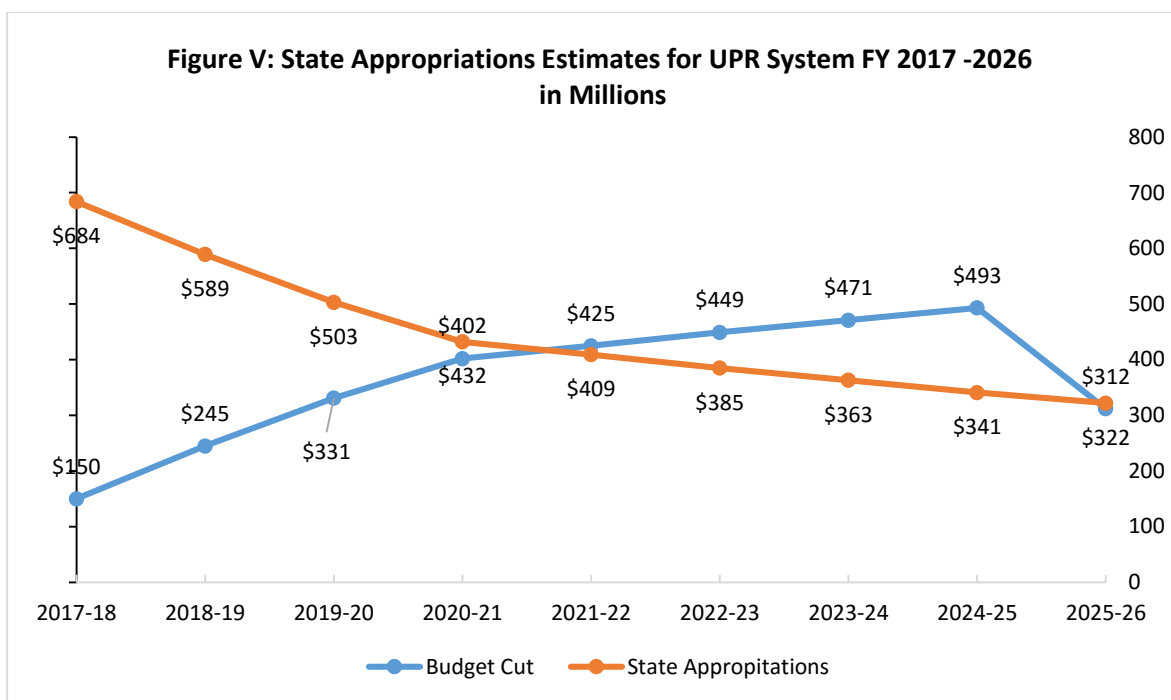


Table I illustrates the main sources of funds assigned to the University by the Government of Puerto Rico for fiscal year 2016-2017 and current year 2017-2018.

**Table I: UPR State Appropriations from the Government of Puerto Rico Fiscal Years 2016-2017 and 2017-2018**

Amount in Thousands

Sources of Funds	1	2	3
	Fiscal Year 2016 - 2017	Fiscal Year 2017 - 2018	Change (Col 2-1)
Revenues by Formula 9.6% UPR, Law 2 of 1966	833,929	631,210	(202,719)
Joint Resolutions	38,503	37,111	(1,392)
Other Revenues Government of PR	\$ -	\$ 40,048	\$ 40,048
<b>Total appropriations from Government of PR to UPR</b>	<b>\$ 872,432</b>	<b>\$ 708,369</b>	<b>\$ (164,063)</b>

-18.81%

**Notes:**

1. State Special Funds are not included since the UPR does not receive these funds from State Special Assignments directly. The estimated budget refers to projects where the UPR is subcontracted by another Agency or Municipality through the reimbursement mechanism.

2. Other Income It does not include funds from the Gambling Law that come to UPR through the Tourism Company

The UPR must meet its responsibility as the Island's public higher education institution by restructuring and redefining itself in ways that will not jeopardize its mission and its role as a driving force within the Island. The summary of the UPR Consolidated Budget for FY 2017-2018 by sources of funds is shown in the following table:

**Table II: UPR Preliminary Consolidated Budget by Resource Sources (Updated June, 2017)**

Sources of Funds	Amount in Thousands		
	1 Fiscal Year 2016 - 2017	2 Fiscal Year 2017 - 2018	3 Change (Col 2-1)
<b>I. Budget for Operating Expenses:</b>			
<b>Special Assignments (RC from C 187):</b>	\$ 872,432	\$ 668,321	\$ (204,111)
<b>Formula Financing UPR, Act No. 2 of 1966</b>	<b>833,929</b>	<b>631,210</b>	<b>(202,719)</b>
<b>Joint Resolutions:</b>	<b>38,503</b>	<b>37,111</b>	<b>(1,392)</b>
- Payment Payroll Residents and Interns of the Medical Sciences Campus (MSC) - Law 299 of 2003	20,900	20,900	-
- Scholarships and Economic Aid to Students (Legislative Scholarships) - Law 170 of 2002	9,500	9,500	-
- Training Residents Dept. Surgery and Trauma MSC - Law 106 of 2013	2,500	2,500	-
- Serv. Rendered Medical Population Indigent RC 1527 of 2004	1,719	1,719	-
- Operating Expenses Seismic Network and Strong Movements - Law 106 of 2002	1,392	-	(1,392)
- Operating Expenses Puerto Rico Technology Assistance Program - Law 236 of 2000	855	855	-
- Operational Expenses Centro Advanced Studies Staff Medical Emergencies - Law 235 of 2004	500	500	-
- Creation Center for Integrated Services for Minor Victims of Sexual Abuse - Law 158 of 2013	500	500	-
- Granting of Scholarships Students of Medicine, Dentistry and Veterinary - Law 17 of 1948	500	500	-
- Strengthening Services of the Ponceño Autism Center	87	87	-
- Postmortem Cerebral Biopsy Record for Alzheimer Patients - Law 237 of 1999	50	50	-
<b>State Special Funds 1 /</b>	<b>\$ 15,899</b>	<b>\$ 16,795</b>	<b>\$ 896</b>
- Subsidized Inter-Agency Contract Programs	15,899	16,795	896
<b>Federal Funds (Scholarships, Stipends to Students and Research and Teaching Projects)</b>	<b>\$ 283,969</b>	<b>\$ 283,969</b>	<b>\$ -</b>
- Research and Teaching Projects	94,881	94,881	-
- Scholarships and Stipends to Students	189,088	189,088	-
<b>Own Income (Tuition, Fees, Indirect Costs, Intramural Practice Plan, Revolving Accounts, etc.)</b>	<b>\$ 149,318</b>	<b>\$ 159,729</b>	<b>\$ 10,411</b>
- Tuition, Fees, Indirect Costs, Intramural Practical Plan, Revolving Accounts and Other Income	149,318	159,729	10,411
<b>Other income</b>	<b>\$ 50,891</b>	<b>\$ 78,280</b>	<b>\$ 27,389</b>
- Donations or Services Contracted with Corporations and Individuals	13,891	26,280	12,389
- Gambling - Law No. 36 of 2005	37,000	37,000	-
- Other Income (New Government Allocation of PR for Operational Expenses)	-	15,000	15,000
<b>Subtotal Budget for Operating Expenses</b>	<b>\$ 1,372,509</b>	<b>\$ 1,207,094</b>	<b>\$ (165,415)</b>
<b>II. Permanent Improvement Program</b>	<b>\$ 11,457</b>	<b>\$ 61,790</b>	<b>\$ 50,333</b>
- Federal Funds	920	1,845	925
- Special Funds Government of PR	928	5,911	4,983
- Own Revenue (AF 2018 includes \$ 32 million non-recurring)	9,120	38,986	29,866
- Other income	489	-	(489)
- Other Revenues (New PR Government Allocation for Permanent Improvements)	-	15,048	15,048
<b>Subtotal Budget for Operating Expenses and Permanent Improvements</b>	<b>\$ 1,383,966</b>	<b>\$ 1,268,884</b>	<b>\$ (115,082)</b>
<b>III. Budget Debt Payment (Bonds and Lines of Credit)</b>	<b>\$ 64,415</b>	<b>\$ -</b>	<b>\$ (64,415)</b>
- Own Income: Tuition, Fees	\$ 39,415		(39,415)
- Other Income: Gaming - Law No. 36 of 2005	\$ 25,000		(25,000)
<b>Total Consolidated Budget UPR (According to data published by the JSF on June 30, 2017))</b>	<b>\$ 1,448,381</b>	<b>\$ 1,268,884</b>	<b>\$ (179,497)</b>
<b>Reconciliation with OGP Data 2 /</b>	<b>\$ -</b>	<b>\$ 75,807</b>	<b>\$ 75,807</b>
- Payment of Public Debt (Bonds and Lines of Credit) 2 /	\$ -	\$ 64,415	64,415
- Other Income: Training Public Employees - Law 8 of 2017 (New Assignment) 3 /	-	10,000	10,000
- Special Asig.: Operating Expenses Seismic Network and Strong Movements - Law 106 of 2002 4	-	1,392	1,392
<b>Consolidated Budget UPR</b>	<b>\$ 1,448,381</b>	<b>\$ 1,344,691</b>	<b>\$ (103,690)</b>

**Notes:**

1/ UPR does not receive these funds from State Special Assignments directly. It refers to projects where the UPR is subcontracted through the reimbursement mechanism.

2/ The OGP did not include the Allocations for Debt Payment in the Budget Posted on June 1, 2017.

3/ In the Budget of the Government of PR (CR of C 187) was included as "Assignments Under Custody of OGP". The UPR will access them through the reimbursement mechanism.

4/ In the Budget of the Government of PR (RC of the C 187) was included under the State Agency for Emergency Management and Disaster Management (AEMEAD). They are expected to be transferred later to the UPR.

5/ The amounts budgeted for Fiscal Year 2017-2018 for Special State Funds, Federal Funds, Own Revenues and Other Income are based on the income and expenses recorded for these items in the Financial System of the UPR during Fiscal Year 2015-2016.

The distribution of the General Fund Budget for fiscal year 2017-2018 for each of the academic and administrative units of the UPR System is presented below. The allotted amounts for each unit were based on the guidelines issued by the Office of the Interim President. The budget (presented here as recommended) was approved by the Board of Governors on July 26, 2017 (Certification 21).

Table III: UPR RECOMMENDED PRELIMINARY BUDGET - GENERAL FUND  
FISCAL YEAR 2017-2018

1	2	3	4	5	6	7	8
UNITS	Number of students (August 2016)	Employees General Fund (February, 2017)	Square Feet Construction	Original Budget Fiscal Year 2016-2017	Recommended Budget Fiscal Year 2017-2018	Change (Col. 6 - Col 5)	% (Col. 7 / Col. 5)
Río Piedras Campus	16,872	2,814	5,978,726	\$ 241,505,251	\$215,806,542	\$ (25,698,709)	-10.64%
Mayagüez Campus	13,316	1,977	2,133,316	\$ 150,650,166	\$135,113,085	\$ (15,537,081)	-10.31%
Agricultural Extension Service		241	Not Available	\$ 20,007,473	\$ 17,453,219	\$ (2,554,254)	-12.77%
Agricultural Experimental Station		223	Not Available	\$ 16,627,337	\$ 14,705,710	\$ (1,921,627)	-11.56%
Medical Sciences Campus	2,711	1,198	1,249,379	\$ 123,090,983	\$114,182,051	\$ (8,908,932)	-7.24%
UPR - Cayey	3,755	475	522,742	\$ 36,912,660	\$ 33,535,182	\$ (3,377,478)	-9.15%
UPR - Humacao	4,037	595	599,238	\$ 45,470,475	\$ 41,132,119	\$ (4,338,356)	-9.54%
UPR - Aguadilla	3,396	343	249,968	\$ 22,792,180	\$ 20,638,097	\$ (2,154,083)	-9.45%
UPR - Arecibo	4,150	494	352,959	\$ 33,622,330	\$ 30,597,778	\$ (3,024,552)	-9.00%
UPR - Bayamón	4,927	519	452,714	\$ 40,629,794	\$ 36,565,352	\$ (4,064,442)	-10.00%
UPR - Carolina	3,919	419	314,505	\$ 28,202,924	\$ 25,508,546	\$ (2,694,378)	-9.55%
UPR - Ponce	3,630	387	333,362	\$ 26,239,292	\$ 23,696,379	\$ (2,542,913)	-9.69%
UPR - Utuado	1,469	252	155,024	\$ 15,450,665	\$ 14,155,888	\$ (1,294,777)	-8.38%
Public Debt Payment				\$ 48,265,000	\$ 48,196,250	\$ (68,750)	-0.14%
Governing Board		18	Not Available	\$ 1,821,660	\$ 1,464,112	\$ (357,548)	-19.63%
Internal audit		31	Not Available	\$ 1,957,200	\$ 1,751,950	\$ (205,250)	-10.49%
University System Administration		189	63,833	\$ 14,804,879	\$ 12,983,892	\$ (1,820,987)	-12.30%
Molecular Sciences Research Center		8	152,000	\$ 2,500,000	\$ 2,200,000	\$ (300,000)	-12.00%
University System Service Activities (SASU)		120	Not Available	\$ 50,677,764	\$ 44,111,006	\$ (6,566,758)	-12.96%
University of Puerto Rico Editorial		12	30,168	\$ 1,043,689	\$ 789,510	\$ (254,179)	-24.35%
AT - Assignments to Transfer				\$ 42,957,278	\$ 41,142,332	\$ (1,814,946)	-4.23%
AT - UPR Contingency Reserve				\$ 50,000,000	\$ 5,000,000	\$ (45,000,000)	-90.00%
<b>TOTAL</b>	<b>62,182</b>	<b>10,315</b>	<b>12,587,934</b>	<b>\$ 1,015,229,000</b>	<b>\$880,729,000</b>	<b>\$ (134,500,000)</b>	<b>-13.25%</b>

Based on a reduction of \$ 139.5 million in the FY 2016-17 Budget + increase in own income of \$ 1MM per increase in enrollment for the incoming class 2017 (Cert. 135, JG, 2016-16), \$ 5.5 MM miscellaneous income per Initiatives to support the UPR and \$ 40 MM non-recurring from the Budget Reserve of FY 2016-2017 in the form of a Bridge Fund)

*Adjustment measures recommended in the budget guidelines  
that will apply to the 11 campuses*

1. The net cut in government funds allocated to the UPR for general operating expenses is \$187.7 million compared to fiscal year 2016-2017.
2. Update the estimates of incomes from the General Fund for each unit. Review revenue estimates for enrollment considering only the increase due to inflation for the incoming class of 2017, as provided by Certification 135, of the Board of Governors 2016-2017, which rules out a budget distribution based on the review of revenue-adjusted enrollment charges, the recovery of indirect costs, and miscellaneous income, as discussed with the Central Administration Finance Office.

3. Continue, in coordination with the units, the process of internal evaluation of administrative, academic, and service operations with the purpose of improving efficiency in the use of public funds.

*Cost control measures and savings strategies  
already implemented that will be maintained*

1. Reduction of 5% in the payment of teaching and non-teaching part-time and contract staff.
2. Reduction of 5% in the payment of additional compensations.
3. Reduction of 5% in the payment of all bonuses for administrative functions that are paid to teaching and non-teaching staff.
4. Reduction of 3% in the payment of salaries of individuals in trust positions
5. Elimination of payments for excess vacation leave.
6. Academic assignment of three (3) credits *ad honorem* to teaching staff with full discharge in administrative functions.
7. Elimination of payment of excess sick leave.
8. Elimination of yearly professional development bonuses to teaching staff.

*New cost control measures and savings  
strategies to be implemented*

New measures and savings strategies, in addition to continuing those stated above, will be implemented:

1. Reduction or elimination of the budget allocated to vacant positions
2. Reduction of at least 20% in the number of trust positions
3. Review of release time to perform administrative tasks
4. Review of the budget allocated for operational expenses (purchases, leasing contracts, professional services contracts, travel expenses, replacement of equipment, etc.)
5. Elimination of allowance for non-teaching employees' uniforms

6. Reduction in the employer's contribution to employees' health insurance plan from \$695 to \$600 per month
7. Reduction of 47% in the Christmas bonus (from \$1,125 to \$600)
8. Reduction or elimination of employer financial aid for employee studies
9. Review of appropriations for electric power, water and sewage, fuel, insurance premiums, security and surveillance services, student health insurance, communication services, recording of funds according to the actual recurrent expenditure, and projection of the expected expenditure in the next fiscal year
10. No temporary employees will be appointed for recurrent tasks, in compliance with Section 30.1.5 of the *University Bylaws*. This will apply to both government and external funds.
11. All campuses will maximize class size in classrooms and amphitheatres in order to optimize the use of resources.

*New commitments, expenditures, and other internal adjustments*

Systemic and unit level measures will be subsidized through the process of internal redistribution of the existing budget.

1. In compliance with laws and regulations, the unit's projections of expenditures, obligations, and commitments will not exceed the resources allocated in the operational budget, as well as in the budgets of external funds and in the restricted funds that generate income. This implies that all actions and decisions will be made upon previous verification and certification of the availability funds, prior to their implementation.
2. Promote actions that generate new and greater sources of income for the operational fund with special emphasis on the measures stipulated in Law 21 of 2017. Establish a strong and constant relationship with alumni and other friends of the University to foster their support through initiatives such as donating the coin change generated in monetary transactions and purchases, and issuing commemorative license plates, as stated in Law 41 of 2017 (Financial Support Law of the University of Puerto Rico).
3. Consolidate the functions of the three vice presidencies in a single vice presidency as a cost-efficient measure and transfer the monies saved to the UPR System reserve fund.

4. Evaluate the operating costs of UPR preschool centers for the children of employees in order to maximize administrative efficiency, reduce costs, and generate savings, and explore the possibility of closing such facilities and offering employees vouchers to enroll their children in private centers.
5. Evaluate the cost of services to students such as transcripts, degree certifications, academic records, and other documents in order to generate additional income for the University.
6. Review expenses associated with faculty and student travel without affecting official academic activities, as determined by each campus needs and priorities with approval of the chancellors and the UPR President.

In compliance with the Puerto Rico Oversight Board requirements, the University of Puerto Rico Board of Governors approved the *UPR Fiscal Plan* on July 31, 2017, Certification 29 2017-2018 (**Appendix A**) to meet its fiduciary responsibility while maintaining institutional integrity, financial sustainability, fulfilling its mission, and supporting its academic offerings. The plan's guiding principles were:

1. Protect the human, financial, technical, and capital resources necessary to succeed in the attainment of the UPR vision and mission.
2. Implement the UPR *Strategic Plan 2017-2022* based and its four major areas of endeavor (educational environment, research and creative work, service to diverse communities, and sustainability) to achieve student success.
3. Prioritize administrative and academic transformations that are guided by efficiency and effectiveness criteria.
4. Reorganize administrative and academic support services into 4 main campus hubs: Hub 1: Mayagüez, Aguadilla, Arecibo, and Utuado; Hub 2: Medical Sciences Campus; Hub 3: Río Piedras, Carolina, and Bayamón; and Hub 4: Cayey, Ponce, and Humacao.
5. Exercise financial responsibility regarding specific revenues and expenditure measures to support achievement of strategic and sustainable management goals.
6. Implement expense reduction measures at the UPR Central Administration, including operating and general expenses, and system service costs.
7. Diversify revenues through tuition increase, patents, government and UPR contractual agreements (Executive Order 2017-021), online academic offerings, collaborative agreements with the Department of Education and with local municipalities, and other initiatives such as the medical cannabis project.

Enrollment in all university programs in Puerto Rico declined from 217,358 in 2013 to 204,275 in 2016. Nevertheless, during this period, enrollment at the UPR increased from 55,911 to 62,182, while enrollment in private universities declined by almost 10%. Since 2006-2007, the student participation in the Federal Pell Grant program has been over 60%. The UPR's current tuition rates are well below local private university averages. Cost per credit is currently \$56.0 for undergraduate degrees. Additionally, approximately 70% of undergraduate students receive Pell Grants. As stated in *Financial Letter 18-01, 2017*, tuition fees will increase as a measure to increase revenues in view of budget cuts, but will still be lower when compared to private universities in Puerto Rico and will not impact the students receiving financial assistance. Tuition and fees at the UPR are in line with in-state tuition at public universities in the United States after adjusting for the difference in either salary levels or household income between Puerto Rico and the United States. As a last resort, the UPR will need to increase its tuition in order to cover the operational deficiencies it will encounter within the next 10 years. The UPR will proactively continue to analyze cost measures as well as new revenue sources in order to ameliorate the impact to students. It will create a new scholarship fund that will further mitigate the increase of tuition for the most vulnerable student population. For 2019, the fund will amount to \$50 million, resulting in a weighted average per student tuition and fees increase of \$804, or an annual cost of \$2,917 instead of \$3,765. With the new means-based Scholarship Fund, 45% of the student population (or 28,000 students) will see an increase of \$14.75 per credit, or \$413 annually beginning in FY 2019.

The UPR System acknowledges that with the reduction of central government appropriations the UPR will have operational deficits starting in 2018 and increasing through 2026. The institution has taken a proactive approach in order to identify and develop a *Fiscal Plan* that ameliorates the impact on the University and its student population. Federal Grants and contracts will be a high priority. The UPR's federal funding is below that of other higher education peer institutions, but can increase by tailoring research and processes for public research grants. The UPR's federal funding per student is ~35% lower than that of a set of comparable US state university systems. An annual increase of 20% in federal funding will result in approximately \$22 million by 2026. Current fees and charges at the University amount to \$17.9 million annually. The new fee structure will provide \$6.4 million in additional revenues for the University.

On March 20, 2017, the Governor of Puerto Rico sent a letter to the Puerto Rico Financial Oversight Board detailing additional measures that would mitigate budgetary cuts to the UPR. The UPR has taken a conservative approach regarding these measures. For the *Fiscal Plan*, it is incorporating amounts that have already been identified in the budget and/or it considers reasonably achievable. Any additional amounts received or produced will help support any increase in tuition. The Puerto Rico Office of Management and Budget (OMB) has included a \$10 million allotment in the FY 2018 budget to cover a comprehensive continuing education and training program for government employees to be offered by UPR. Instead of hiring private companies to offer such services, the government will offer the University the opportunity to generate additional income by

becoming the training provider. The amount will be held by OMB and requested by each agency as training sessions are offered by the University. The UPR has identified additional revenue seeking initiatives that will mitigate medium and long-term impact on budget reductions (see **Appendix A**, *UPR Fiscal Plan*).

Strict institutional expenses control measures will be implemented and closely monitored. A 2.0 % annual attrition rate has been calculated for all UPR campuses and administration. An additional 4.0% attrition is assumed for future fiscal years in which transformational enhancements will be implemented. Human resources optimization will result in a more leveled benefit program compared to central government employees, while providing opportunity for current full-time employees to transfer into certain positions currently held by trust and temporary employees. The measure will result in \$33 million in savings by 2026. The UPR will implement an initiative to reduce health insurance expenses by either reducing employer contribution and/or co-payment benefits by a minimum of 14% for 2018, increasing to 20% by 2019. The reduction will result in \$14.4 million in savings by 2026. Reducing employer contributions to the plan from \$695 a month to \$600 a month or similar reductions in co-payments will result in a 14% reduction in health insurance expenses. Employees will still keep a high quality health insurance plan as a fringe benefit.

Procurement control measures will result in \$19 million by 2026. A 30% reduction in the UPR Central Administration within the next five years will reduce the burden of budget cuts on the 11 campuses. A central procurement office will benchmark contracts, control demand, and ensure purchase orders are expeditiously processed.

The UPR System will review tuition exemptions criteria and special scholarships as a cost containment measure. A merit-based review of exemptions and a minor reduction in special scholarships will result in approximately \$5.6 million in savings by 2026.

Administrative reengineering will be a priority to reduce expenses. Since the elimination of the Regional Colleges Administration and operating the six units under its purview as separate units, the UPR System has duplicated several administrative structures throughout the system. This has increased costs by \$3.0 million and added 215 employees. Consolidation of the 11 units in four campus hubs (Río Piedras, Mayagüez, Medical Sciences, and Cayey) will reduce general services, finance, budget, and human resources offices.

The assessment of its academic offering will be essential to safeguard the University's achievement of its mission. The UPR is currently conducting a system-wide evaluation of its curricula and programs. This assessment will also provide tools to better serve the student population by reducing redundant programs. The process will also assure that programs are offered in stronger academic hubs better positioned to comply with accreditation and compliance issues.

The UPR is undertaking a substantial restructuring of its operations and identifying a number of revenue generating initiatives and expense containment measures to address the reduction in government appropriations and funding. Thus far, and by implementing all the above stated measures, the UPR will be in a position to accomplish its mission and continue to serve the people of Puerto Rico.

## Appendix A



JUNTA DE GOBIERNO  
UNIVERSIDAD DE PUERTO RICO

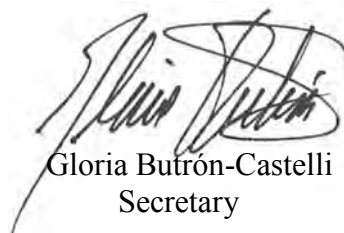
CERTIFICATION NUMBER 29  
2017-2018

I, Gloria Butrón-Castelli, Secretary of the Governing Board of the University of Puerto Rico, DO HEREBY CERTIFY THAT:

The Governing Board, in its extraordinary meeting held on July 31, 2017 considered the recommendations of the interim President of the University of Puerto Rico and its Finance Committee regarding new income and expense reduction measures to adjust the University the Puerto Rico finances due to expected reduction in subsidies from Puerto Rico Government presented in the proposal, UNIVERSITY OF PUERTO RICO FISCAL PLAN, for years 2018-2026. The recommendations to adopt the proposal were **Approved**.

IN WITNESS WHEREOF, issued under the seal of the University of Puerto Rico, this July 31, 2017.



  
Gloria Butrón-Castelli  
Secretary



**UPR**  
Universidad de Puerto Rico  
Tu Universidad



# FISCAL PLAN: University of Puerto Rico

San Juan, Puerto Rico

August 1, 2017

# Disclaimer

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The Puerto Rico Fiscal Agency and Financial Advisory Authority (“AAFAF”), the University of Puerto Rico (the “University”), the Government of Puerto Rico (the “Government”), and each of their respective officers, directors, employees, agents, attorneys, advisors, members, partners or affiliates (collectively, with AAFAF, the University and the Government, the “Parties”) make no representation or warranty, express or implied, to any third party with respect to the information contained herein and all Parties expressly disclaim any such representations or warranties. The University has had to rely upon preliminary information and unaudited financial statements for fiscal year 2016. Accordingly, some information included in this document is preliminary, unaudited and can materially change upon completion of the University’s audit processes.

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This document does not constitute an audit conducted in accordance with generally accepted auditing standards, an examination of internal controls or other attestation or review services in accordance with standards established by the American Institute of Certified Public Accountants or any other organization. Consequently, the Parties do not express an opinion or any other form of assurance on the financial statements or any financial or other information or the internal controls of the University and the information contained herein.

Any statements and assumptions contained in this document, whether forward-looking or historical, are not guarantees of future performance and involve certain risks, uncertainties, estimates and other assumptions made in this document. The economic and financial condition of the University is affected by various financial, social, economic, environmental and political factors. These factors can be very complex, may vary from one fiscal year to the next and are frequently the result of actions taken or not taken, not only by the University and its instrumentalities, but also by entities such as the Government and the Government of the United States. Because of the uncertainty and unpredictability of these factors, their impact cannot be included in the assumptions contained in this document. Future events and actual results may differ materially from any estimates, projections, or statements contained herein.

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By receiving this document, the recipient shall be deemed to have acknowledged and agreed to the terms of these limitations.



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9. UPR Retirement System

10. Debt Sustainability



## Guiding Principles of the UPR Fiscal Plan

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1. Seeks to meet the fiduciary responsibility of the University with Puerto Rico while maintaining institutional integrity and financial stability.
2. Protects the necessary human, financial, technical, and capital resources needed to support the sustained achievement of the UPR mission.
3. Centers on the strengthening of the diversity and uniqueness that characterizes the UPR System for the successful attainment of the UPR 2017-2022 Strategic Plan.
4. Recognizes the complexities of the external environment aiming to position itself as a key contributor to the development of local economies.
5. Aims to champion social, cultural, and economic growth in alignment with the needs and priorities of the private and public sectors while strengthening the academic experience.
6. Commits to its fiscal responsibility with specific revenues and expenditures measures to support the achievement of its strategic sustainable management goal.
7. Nurtures the innovation and transformation of academic endeavors, research and the creation of knowledge, as well as its technological structures.
8. Reinforces institutional capacities without affecting access, social responsibility, quality of services and professional and vocational success of its constituents.
9. Prioritizes administrative and academic transformations that are guided by efficiency and effectiveness criteria.
10. Allows for the development of capacity and creativity among teaching and non-teaching personnel to implement the necessary changes.



# Our Commitment to Puerto Rico

## UPR Strategic Plan 2017-2022

### Educational Environment

To enhance and differentiate academic programs according to higher learning trends

### Research and Creative Work

To increase sources of external funding and to secure patents

### Service to Diverse Communities

To promote growth in local economies and to value cultural and artistic expressions

### Sustainability

To attain operational efficiencies and to secure fiscal stability

**STUDENT  
SUCCESS**



# UPR Overview

The University is the largest institution



of higher education in Puerto Rico



Government of Puerto Rico appropriations are the main source of the University revenues.



Additional revenues are derived from:

- Tuition and fees
- Federal grants
- Patient services
- Interest income
- Other sources

Tax Exempt



The University is exempt from the payment of taxes on its revenues and properties.



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## Organic Law

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### Founded in 1903

The University of Puerto Rico (the University) is a state supported university system created by Law No. 1 of January 20, 1966, **“Law of the University of Puerto Rico”** (“Act No. 1”), as amended.

### Mission

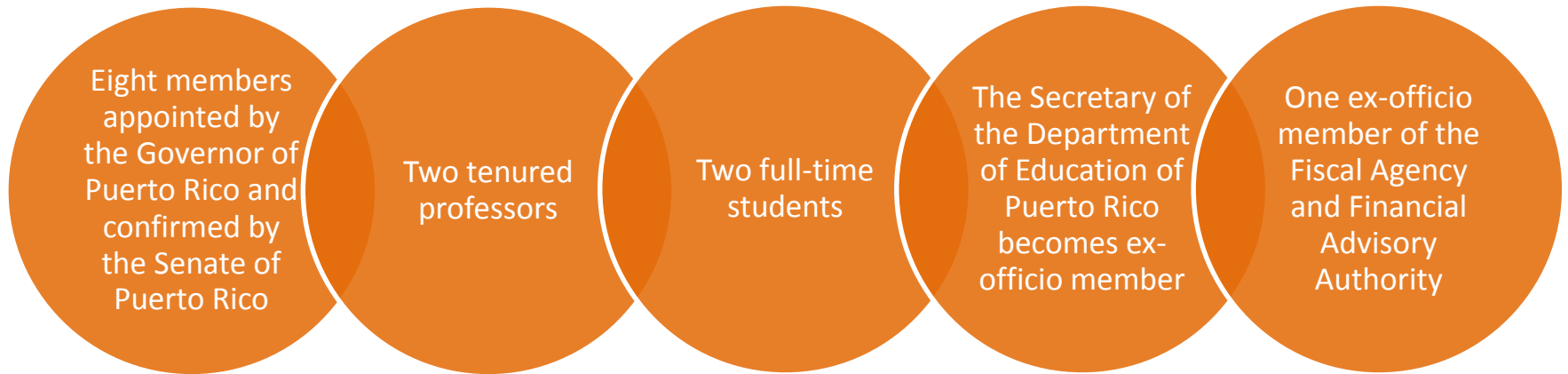
- To serve the people of Puerto Rico and contribute to the development and enjoyment of the fundamental, ethical and esthetic values of Puerto Rican culture, and committed to the ideals of a democratic society.
- To advance its mission, the University strives to provide high quality education and create new knowledge in the Arts, Sciences and Technology.



## Governing Board



The University is a public corporation of the Government of Puerto Rico governed by a fourteen-member **Governing Board** composed of:

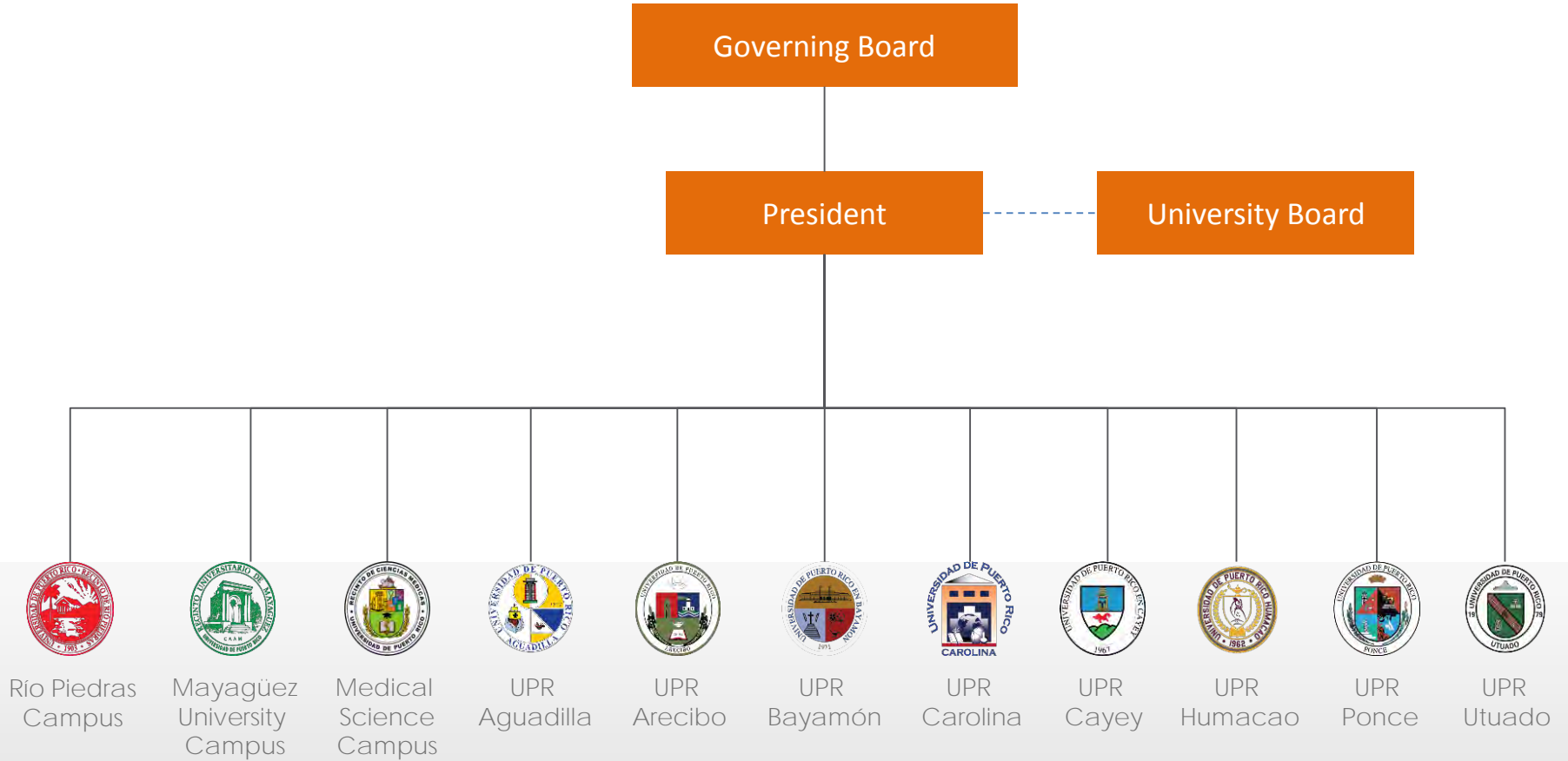


- The President of the University, appointed by the Board of Governors, is the Chief Executive Officer (CEO) of the Institution.

- The Chancellors, appointed by the Board of Governors following the recommendation of the President of the University, under the President's oversight.

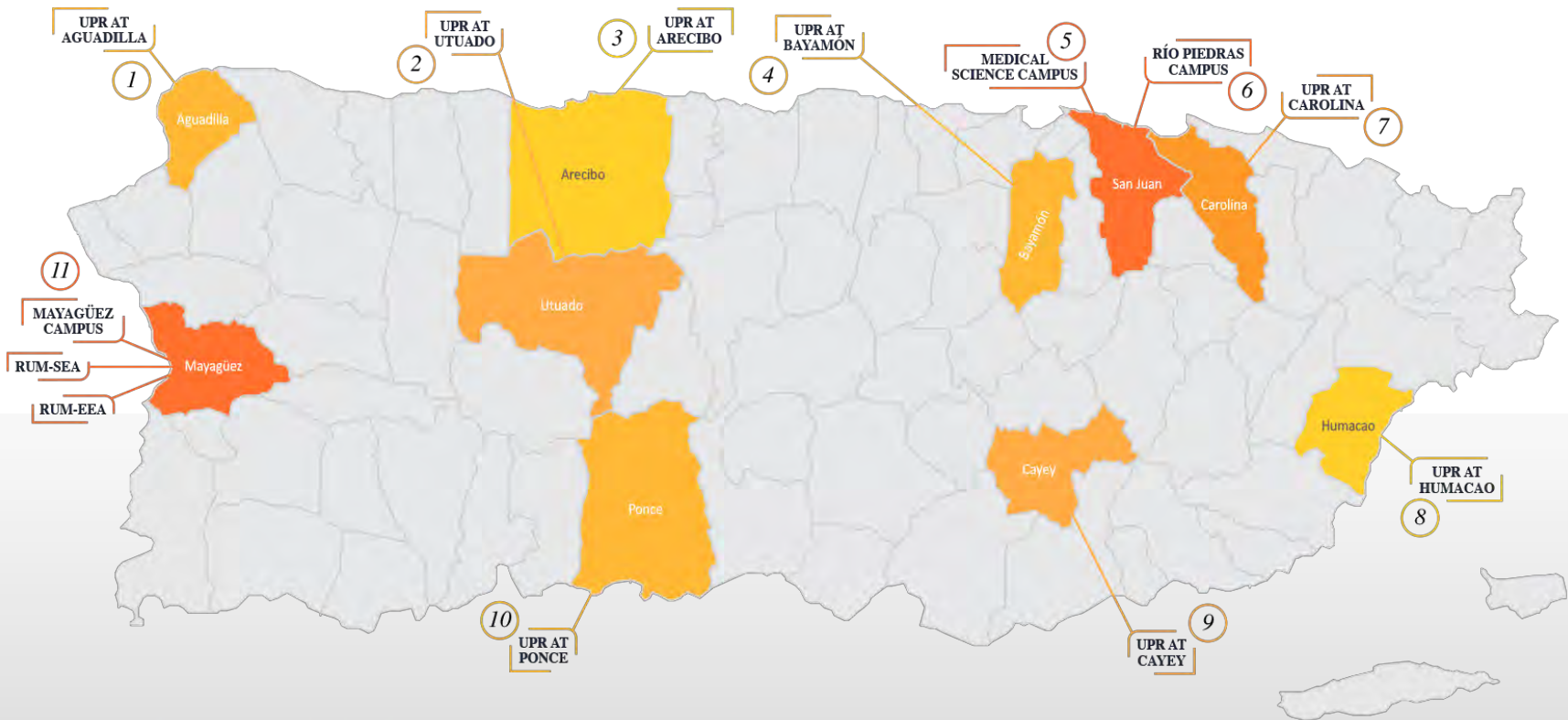


# Organization and Governance



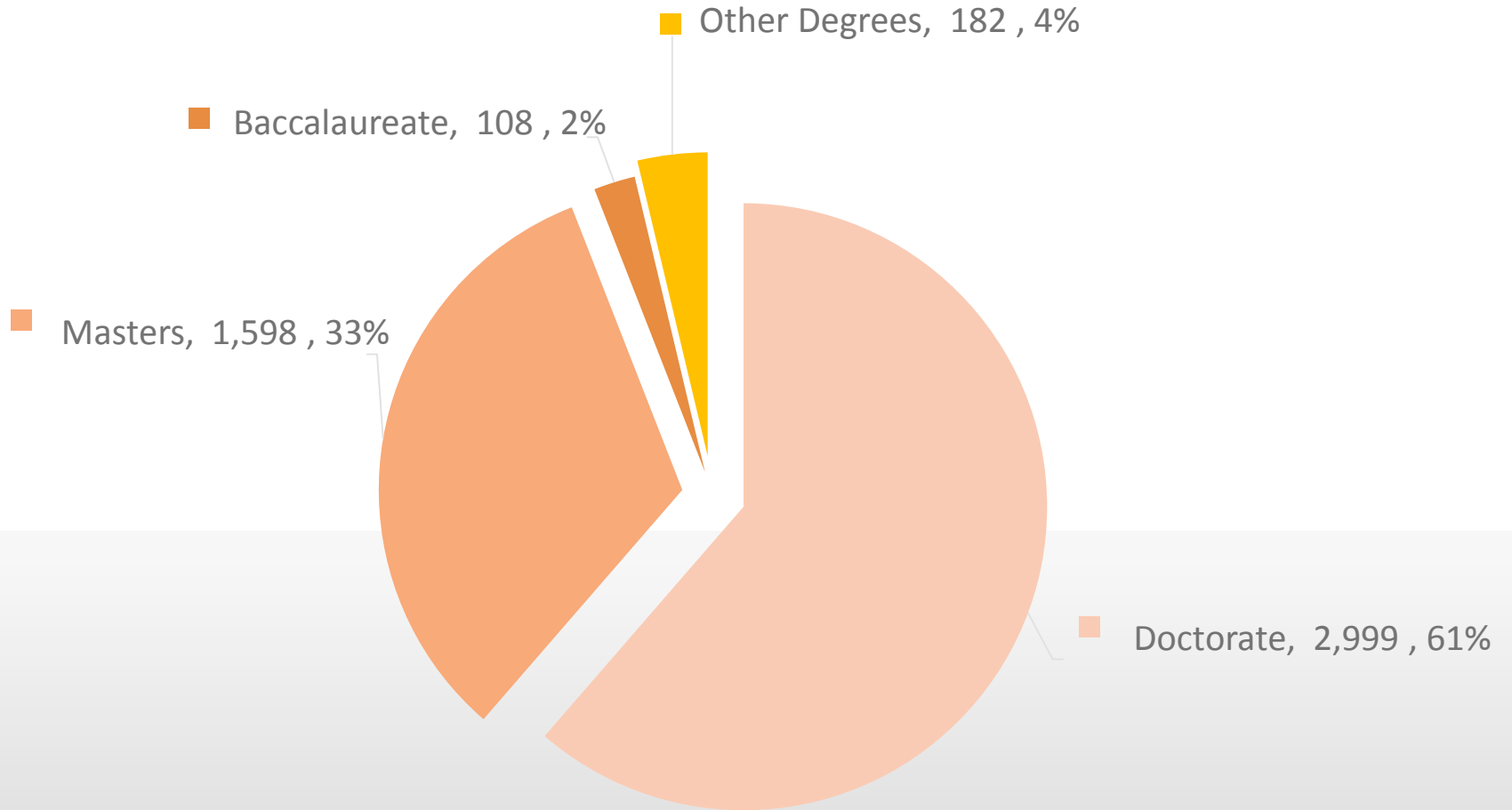
## Institutional Units: Location

Founded in 1903, UPR is the only state supported university system, comprised of **11 campuses** located throughout the Island of Puerto Rico, encompassing three Carnegie Classifications



## Faculty Profile

**4,887** faculty members



## Academic Offerings Across the UPR System

Undergraduate	Graduate
<ul style="list-style-type: none"> <li>✓ <b>38</b> Associate Degrees</li> <li>✓ <b>239</b> Baccalaureates</li> <li>✓ <b>200</b> Articulated Transfer Programs between campuses leading to Baccalaureate Degrees</li> </ul>	<ul style="list-style-type: none"> <li>✓ <b>6</b> First Professional Level Degrees: J.D., M.D., D.M.D., PharmD and Au.D.</li> <li>✓ <b>15</b> Graduate Certificates</li> <li>✓ <b>119</b> Masters</li> <li>✓ <b>34</b> Ph. D.'s and Professional Doctorates</li> <li>✓ <b>41</b> Medicine and Dental Medicine Residency Programs</li> </ul>

### Certifications and other specializations

**694** degree granting academic programs and professional certification programs in:

- Arts
- Sciences
- Business
- Engineering
- Technology

**58%** of academic programs are susceptible to professional accreditation. Of these **87%** are already accredited.

Examples:

The Business Administration School at the Río Piedras Campus is accredited by the Association to Advance Collegiate Schools of Business (AACSB), making it the first public business school to achieve this distinction in the Caribbean Region.

**Less than 5% of the 13,000** business schools worldwide have achieved this prestigious recognition.



## List of Specialized Accreditations

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- ✓ ABET – CAC
- ✓ ABET - ETAC
- ✓ Accreditation Commission for Midwifery Education
- ✓ Accreditation Commission for Programs in Hospitality Administration (ACPHA)
- ✓ Accreditation Council for Business Schools and Programs (ACBSP)
- ✓ Accreditation Council for Education in Nutrition and Dietetics
- ✓ Accreditation Council for Pharmacy Education
- ✓ Accreditation Council for Occupational Therapy Education, American Occupational Therapy Association
- ✓ Accrediting Council on Education in Journalism and Mass Communication (ACEJAC)
- ✓ American Alliance of Museums
- ✓ American Bar Association
- ✓ American Chemical Society
- ✓ American College of Nurse Midwives
- ✓ American Dental Association
- ✓ American Physical Therapy Association
- ✓ American Psychological Association
- ✓ American Society of Cytopathology
- ✓ American Speech-Language-Hearing Association
- ✓ American Veterinary Medical Association
- ✓ Association of American Law Schools
- ✓ Association of College and Research Libraries, American Libraries Association
- ✓ Association to Advance Collegiate Schools of Business
- ✓ Commission on Accreditation for Health Informatics and Information Management Education
- ✓ Commission on Accreditation of Healthcare Management Education
- ✓ Commission on Accreditation of Ophthalmic Medical Programs
- ✓ Commission on Collegiate Nursing Education
- ✓ Computing Accreditation Commission, ABET, Inc.
- ✓ Council for the Accreditation of Educator Preparation.
- ✓ Council on Accreditation of Nurse Anesthesia Educational Programs
- ✓ Council on Education for Public Health
- ✓ Council on Rehabilitation Education
- ✓ Council on Social Work Education
- ✓ Engineering Technology Accreditation Commission, ABET, Inc.
- ✓ International Association of Counseling Services
- ✓ Joint Commission on Allied Health Personnel in Ophthalmology and Commission on Accreditation of Allied Health Education Programs
- ✓ Joint Review Committee on Education in Radiologic Technology
- ✓ Joint Review Committee on Educational Programs in Nuclear Medicine Technology
- ✓ Liaison Committee on Medical Education
- ✓ National Accrediting Agency for Clinical Laboratory Sciences
- ✓ National Architectural Accrediting Board
- ✓ National Association for the Education of Young Children
- ✓ National Association of Schools of Public Affairs and Administration
- ✓ National League for Nursing Accrediting Commission
- ✓ National Council for Accreditation of Teacher Education (NCATE)
- ✓ Planning Accreditation Board



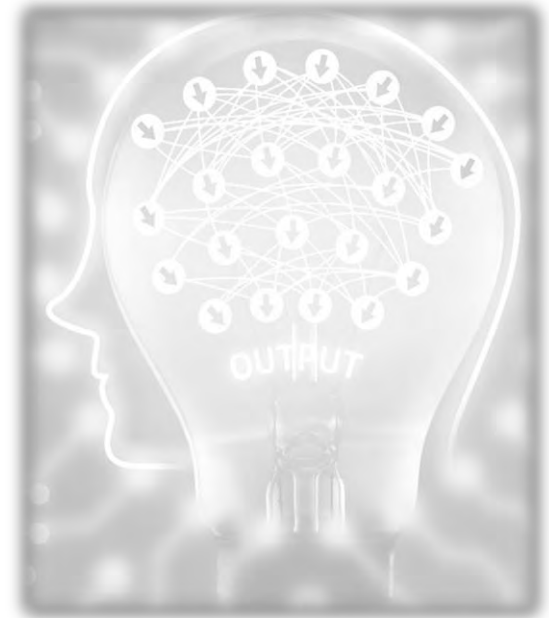
## Across Components

### Graduate Academic Programs

- Conferring over **487** Ph.D.'s in the last 5 years, close to **50%** in Science and Technology.

### Research

- More than **90%** of research and scholarly articles published in indexed and peer reviewed in Puerto Rico produced by the UPR faculty and their students.



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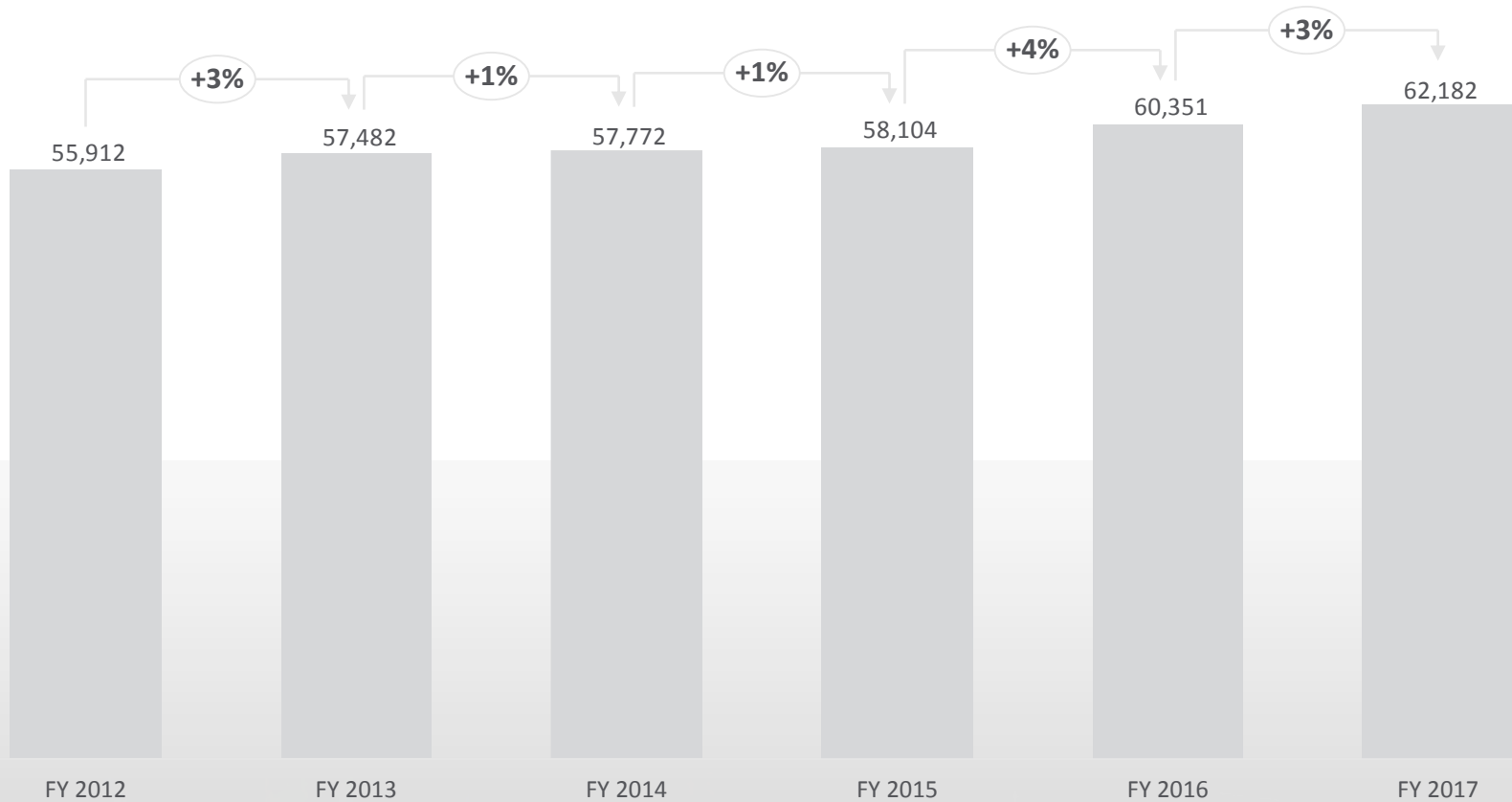
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# Student Enrollment

Enrollment in university programs in Puerto Rico declined from 217,358 in 2013 to 204,275 in 2016. **During this period, enrollment at the UPR increased from 55,911 to 62,182 while enrollment in private universities declined by almost 10%.**

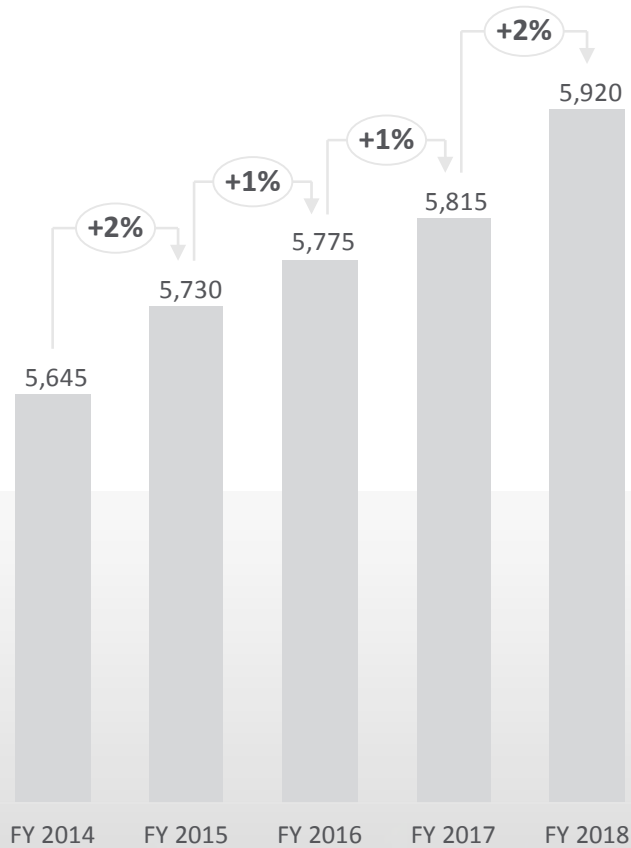
## Historical Student Enrollment



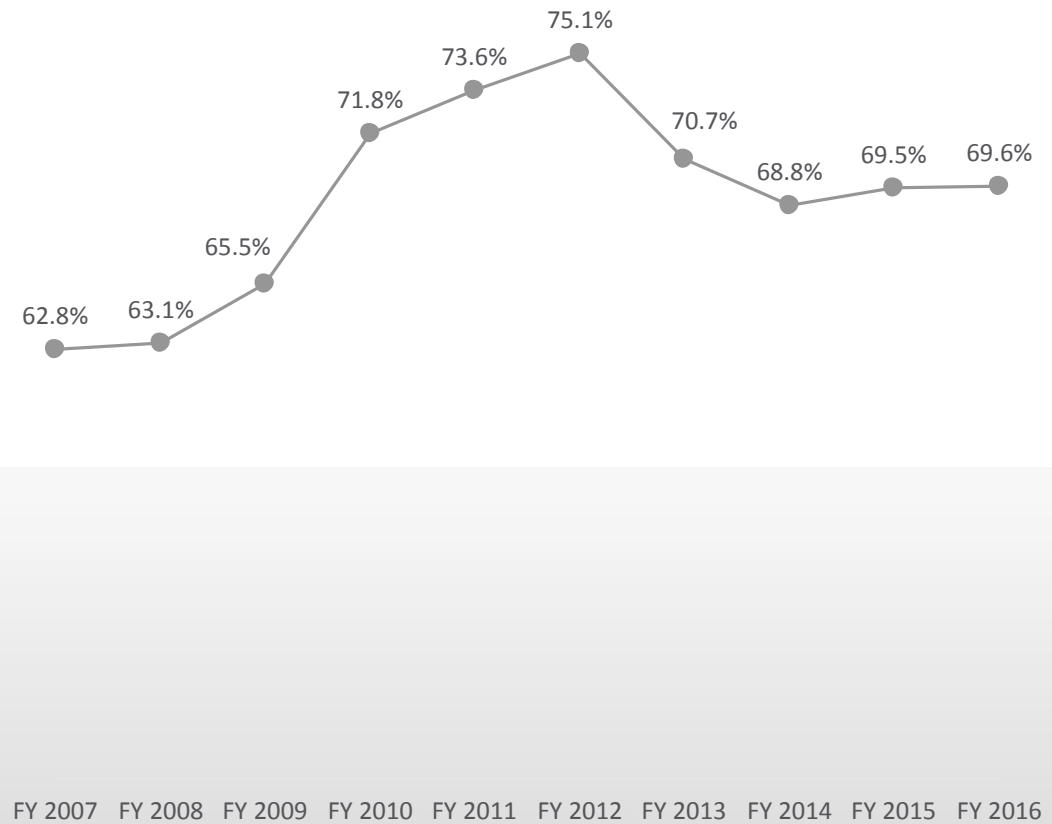
## Tuition and Academic Costs: Federal Pell Grant Program Amounts

Since 2006-2007, the participation of students receiving financial assistance from the Federal Pell Grant has been **over 60%**. The highest Pell Grant participation percentage was **75.1%** in 2011-2012.

Annual maximum Pell Grant Award



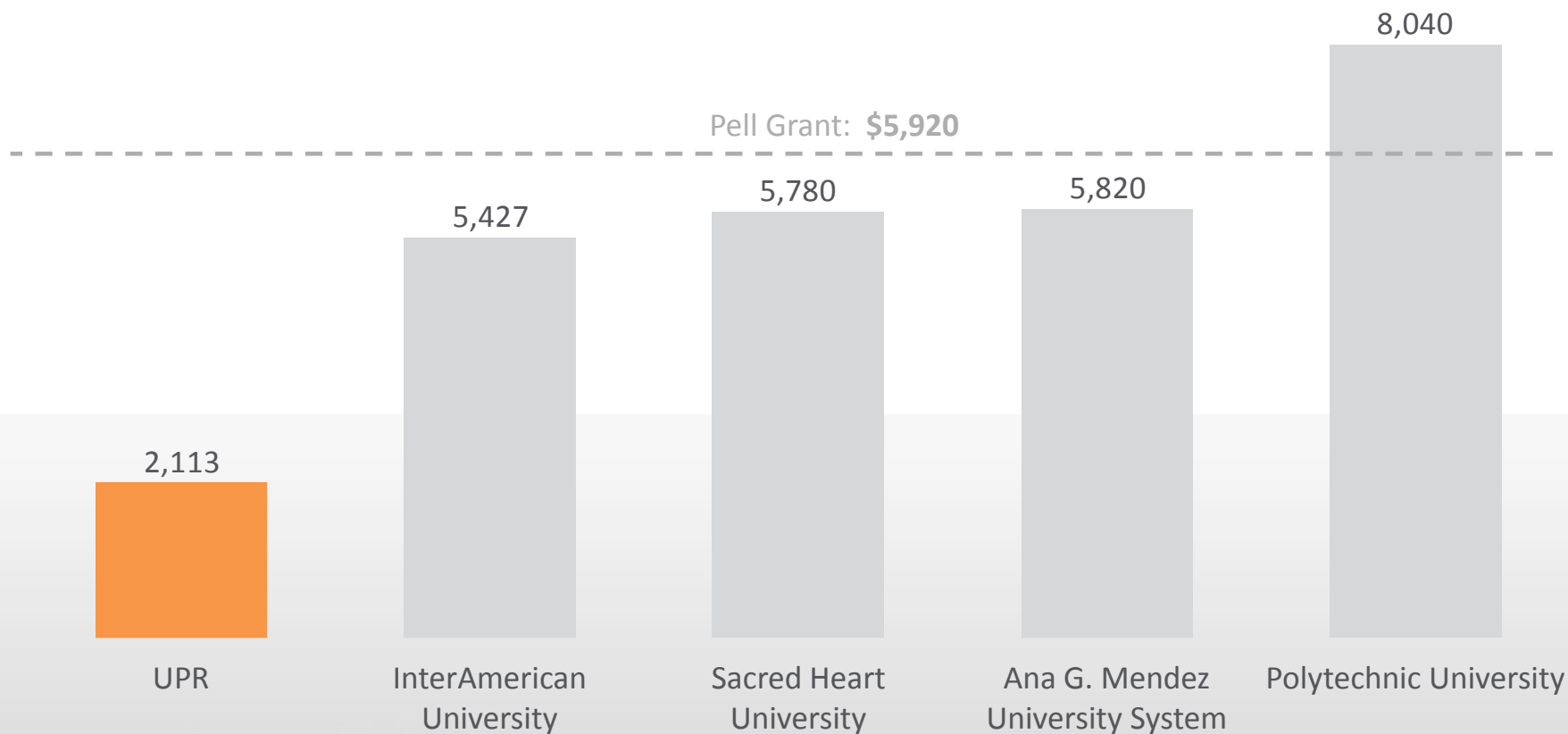
Percentage of Pell Grant Participation



## Tuition and Fees Puerto Rico private university comparison

The UPR current tuition rates are well below local private university averages. Cost per credit is currently \$56.0 for undergraduate degrees. Additionally, undergraduate students receiving Pell Grants is approximately 70% of student enrollment.

Average Tuition & Fees per Undergraduate Student, \$MM



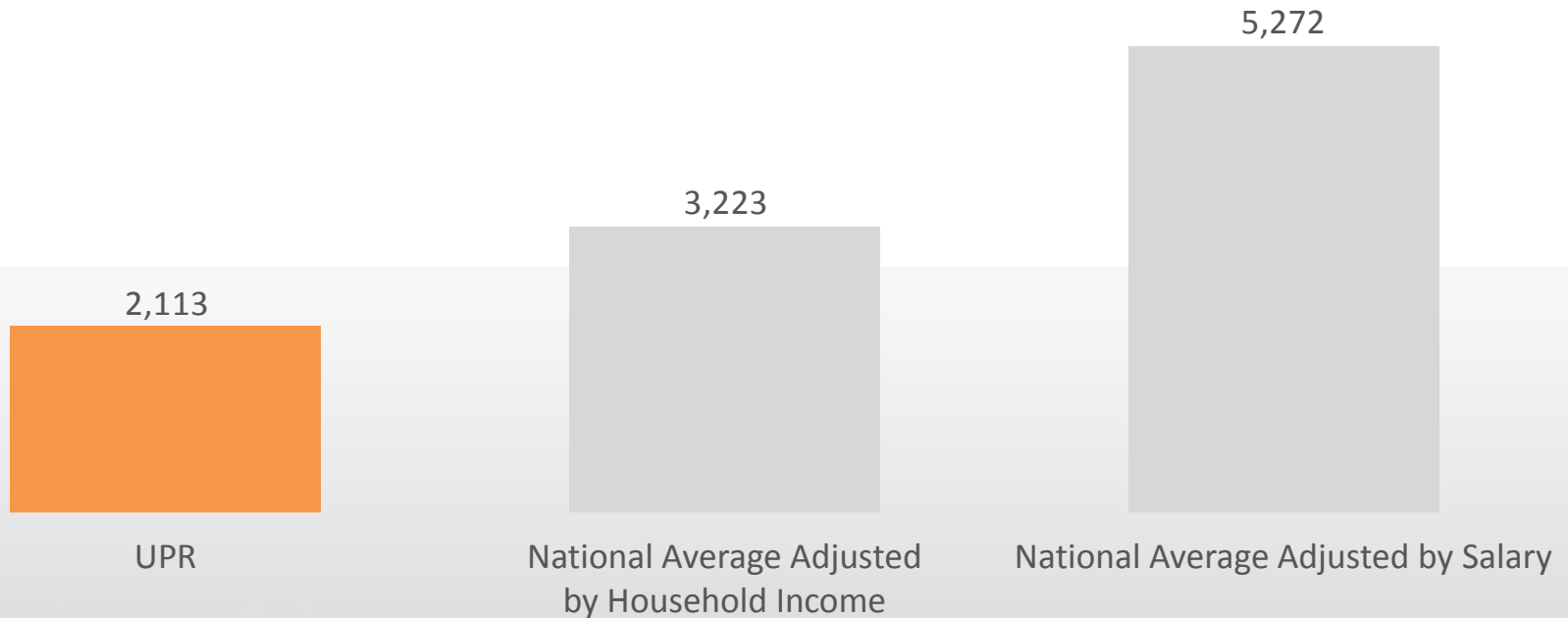
## Tuition and Fees Comparison – US university comparison

Tuition and Fees at the UPR are in line with in-state tuition at public universities in the United States after adjusting for the difference in either salary levels or household income between Puerto Rico and the United States

Average Tuition & Fees per Undergraduate Student, \$MM

Unadjusted National Average: \$9,650

Pell Grant: \$5,920



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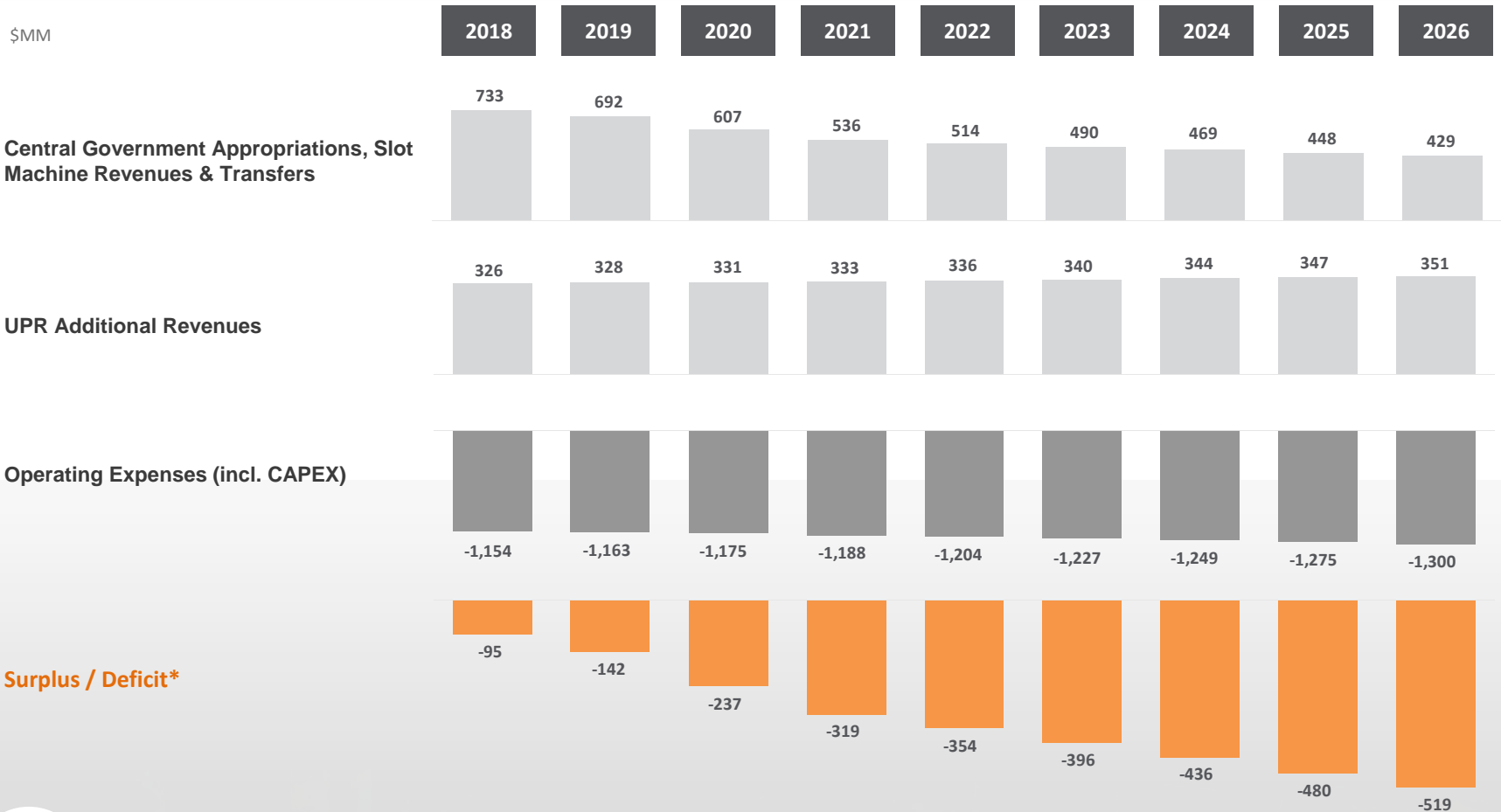
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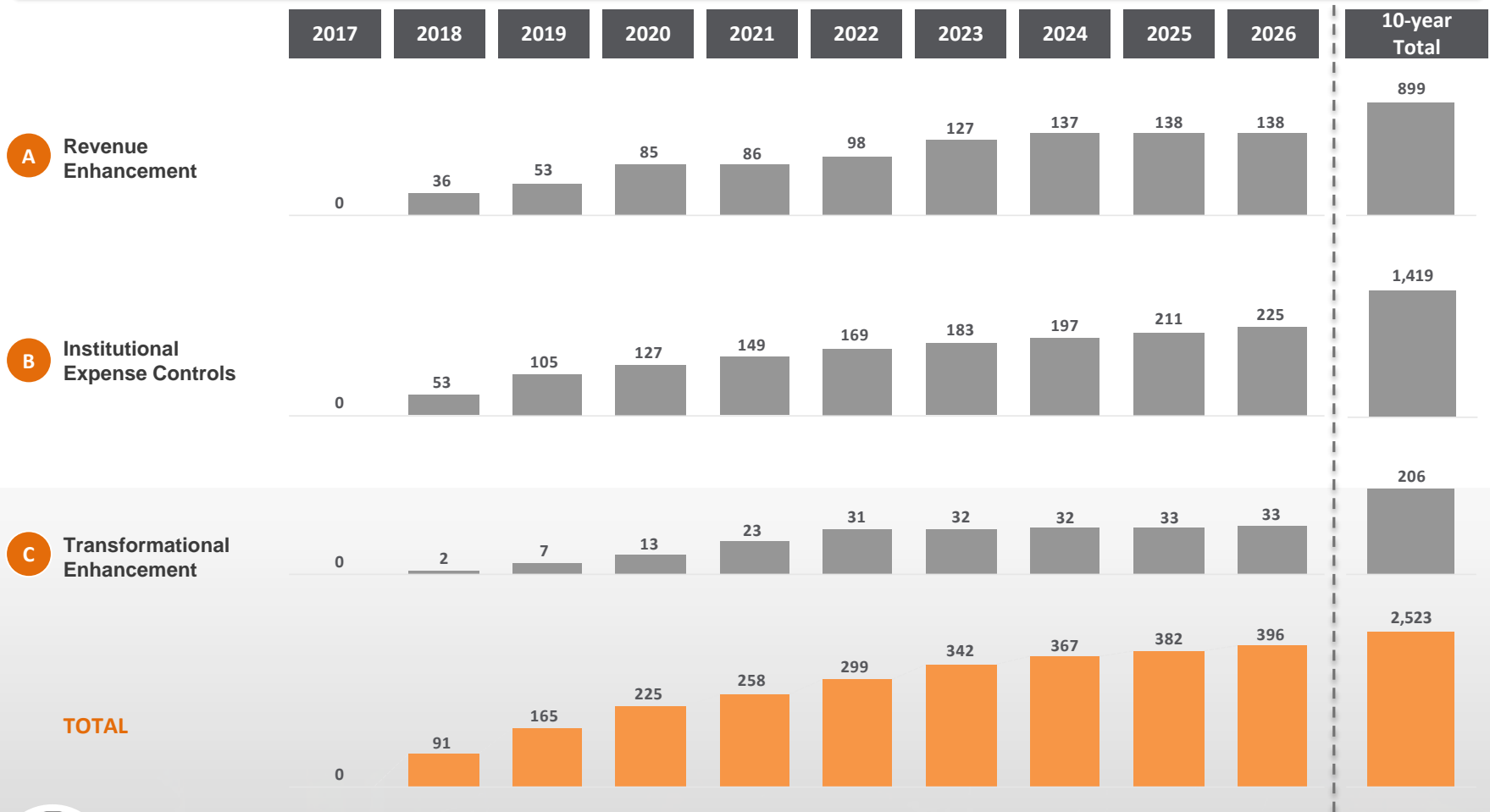
# UPR Fiscal Plan Baseline

With the reduction of Central Government Appropriations the UPR will have operational deficits starting 2018 and increasing through 2026.



## Fiscal Plan measures over the next 10 years

The UPR has taken a proactive approach in order to identify and develop a Fiscal Plan that limits the impact for the UPR Academic System and its student population. Recommendations have been provided by all stakeholders / campuses of the UPR.



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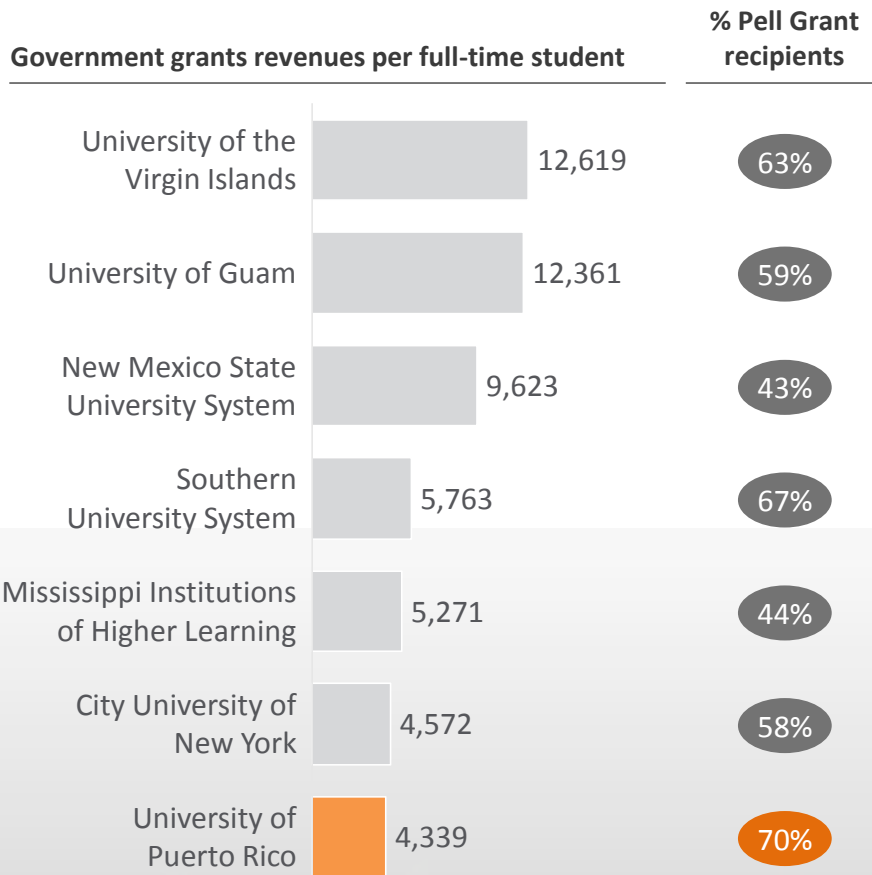
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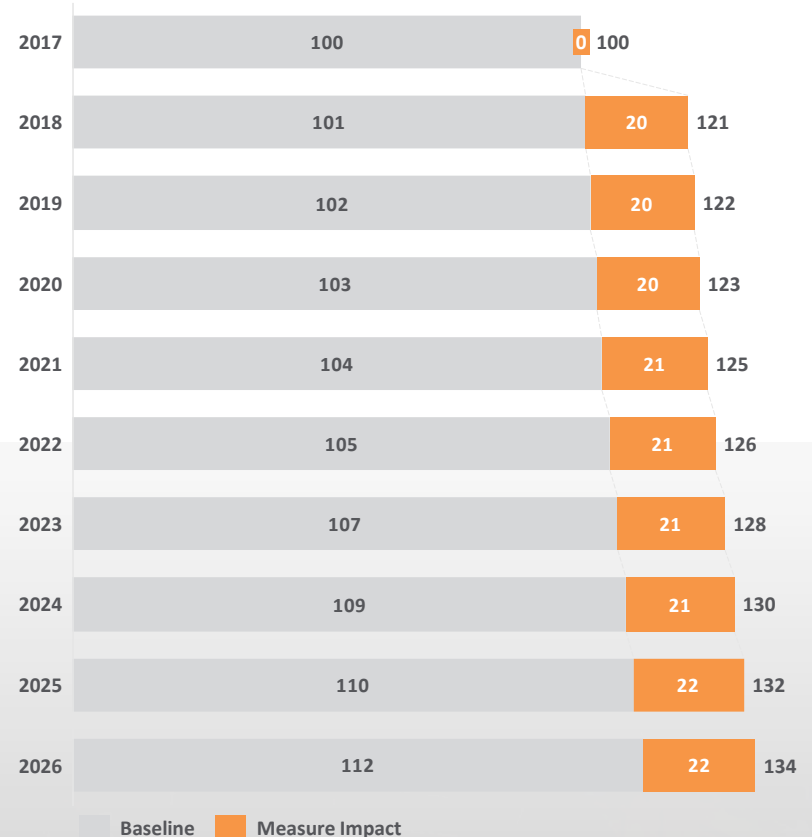


# Federal Grants and Contracts

UPR’s federal funding is below US public peers, but can increase by tailoring research and processes for public research grants. UPR’s federal funding per student is ~35% lower than a set of comparable US state systems.  
**An annual increase of 20% in federal funding will result in approximately \$22.00 MM by 2026.**



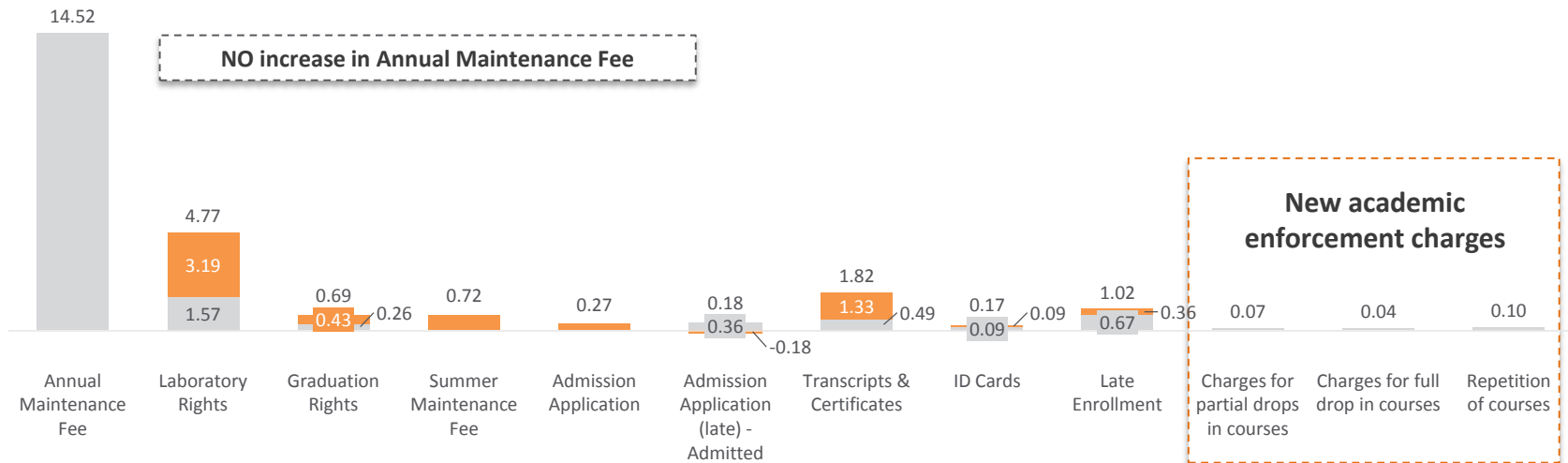
Federal Grants and Contract Revenues, \$MM



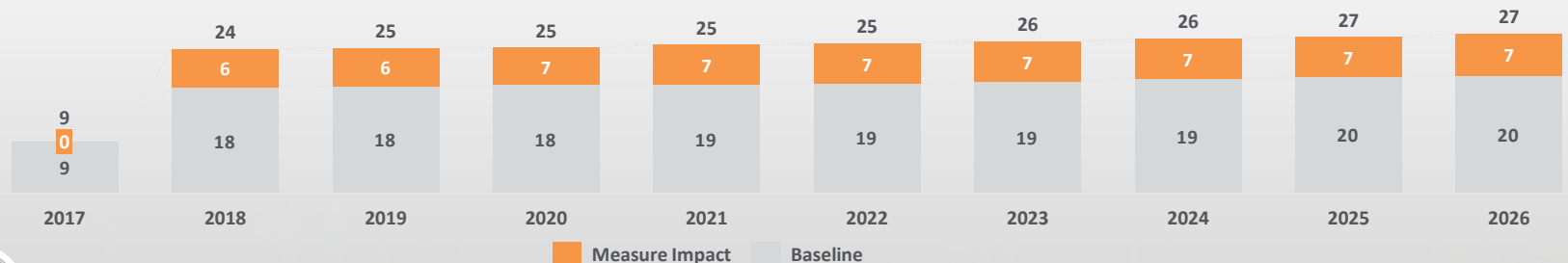
# Increase in Dues & Charges

Current Dues & Charges for the University amount to \$17.9 MM in annual fees. **The new fee structure will provide with \$6.4 MM in additional revenues for the University**

Current & Proposed Dues & Charges, \$MM



Dues & Charges Revenues, \$MM



## Training & Technical Support Initiatives

On March 20, 2017 the Governor of Puerto Rico sent a letter to the Financial Oversight and Management Board detailing additional measures that would mitigate budgetary cuts to the UPR.



### Executive Order No. 2017-021

The Central Government and the UPR will enter into agreements to provide technical trainings for public employees. The UPR may receive **\$50.0 MM** by 2018 and should increase to **\$100.00 MM** by 2021.



### New Healthcare Model

Additional savings from the New Healthcare Model would result in **\$50.0 MM** that will be transferred to the UPR by 2021.



### Department of Education Trainings

The Department of Education will retain the services of UPR to provide both trainings to teachers as well as tutoring for students. Such agreements will entail up to **\$25.0 MM** in additional revenue to the UPR.



### Municipalities Technical Trainings

The Government will request all municipalities to enter into technical agreements, similar to those with the Central Government for their employees. This would represent an additional **\$30.0 MM** in revenues for 2018.



### PR Science Trust Patent Monetization

Through an agreement with the Puerto Rico's Science and Technology Trust, the UPR will be able to effectively monetize their approved patents. This initiative may produce an additional **\$4.0 MM** in revenues by 2021.

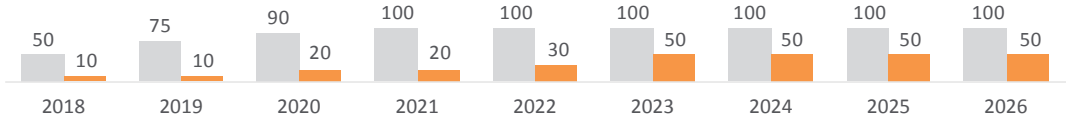
The UPR has taken a conservative approach when considering these measures. For the Fiscal Plan it is incorporating amounts that have already been identified in the budget and/or it considers reasonably achievable. Any additional amounts received or produced will help support any increase in tuition.



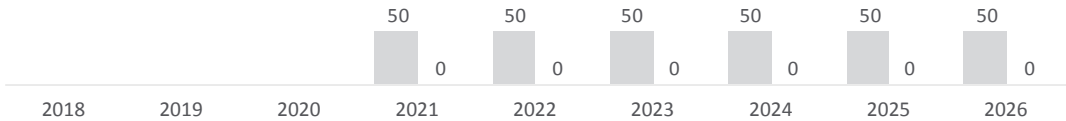
# Training & Technical Support Initiatives

The Office of Management and Budget has included for the approved FY 2018 Budget a **\$10.0 MM budgetary item for the initial Central Government’s Training & Support programs**. The amount will be held by OMB and requested by each agency engaged with the UPR.

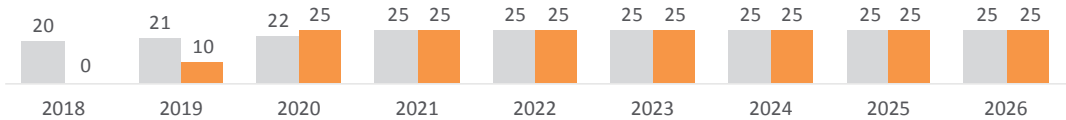
## Executive Order No. 2017-021



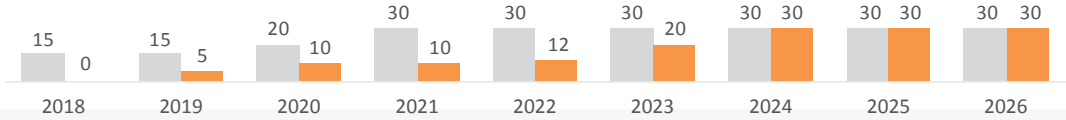
## New Healthcare Model



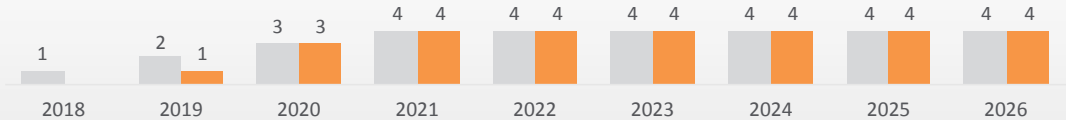
## Department of Education Trainings



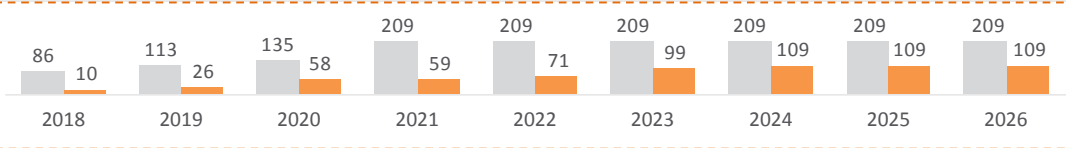
## Municipalities Technical Trainings



## PR Science Trust Patent Monetization



## Total Measures Impact



■ Proposed In March 2017 Letter    ■ Amount considered in Fiscal Plan



## Additional Revenue Initiatives

The UPR has identified additional revenue initiatives that will mitigate medium & long term impact on tuition increases. **The impact of these initiatives has not been considered on the Fiscal Plan.**

✓ <b>Virtual University</b>	Current global academic trends and local demographics are pushing for new ways to capture students	Programs for local residents & students abroad (i.e. PR Diaspora) - <b>\$3MM in revenues</b>
✓ <b>Evening &amp; Summer Programs</b>	UPR currently offers limited academic programs for part time students and course availability over the summer term is limited	Evening courses & summer programs would result in higher & faster graduate completions
✓ <b>Recruit Non-Resident Students</b>	Non-resident students comprise ~1% of the student body	Focus on attracting non-resident students, especially in medicine and engineering
✓ <b>Private Gifts, Grants, and Contracts</b>	UPR has a short history seeking alumni gift-giving, and its private gift rate is ~60% lower than a set of comparable public peers	New UPR Foundation & Molecular Science are levers increase sources of private revenue - <b>\$25MM in revenue</b>
✓ <b>Additional Federal Fund Grants</b>	UPR's federal funding is below US public peers, but can increase by tailoring research and processes for public research grants	Measures include 20% increase, the UPR is expected in increase federal funding by 50%
✓ <b>Legislated Revenue Package</b>	License Plate, Vehicle Registration Sticker (Marbete), Medical Cannabis Project measures already legislated	Estimates include an additional \$5.5MM from miscellaneous income
✓ <b>UPR's Parking Revenues</b>	UPR has lower parking revenue per student than US public schools despite a comparable # of spots	Monetization of parking system can provide additional revenues to the UPR
✓ <b>Non-core Real Estate Portfolio</b>	The UPR currently holds non-core real estate (residential & commercial)	Disposition plan is underway and is expected to be completed by Q2'18
✓ <b>Medical Service Clinics</b>	UPR provides medical services to insured students, but lacks proper billing guidelines or structure	Train personnel and implement billing guidelines to generate revenue



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# General Attrition Analysis

**A 2.0 % annual attrition rate is included throughout all UPR Campuses and Administration. An additional 4.0% attrition is assumed for Fiscal Years where Transformational Enhancements are being implemented**

## Academic Units

## Administration & Support Units

UPR Rio Piedras				UPR Mayaguez				UPR Ciencias Médicas				UPR Cayey				Government Board				Central Administration				Internal Audit			
FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%				
FY' 19	2.0%	FY' 19	2.0%	FY' 19	2.0%	FY' 19	2.0%	FY' 19	2.0%	FY' 19	2.0%	FY' 19	2.0%	FY' 19	2.0%	FY' 19	2.0%	FY' 19	2.0%	FY' 19	2.0%	FY' 19	2.0%				
FY' 20	2.0%	FY' 20	2.0%	FY' 20	2.0%	FY' 20	2.0%	FY' 20	2.0%	FY' 20	2.0%	FY' 20	2.0%	FY' 20	2.0%	FY' 20	2.0%	FY' 20	2.0%	FY' 20	2.0%	FY' 20	2.0%				
FY' 21	2.0%	FY' 21	2.0%	FY' 21	2.0%	FY' 21	2.0%	FY' 21	2.0%	FY' 21	2.0%	FY' 21	2.0%	FY' 21	2.0%	FY' 21	2.0%	FY' 21	2.0%	FY' 21	2.0%	FY' 21	2.0%				
FY' 22	2.0%	FY' 22	2.0%	FY' 22	2.0%	FY' 22	2.0%	FY' 22	2.0%	FY' 22	2.0%	FY' 22	2.0%	FY' 22	2.0%	FY' 22	2.0%	FY' 22	2.0%	FY' 22	2.0%	FY' 22	2.0%				
FY' 23	2.0%	FY' 23	2.0%	FY' 23	2.0%	FY' 23	2.0%	FY' 23	2.0%	FY' 23	2.0%	FY' 23	2.0%	FY' 23	2.0%	FY' 23	2.0%	FY' 23	2.0%	FY' 23	2.0%	FY' 23	2.0%				
FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%				
FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%				
FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%				

UPR Humacao				UPR Aguadilla				UPR Arecibo				UPR Bayamón				Extensión Agrícola				Experimental Agrícola				Molecular Science			
FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%				
FY' 19	6.0%	FY' 19	6.0%	FY' 19	6.0%	FY' 19	6.0%	FY' 19	6.0%	FY' 19	6.0%	FY' 19	6.0%	FY' 19	2.0%	FY' 19	2.0%	FY' 19	2.0%	FY' 19	2.0%	FY' 19	2.0%				
FY' 20	6.0%	FY' 20	6.0%	FY' 20	6.0%	FY' 20	6.0%	FY' 20	6.0%	FY' 20	6.0%	FY' 20	6.0%	FY' 20	2.0%	FY' 20	2.0%	FY' 20	2.0%	FY' 20	2.0%	FY' 20	2.0%				
FY' 21	6.0%	FY' 21	6.0%	FY' 21	6.0%	FY' 21	6.0%	FY' 21	6.0%	FY' 21	6.0%	FY' 21	6.0%	FY' 21	2.0%	FY' 21	2.0%	FY' 21	2.0%	FY' 21	2.0%	FY' 21	2.0%				
FY' 22	6.0%	FY' 22	6.0%	FY' 22	6.0%	FY' 22	6.0%	FY' 22	6.0%	FY' 22	6.0%	FY' 22	6.0%	FY' 22	2.0%	FY' 22	2.0%	FY' 22	2.0%	FY' 22	2.0%	FY' 22	2.0%				
FY' 23	2.0%	FY' 23	2.0%	FY' 23	2.0%	FY' 23	2.0%	FY' 23	2.0%	FY' 23	2.0%	FY' 23	2.0%	FY' 23	2.0%	FY' 23	2.0%	FY' 23	2.0%	FY' 23	2.0%	FY' 23	2.0%				
FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%				
FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%				
FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%				

UPR Carolina				UPR Ponce				UPR Utuado				Total				SASU				UPR Editorial				Total			
FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%				
FY' 19	6.0%	FY' 19	6.0%	FY' 19	6.0%	FY' 19	6.0%	FY' 19	6.0%	FY' 19	6.0%	FY' 19	3.1%	FY' 19	2.0%	FY' 19	2.0%	FY' 19	2.0%	FY' 19	2.0%	FY' 19	2.0%				
FY' 20	6.0%	FY' 20	6.0%	FY' 20	6.0%	FY' 20	6.0%	FY' 20	6.0%	FY' 20	6.0%	FY' 20	3.1%	FY' 20	2.0%	FY' 20	2.0%	FY' 20	2.0%	FY' 20	2.0%	FY' 20	2.0%				
FY' 21	6.0%	FY' 21	6.0%	FY' 21	6.0%	FY' 21	6.0%	FY' 21	6.0%	FY' 21	6.0%	FY' 21	3.0%	FY' 21	2.0%	FY' 21	2.0%	FY' 21	2.0%	FY' 21	2.0%	FY' 21	2.0%				
FY' 22	6.0%	FY' 22	6.0%	FY' 22	6.0%	FY' 22	6.0%	FY' 22	6.0%	FY' 22	6.0%	FY' 22	2.9%	FY' 22	2.0%	FY' 22	2.0%	FY' 22	2.0%	FY' 22	2.0%	FY' 22	2.0%				
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FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%				
FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%				
FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%				

## HR Expenses, \$MM



# HR Optimization measures

HR Optimization will result in a more leveled benefit program compared to Central Government employees, while providing opportunity for current full time employees to transfer into certain positions held by trust positions and temporary positions. **The measure will result in \$33.00 MM in savings by 2026.**

### Reduction in Bonuses

- The UPR employees Christmas Bonus will be reduced to the amount established by law of **\$600 per employee**
- An additional non-recurring Special Bonus will be eliminated

#### Christmas Bonus

Current Christmas Bonus =  
**\$1,125**

Revised Christmas Bonus =  
**\$600**

47%  
Reduction =  
**\$5.5 MM**

#### Special Bonus

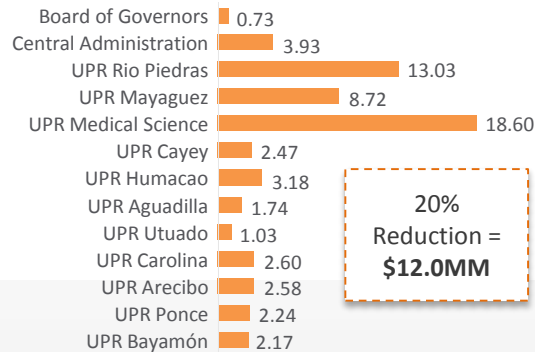
A Special Bonus for uniform purchases is given to non-faculty staff

100%  
Reduction =  
**\$7.5 MM**

### Reduction in trust positions

- The UPR System has **878 trust positions**
- The University must transition from a pyramidal structure to a “flatter” one with significantly less hierarchical levels

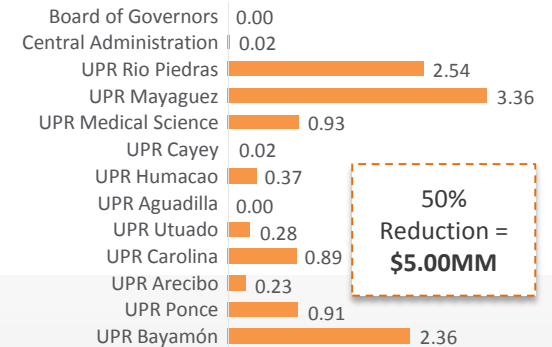
#### Payroll Expense by Unit, \$MM



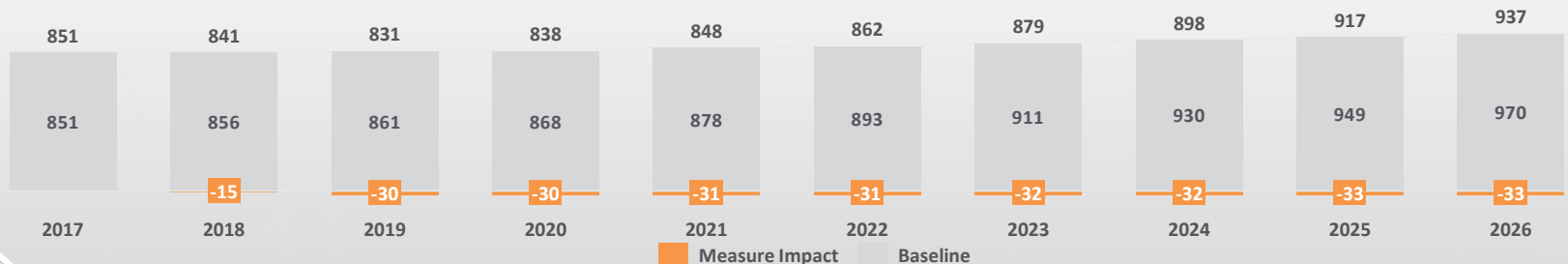
### Reduction in temporary positions

- The UPR System has **332 temporary positions**
- The Transformational Enhancement measures will provide with the reallocation of full time employees, limiting the use of temporary positions

#### Temporary Payroll Expense by Unit, \$MM

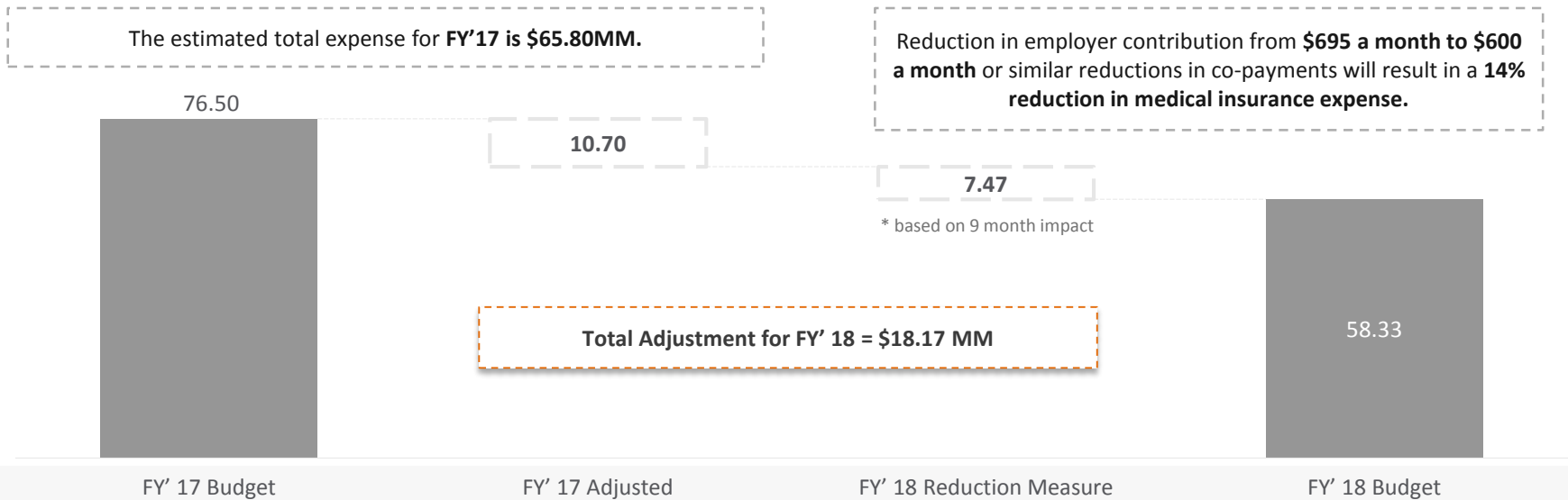


### HR Expenses, \$MM

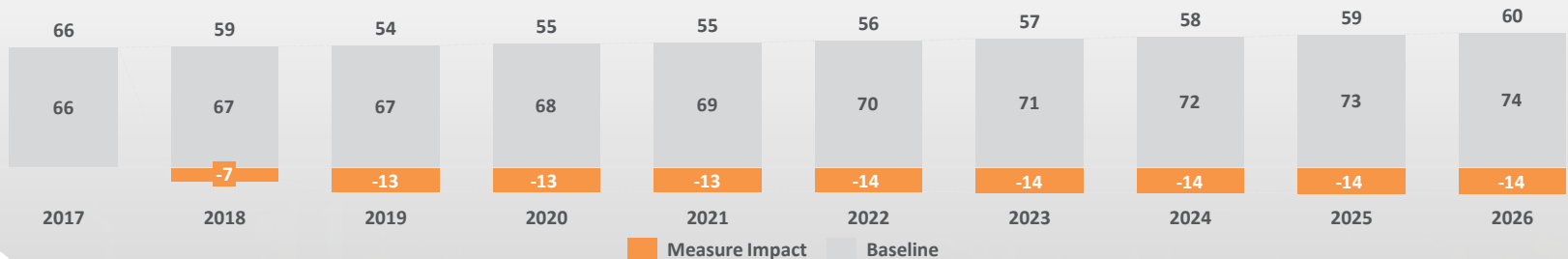


## Reduction in Medical Insurance expense

The UPR will implement an initiative to reduce medical insurance expense by either reducing employer contribution and/or co-payment benefits by a minimum of 14% for 2018, increasing to 20% by 2019. **The reduction will result in \$14.4 MM in savings by 2026.**



### Medical Insurance Expense, \$MM



# Procurement Controls will further reduce non-essential expenses and provide a more efficient procurement process

**The Procurement Control measures will result in \$19.0 MM by 2026.** Focus on reduction in Central Administration and other Systemic Service Costs. Aspiration to reduce a minimum of 30% of total expenses in Central Administration in the next five years

### Procurement Efforts

- The UPR spends approximately \$148 MM in procurement of materials and supplies and purchased services.
- A centralized procurement office will benchmark contracts, control demand and ensure purchase orders are rapidly processed.
- Utilities: UPR will implement an institutional policy based on a sustainable energy model. This will promote long term savings and minimize environmental impacts.

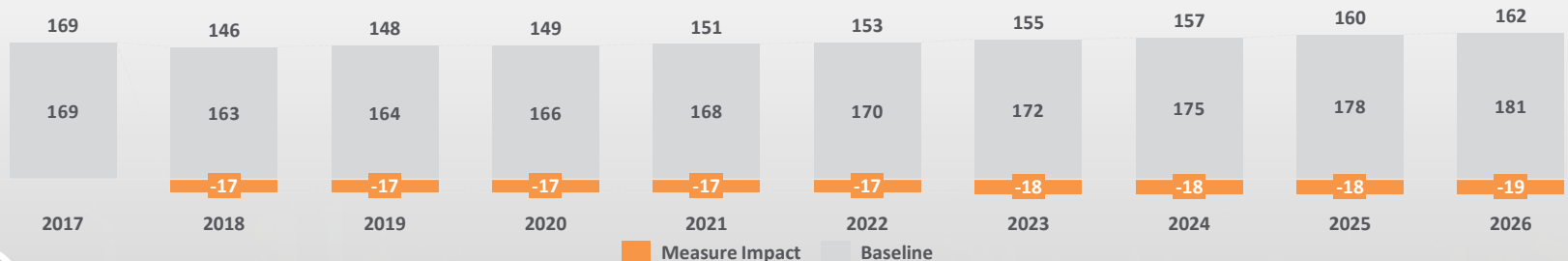
### Reduction in CAPEX

- The UPR Capital Expenditure Program is approximately \$13.00 MM annually.
- A reduction measure of 25% is projected
- Preventive maintenance programs must be implemented to extend useful life of buildings and equipment.

9% Reduction = **\$13.5 MM**

25% Reduction = **\$3.25 MM**

Procurement and Other Operational Expenses, \$MM



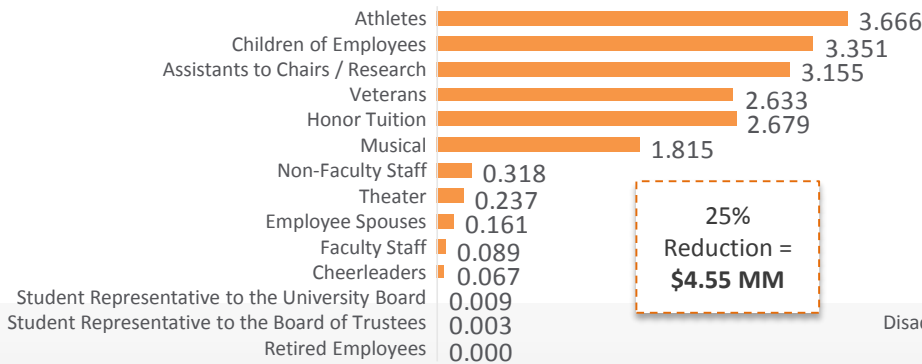
# Review of all student Exemptions and Special Scholarships

**A merit-based review of Tuition Exemptions and a minor reduction in Special Scholarships will result in approximately \$5.6 MM in savings by 2026.**

### Tuition Exemptions

- The UPR provides certain tuition exemptions. The amount of unearned revenues due to tuition exemptions amounts to \$18.2 MM.
- An accumulated 20% savings will be achieved by reviewing each tuition exemption category with its merits.

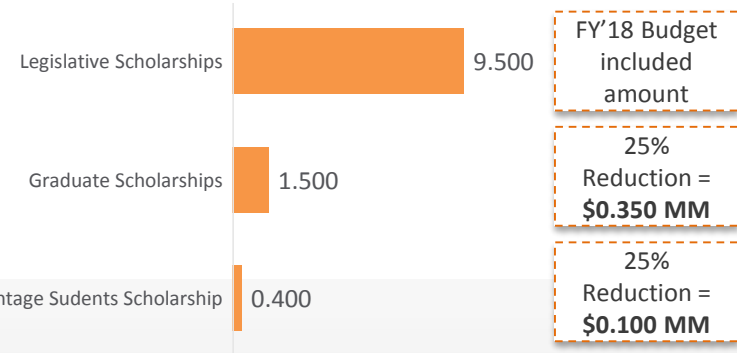
#### Unearned Revenue from Tuition Exemptions, \$MM \*



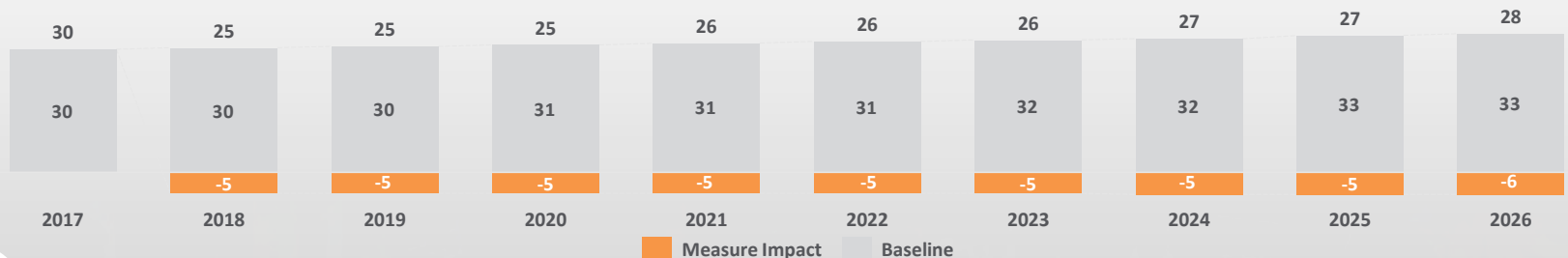
### Special Scholarships

- The UPR also provides Special Scholarships that include: (i) Legislative Scholarships, (ii) Graduate Scholarships and; (iii) Scholarships to Disadvantage students.
- Legislative Scholarships included in approved budget for FY 2018.
- 25% savings on Graduate Scholarship and Special Scholarships.

#### Special Scholarships Expense, \$MM



#### Tuition Exemptions & Special Scholarships, \$MM



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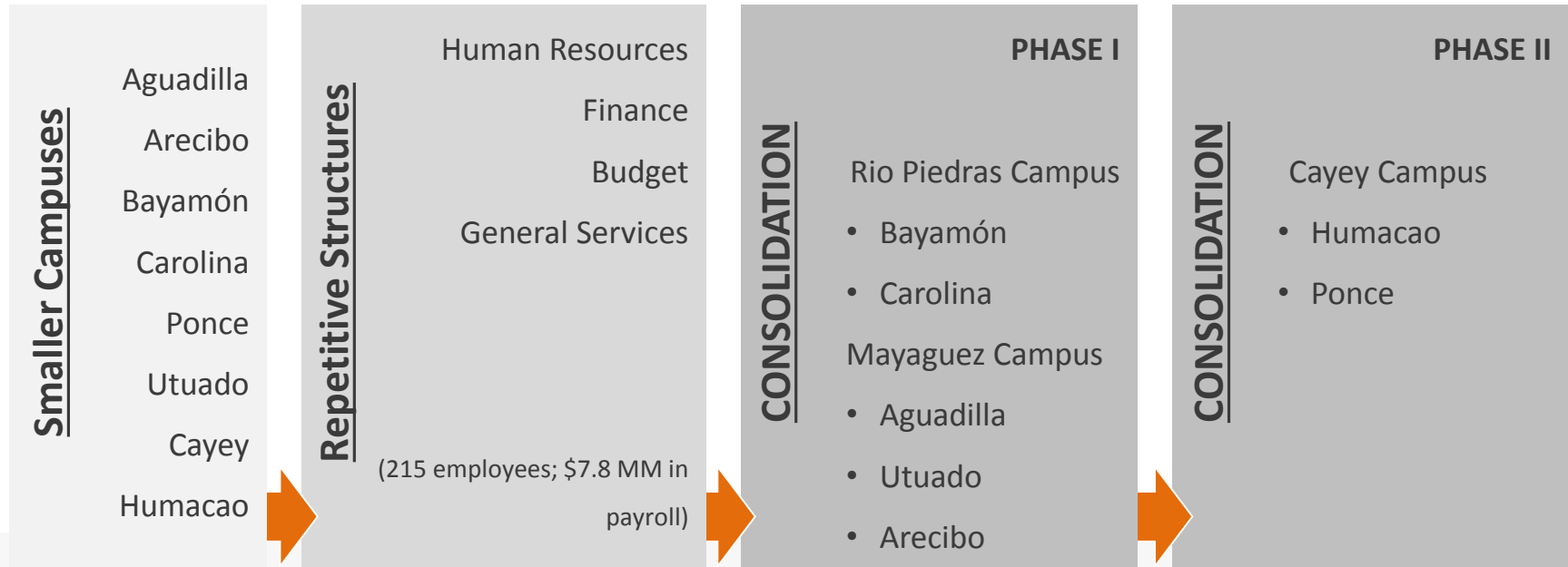
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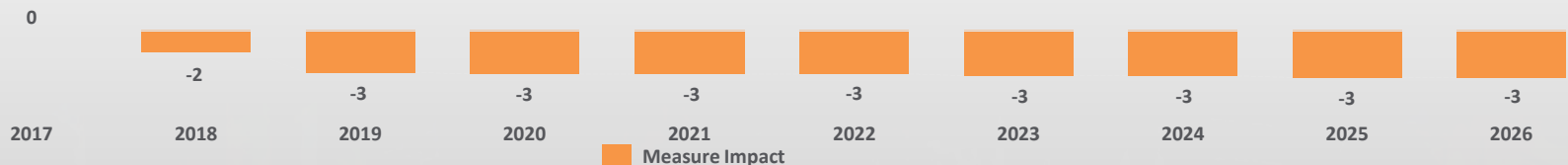
# Leaner Administrative Structure

Since the restructuring of the “Regional Colleges” the UPR System has duplicated all administrative structures throughout the system. Increasing payroll by \$3.0 MM, and 215 employees.



**STRATEGY:** (i) Enhance service capabilities by transferring “HUBS” 25% of personnel in small campuses; (ii) remaining personnel to be assigned throughout the UPR System to cover personnel needs based on skills and locations; (iii) reduction of workforce over time by attrition.

Leaner Administrative Structure Savings , \$MM



## Evaluation of the Academic Offer

**The UPR is currently conducting a system-wide effort to evaluate and score all outstanding academic curriculums. The finding will provide the tools to better serve the student population while reducing redundant expenses**

Category	Graduation Rate	Retention Rate
<b>Total Compliance (C)</b>	40% <	80% <
<b>Partial Compliance (CP), eligible for Improvement Plan</b>	26-39 %	53-79%
<b>No Compliance (NC)</b>	25% >	52% >
Implementation Decisions	Implications	
1. Enrichment and Expansion of Highly Effective Programs	1. Plans per campus to attend, until graduation, students enrolled in programs, declared in moratorium and gradual closing	
2. Transformation of distance programs	2. Notification to Institutional and Program Accreditation Agencies and the Puerto Rico Board of Education	
3. Reduction of programs / by Region College / UPR level system	3. Relocation of the faculty according to preparation and discipline of specialty	
4. Close or eliminate programs	4. Consolidation of faculties, academic departments within an enclosure	
5. Academic and administrative consolidation or restructuring	5. Relocation of faculties or schools and programs from one enclosure to another	
	6. Reduction of trust staff and support services	



# Implementation of full Academic Optimization

**The Evaluation of Academic Offer will provide the “low hanging fruit” opportunities for an academic curriculum optimization on campuses with higher compliant programs**

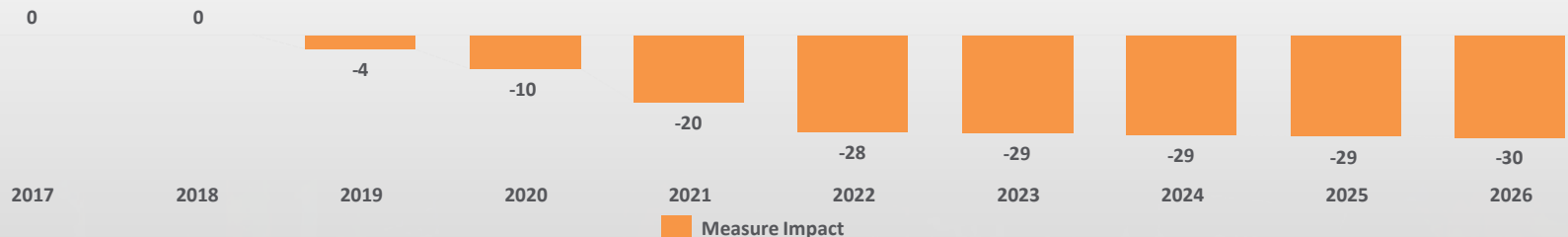
## Initial Findings

Total UPR Undergraduate Programs Evaluated	Criteria: Graduation Rate and Retention		
	Total Compliance	Partial Compliance	No Compliance
<b>271</b>	103 (38%)	96 (35%)	72 (27%)

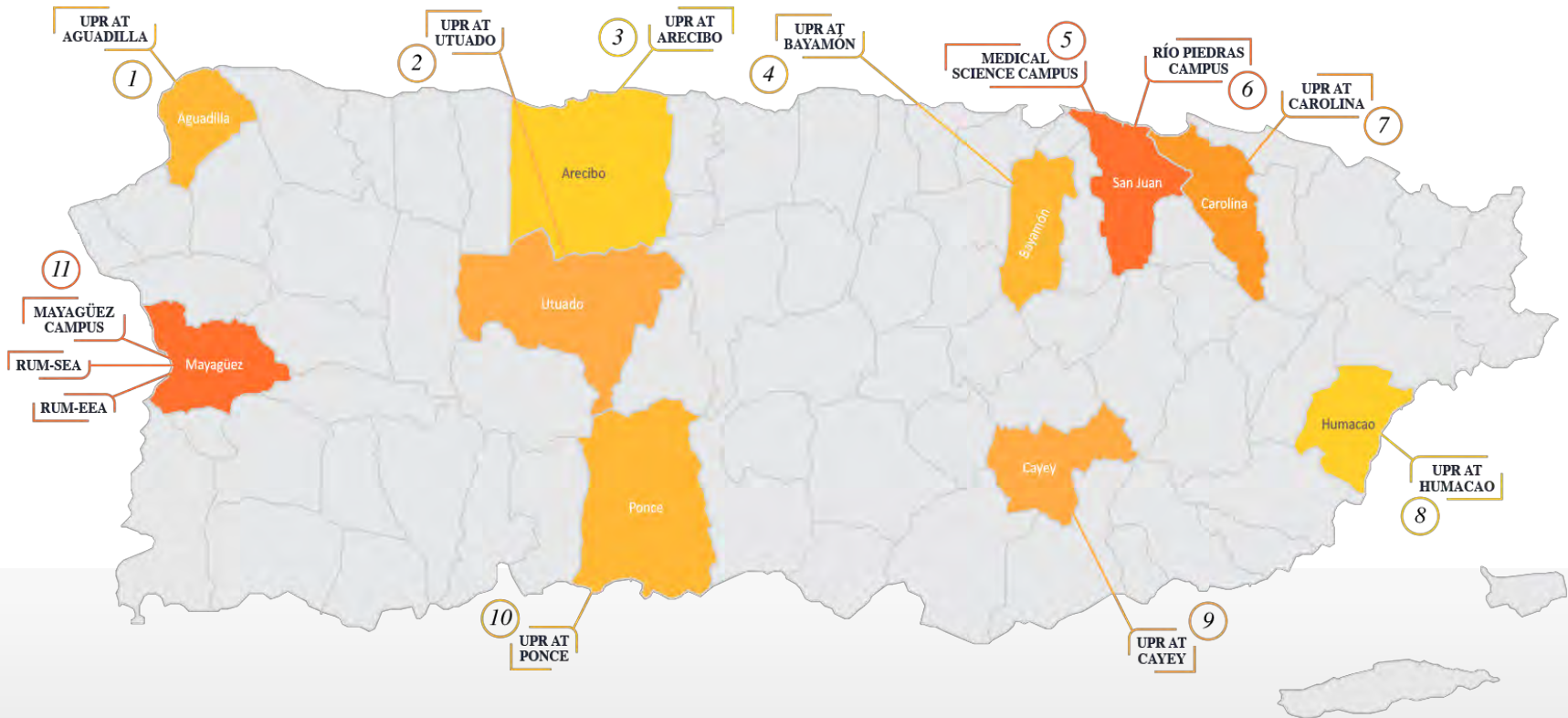
## Full Academic Optimization of Smaller Campuses

- The smaller campuses: Aguadilla, Arecibo, Bayamón, Carolina, Ponce, Utuado, Cayey, and Humacao proportionately have the highest No Compliance findings.
- The transitions into the main HUB Campuses will take some time. Fiscal Plan assumptions suggest that a full integration will be completed by 2022.
- Consolidation efforts do not necessarily result in a full closing of campuses. The consolidated campuses will become Satellite Campuses of the HUBs. Satellite Campuses will provide technical and niche academic offers where they have specific advantages. All other academic offers will be transferred to the HUBs.
- Total impact (net of all other assumed expense measures) will result in approximately \$30.0MM in savings by 2026.

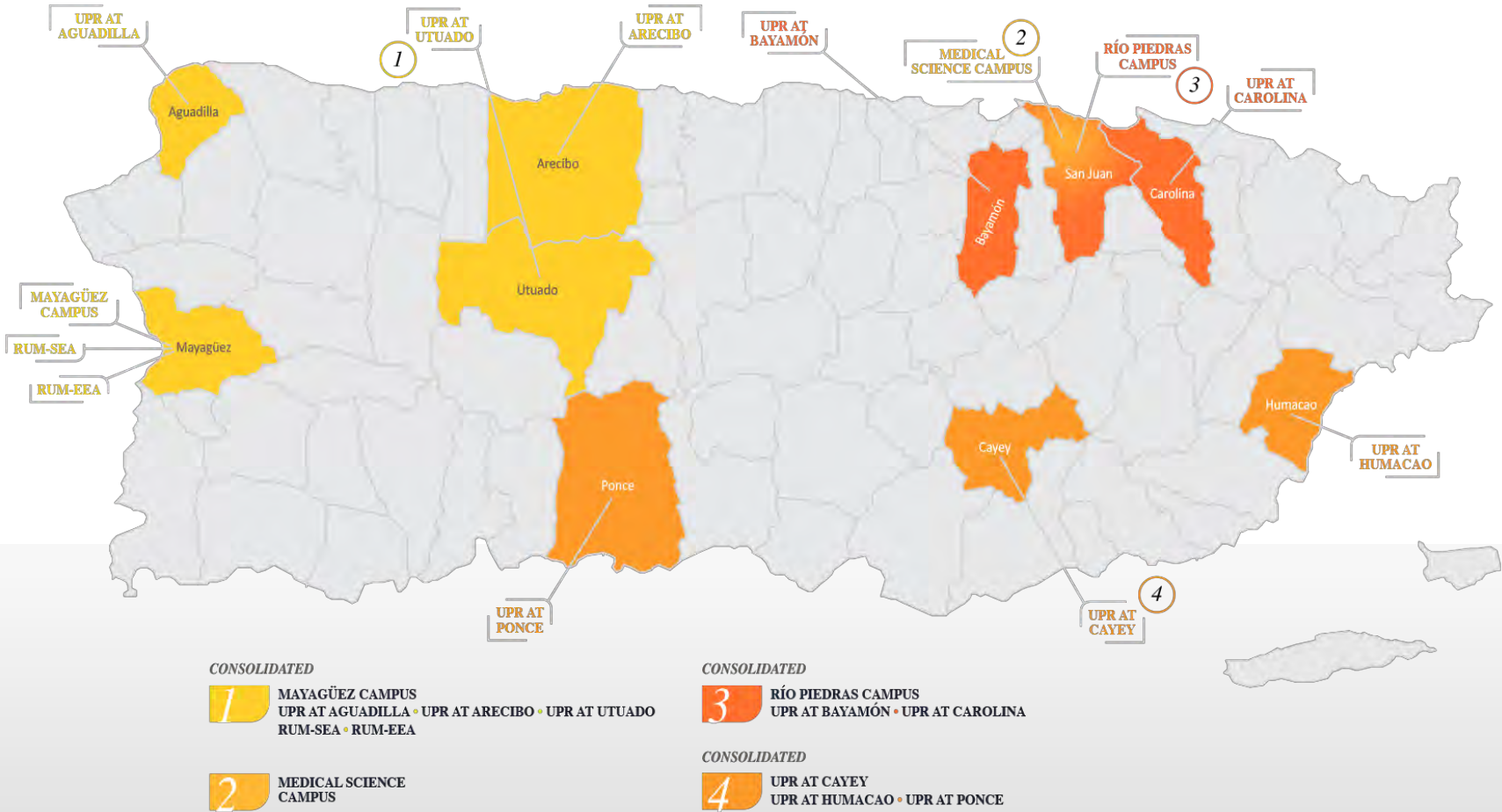
## Implementation of full Academic Consolidation, \$MM



# UPR System Current Regions = 11 Campuses



# UPR System After Transformational Enhancements = 4 Campuses



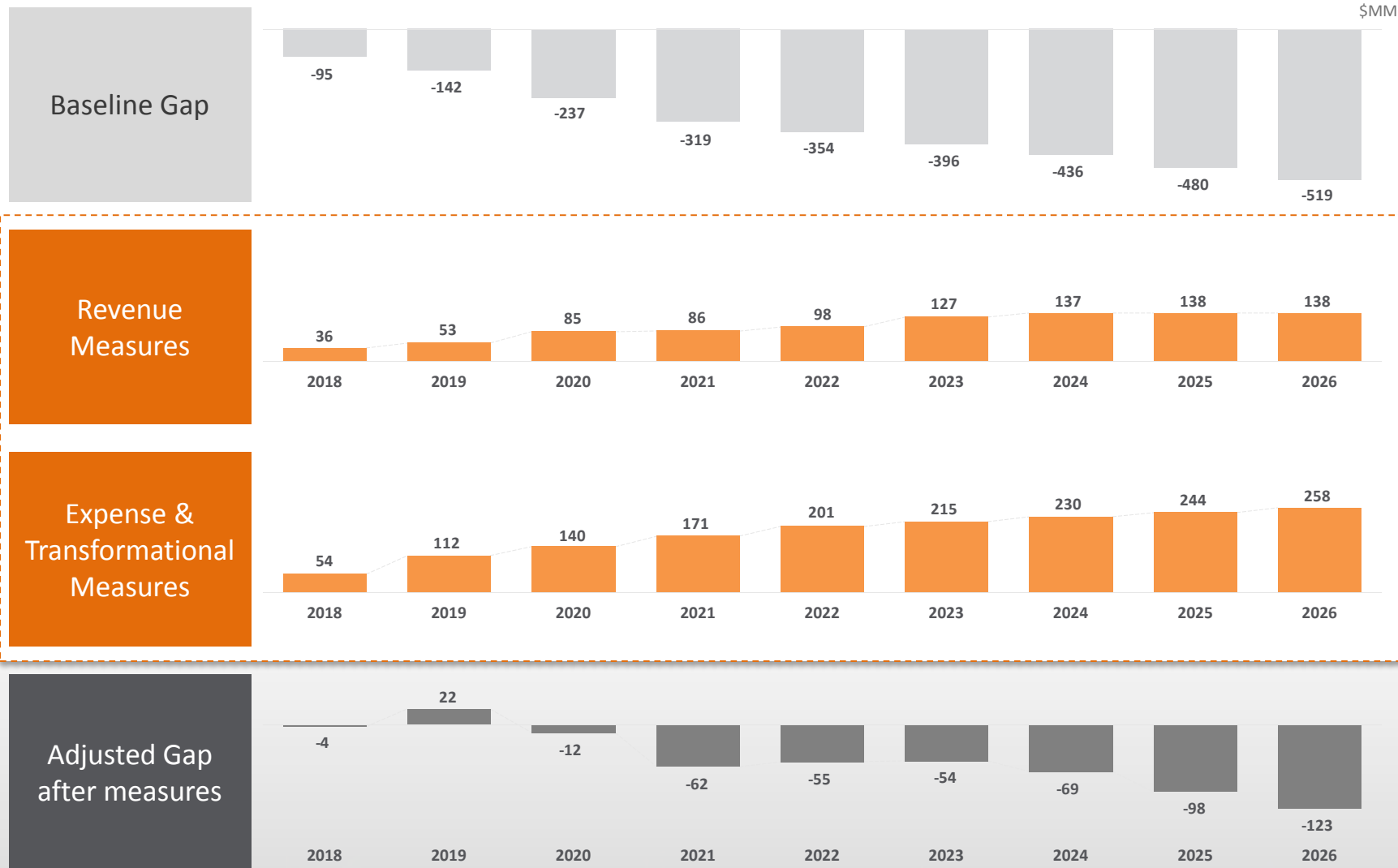
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10. Debt Sustainability



# Summary of Fiscal Plan Adjustment Gap



## Tuition increase adjustment

As the measure of last resort the UPR will need to increase its tuition in order to cover the operational deficiencies it will encounter the next 10 years. The UPR will proactively keep analyzing cost measures as well as new revenue sources in order to mitigate the impact to students.

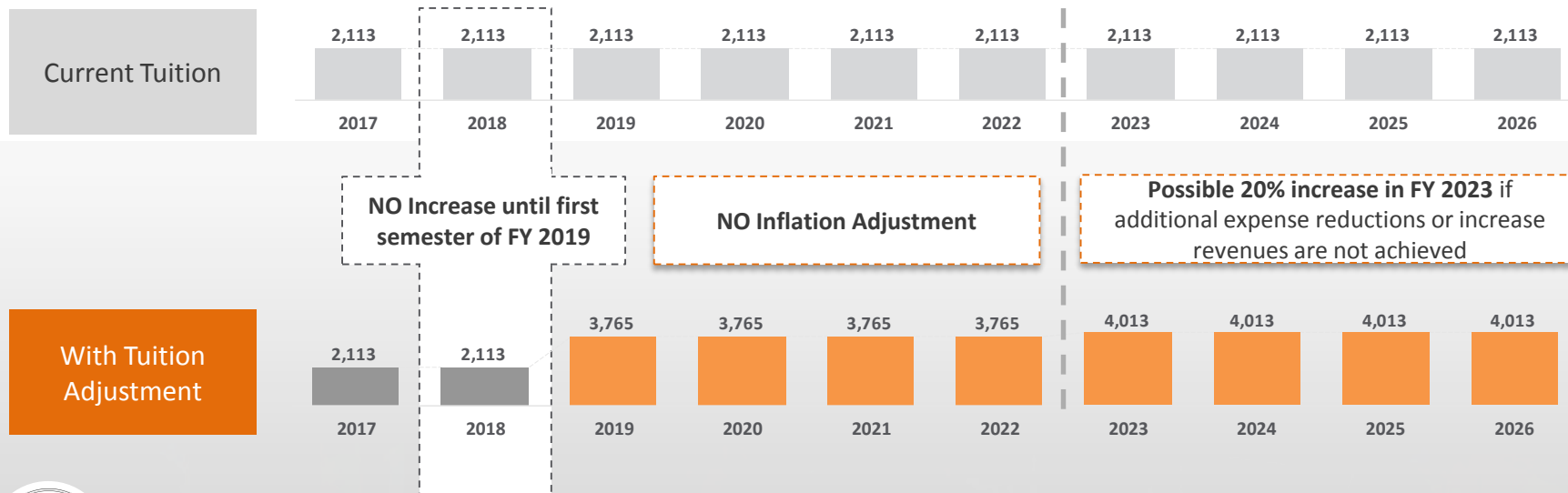
### Undergraduate Student Tuition Snapshot

	Current	Increase	Adjusted
By Credit	\$56	\$59	\$115
Average Annual Tuition & Fees	\$2,113	\$1,652	\$3,765

### Graduate Student Tuition Snapshot

	Current Avg.	Increase Avg.	Adjusted Avg.
By Credit	\$140	\$130	\$270
Average Annual Tuition & Fees	\$2,225	\$1,560	\$3,785

### Undergraduate Tuition Gross Increase Adjustment\*

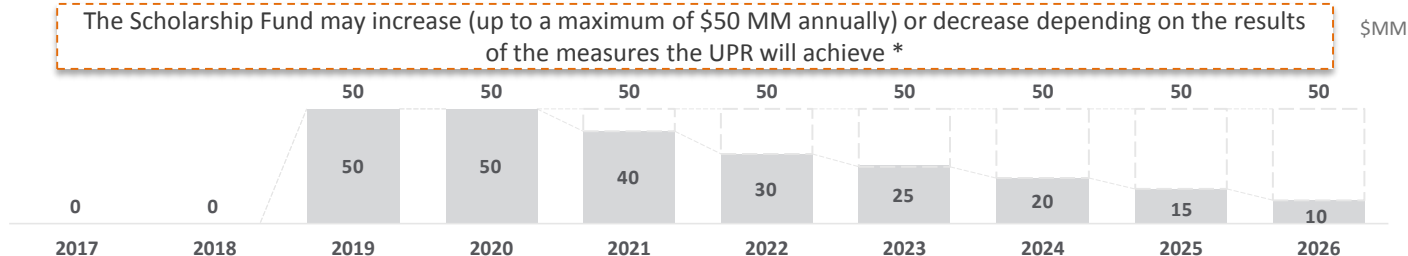


## Tuition increase will include a means-based scholarship fund

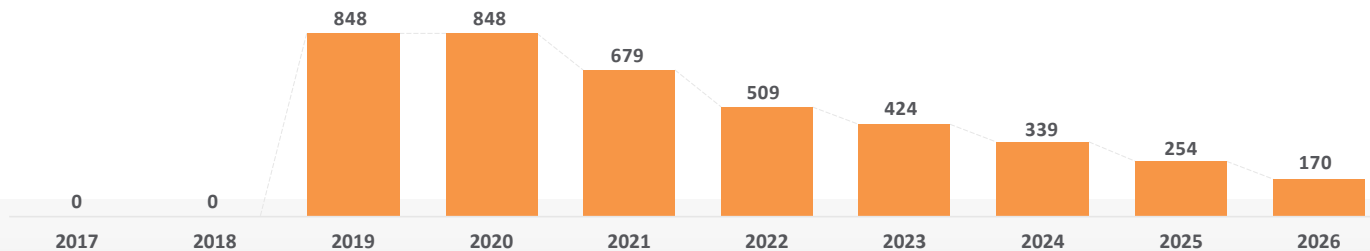
**UPR will incorporate a new Scholarship Fund that will further mitigate the increase of tuition for the most vulnerable student population. For 2019 the Fund will amount to \$50 MM, resulting in a weighted average per student Tuition & Fees increase of \$804 or an annual cost of \$2,917 v. \$3,765**

The Scholarship Fund may increase (up to a maximum of \$50 MM annually) or decrease depending on the results of the measures the UPR will achieve \*

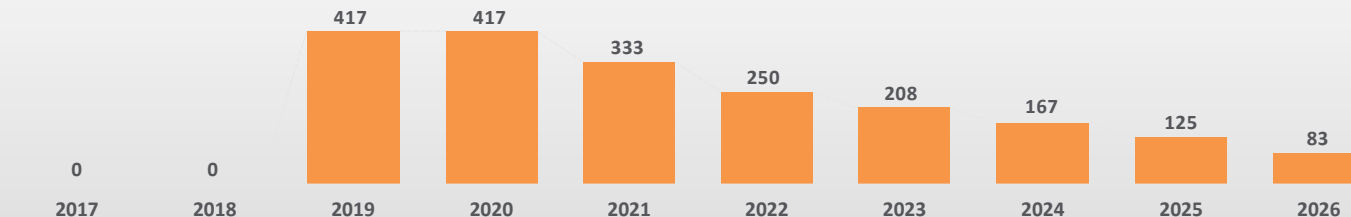
Scholarship Fund



Average Subsidy per Undergraduate Student



Average Subsidy per Graduate Student



## Means Based Tuition Matrix

With the new Scholarship Fund, based on Means-Based, 45% of the student population (or 28k students) will see an **increase of \$14.75 per credit, or \$413 annually** starting in FY 2019

### Based on \$50MM Scholarship Fund

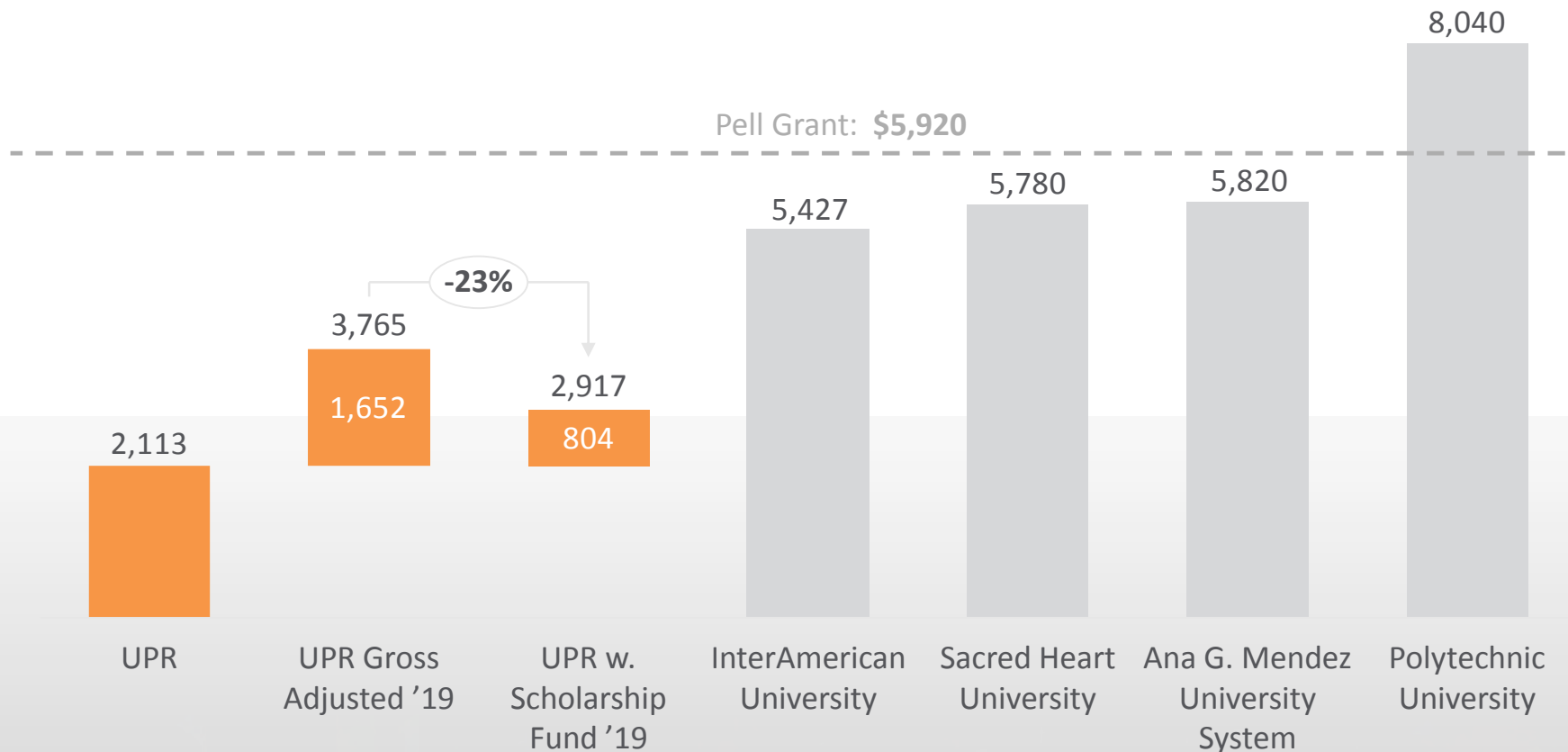
Expected Family Contribution or EFC (# that determines students eligibility for federal aid)	# of Students	% of Total Students	% of Subsidy	FY 2019		
				Annual Additional Adjusted Cost of Student	Per Credit Additional Adjusted Cost of Student	Total Subsidy
<b>0 - 499</b>	<b>28,177</b>	<b>45.45%</b>	<b>75.00%</b>	<b>413.00</b>	<b>14.75</b>	<b>\$35.0MM</b>
500 - 999	2,043	3.30%	70.00%	495.60	17.70	\$2.4MM
1000 - 1499	2,001	3.23%	65.00%	578.20	20.65	\$2.1MM
1500 - 1999	1,673	2.70%	60.00%	660.80	23.60	\$1.7MM
2000 - 2499	1,527	2.46%	55.00%	743.40	26.55	\$1.4MM
2500 - 2999	1,160	1.87%	50.00%	826.00	29.50	\$960M
3000 - 3499	900	1.45%	45.00%	908.60	32.45	\$670M
3500 - 3850	523	0.84%	40.00%	991.20	35.40	\$345M
≥ 3851	1,196	1.93%	35.00%	1,073.80	38.35	\$690M
Undergraduate Student Enrollment (w/o. Pell Grant)	16,800	27.10%	10.00%	1,486.80	53.10	\$2.8MM
Graduate Student Enrollment	6,000	9.68%	20.00%	1,239.06	103.25	\$1.9MM
<b>Total</b>	<b>62,000</b>	<b>100.00%</b>				<b>\$50MM</b>



## Tuition and Fees Comparison after Tuition Increase – PR Private Universities

After the Tuition Increase measure the UPR Tuition & Expense costs will still be proportionately lower than other private university systems.

Average Tuition & Fees per Undergraduate Student, \$MM



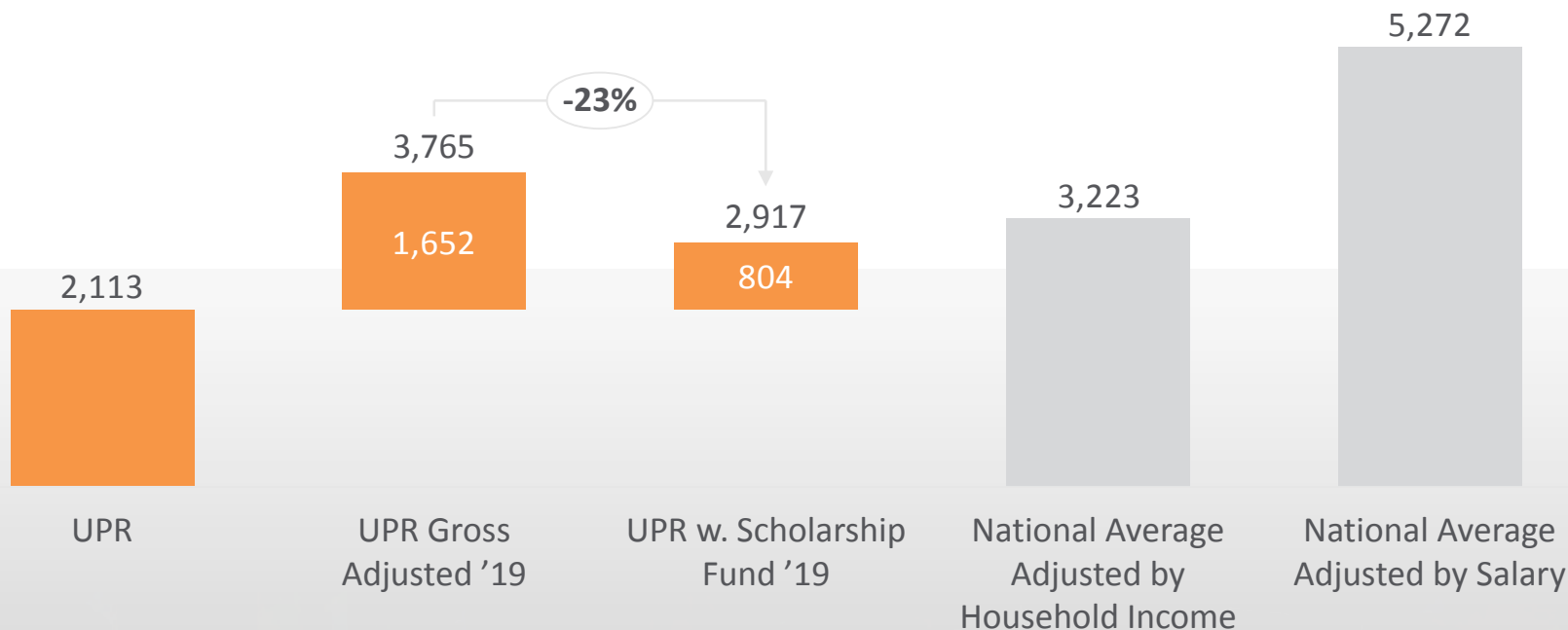
## Tuition and Fees Comparison after Tuition Increase – US university comparison

After the Tuition Increase measure the UPR Tuition & Expense costs will still be lower than the average of US stateside university systems (adjusted by Household Income and Salary)

Average Tuition & Fees per Undergraduate Student, \$MM

Unadjusted National Average: \$9,650

Pell Grant: \$5,920



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## UPR Pension Plan Summary

The UPR Retirement System Funding Ratio as of June 30, 2015 was 46.6%. The UPR Governing Board approved a 40 year plan for amortizing the unfunded liability considering 3% annual active member growth and 7.75% annual interest rate. Said payments would replenish the fund in its entirety by year 2054.\*

- The Government Board, Retirement Board and the Retirement System actively pursue ways to lower pension costs and improve the monitoring of both the assets and investments of the Retirement Trust while maximizing the funding ratio and its cash flows
- The University's contribution to the Retirement System was approximately \$78 million in fiscal year 2015-16. The projected contribution for the fiscal year 2017-18 is \$78 million

### Proposed Plan vs. Fiscal Plan Baseline Projections , \$MM

	2018P	2019P	2020P	2021P	2022P	2023P	2024P	2025P	2026P	Total
<b>Pension Expense - Baseline Projections</b>	(78)	(80)	(82)	(85)	(88)	(90)	(93)	(96)	(99)	(791)
<b>Amortization Payment*</b>	(82)	(84)	(86)	(89)	(92)	(95)	(97)	(100)	(103)	(828)
<b>Variance \$</b>	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(37)
<b>Variance %</b>	-4.33%	-5.33%	-5.08%	-4.82%	-4.64%	-4.46%	-4.26%	-4.06%	-3.86%	-4.02%

\*(Valuation as of June 30, 2015)

**In light of Fiscal Plan initiatives, these amounts may vary and shall be included in a new actuarial analysis**

Sources: (i) Actuarial Valuation 2015; (ii) 2015 Audited Financial Statements of the UPR Retirement System; (iii) UPR Governing Board Certification 146, 2014-15

\* UPR Retirement System Actuarial valuation as of June 30, 2015 reflects an \$1.46Bn. Unfunded Actuarial Accrued Liability and a \$2.7Bn Actuarial Accrued Liability.



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## UPR Summary Capital Structure

### Capitalization summary, \$MM

<u>UPR Bonds</u>	<u>Amount</u>	<u>Interest</u>	<u>Maturity</u>
		<u>Rate</u>	
University System Revenue Bonds, Series P	\$204	5.00%	Aug-24
University System Revenue Bonds, Series Q	207	5.00%	Jan-29
<b>Total UPR Bonds</b>	<b>\$411</b>		
<u>AFICA Debt</u>			
AFICA Revenue Bonds, 2000 Series A (insured)	\$64	5.28%	Sep-34
<b>Total AFICA Debt</b>	<b>\$64</b>		
GDB Loans <sup>1</sup>	\$76	P + 150	Various
<b>Total UPR Debt Outstanding</b>	<b>\$551</b>		

Source: Bloomberg, TOMIS report, July 2017

Note: (1) Fiscal Plan does not assume that UPR will service or repay GDB Loans, consistent with GDB Fiscal Plan



## Debt Sustainability Considerations

**As a result of the ~\$3.5 billion reduction in appropriations to UPR from the Government of Puerto Rico, UPR is undertaking a substantial restructuring of its operations**

- 1 The new UPR Fiscal Plan identifies a number of revenue and expense measures to address the reduction in appropriations and fund operations
  - Identified measures have execution risk which may further limit excess cash flow availability
- 2 However, the Fiscal Plan, post measures, indicates that UPR still has a cash flow deficit after taking into account the scheduled debt service payments

### Fiscal Plan cash flow summary, \$MM

	2017P	2018P	2019P	2020P	2021P	2022P	2023P	2024P	2025P	2026P	Total
Total Revenue (Inc'l Appropriations)	\$1,258	\$1,262	\$1,265	\$1,267	\$1,271	\$1,274	\$1,278	\$1,283	\$1,287	\$1,292	\$12,737
Total Expenses & Capex (Exc'l Debt Service)	(1,152)	(1,154)	(1,163)	(1,175)	(1,189)	(1,204)	(1,226)	(1,249)	(1,275)	(1,300)	(12,086)
<b>Cash Flow (2016 Baseline Forecast)</b>	<b>\$106</b>	<b>\$108</b>	<b>\$102</b>	<b>\$93</b>	<b>\$82</b>	<b>\$70</b>	<b>\$52</b>	<b>\$34</b>	<b>\$12</b>	<b>(\$8)</b>	<b>\$651</b>
Reduction in Appropriations	–	(173)	(244)	(330)	(401)	(424)	(448)	(470)	(492)	(511)	(3,493)
<b>Cash Flow Post CW Appropriations Reduction</b>	<b>\$106</b>	<b>(\$65)</b>	<b>(\$142)</b>	<b>(\$237)</b>	<b>(\$319)</b>	<b>(\$354)</b>	<b>(\$396)</b>	<b>(\$436)</b>	<b>(\$480)</b>	<b>(\$519)</b>	<b>(\$2,842)</b>
1 Total Identified Measures	–	91	216	277	319	371	439	469	489	508	3,179
<b>Cash Flow Post-Measures (Pre-Debt Service)</b>	<b>\$106</b>	<b>\$26</b>	<b>\$74</b>	<b>\$39</b>	<b>\$0</b>	<b>\$17</b>	<b>\$43</b>	<b>\$33</b>	<b>\$9</b>	<b>(\$11)</b>	<b>\$337</b>
Debt Service Payments	(48)	(48)	(48)	(48)	(48)	(48)	(48)	(48)	(48)	(36)	(470)
2 <b>Surplus / (Shortfall)</b>	<b>\$58</b>	<b>(\$22)</b>	<b>\$26</b>	<b>(\$9)</b>	<b>(\$48)</b>	<b>(\$31)</b>	<b>(\$5)</b>	<b>(\$15)</b>	<b>(\$39)</b>	<b>(\$47)</b>	<b>(\$133)</b>



## Debt Sustainability Considerations

### Fiscal Plan cash flow summary, \$MM

	2017P	2018P	2019P	2020P	2021P	2022P	2023P	2024P	2025P	2026P	Total
Cash Flow Post CW Appropriations Reduction	\$106	(\$65)	(\$142)	(\$237)	(\$319)	(\$354)	(\$396)	(\$436)	(\$480)	(\$519)	(\$2,842)
Total Identified Measures	–	91	216	277	319	371	439	469	489	508	3,179
Cash Flow Post-Measures (Pre-Debt Service)	\$106	\$26	\$74	\$39	\$0	\$17	\$43	\$33	\$9	(\$11)	\$337
Debt Service Payments	(48)	(48)	(48)	(48)	(48)	(48)	(48)	(48)	(48)	(36)	(470)
Surplus / (Shortfall)	\$58	(\$22)	\$26	(\$9)	(\$48)	(\$31)	(\$5)	(\$15)	(\$39)	(\$47)	(\$133)

***In order to address the remaining shortfall, UPR intends to engage with its creditors to bridge the gap through a consensual bond modification, if possible, which is expected to include some combination of the below as may be necessary to reduce or fund debt service costs:***

- Principal and/or interest holiday
- Interest reductions
- Maturity extensions / rescheduling of amortization
- Debt forgiveness
- New capital injections

***Any necessary modification of bond debt to provide liquidity and debt sustainability will need to reduce the debt service costs over the Fiscal Plan Projection Period and also take into account (i) necessary operational cash cushions and (ii) timing and execution risks of identified measures***



May 5, 2017

Dr. Elizabeth H. Sibolski  
President  
Middle States Commission on Higher Education

Dear Dr. Sibolski:

On behalf of Dr. Moisés Orengo-Avilés, Chancellor of the University of Puerto Rico at Carolina, I am including the Supplemental Information Report as requested on April 20, 2017 by the Commission. It addresses every question asked in a very specific and summarized way in order to avoid a lengthy document, as suggested.

Please let us know if we may be of further help.

Sincerely,

  
Stanley Portela-Valentín, MLS  
Accreditation Liaison Officer

Dean of  
Academic Affairs  

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Learning  
Resource Center



**1. Please outline the academic calendar for the current term.**

a. When did the term start?

The second quarter-term and the enrollment process for the third quarter-term were completed successfully. Classes for the third quarter-term will resume until further notice.

b. What holidays and breaks were scheduled?

Preliminary schedules are being prepared by the Registrar as classes will resume until further notice.

c. When was the term scheduled to end?

The end of the next quarter-term will depend on preliminary calendar options that are being prepared at this time.

**2. Have students or others voted for strike at your institution?**

Yes. Students voted to strike.

**3. If the vote was to strike...**

a. When was the vote taken?

The Student National Council approved a strike vote on April 5 which was implemented on April 12, 2017.

b. Is the strike for a specified time period or indefinite in nature?

The strike vote was indefinite. However, on April 24, 2017 the Student Council at UPRCA had an assembly in which the strike vote was lifted.

c. What operations of the campus were or are affected?

General administrative operations like purchasing, maintenance, food services, and library (except online), have been interrupted. However, academic services have not been significantly affected because the campus has been closed during recess time. A preliminary calendar schedule is being considered to ensure academic offerings.

d. How many scheduled days of classes have been missed?

None because the term has not started yet.

- e. What plans are in place to make up class time in order to maintain integrity of instruction and academic credit granted for the term?

At UPRCA the second quarter-term and the enrollment process for the third quarter-term were completed successfully. The third quarter-term will begin until further notice because gates remain closed by a group of students that challenged the decision taken by the majority in the assembly to lift the strike.

**4. Is there any danger that the academic term will not be salvageable?**

There are no expectations of losing the academic term.

**5. What impact might there be on summer terms at the institution?**

UPRCA is the only unit of the UPR that runs its academic schedule on a quarter-term system. The last quarter-term would end regularly by the end of June. Summer terms are not part of the regular academic offerings. For this reason, there is no impact at all as we would not have a summer session.

**6. Has the US Department of Education informed you that your institution has lost eligibility for participation in Title IV and student aid programs?**

The US Department of Education has not informed UPRCA that eligibility for Title IV and financial aid programs has been lost.

**7. If your institution has been notified that it is ineligible for Title IV student aid programs...**

The following questions do not apply at this time.

- a. When was institutional eligibility lost?
- b. What is the status on any application for reinstatement to Title IV programs?
- c. How will changes in Title IV eligibility affect the institution's financial situation going forward?



May 26, 2017

Universidad de  
Puerto Rico  
en Carolina

Dr. Heather F. Perfetti  
Vice President, MSCHE

Dear Dr. Perfetti:

On behalf of Dr. Moisés Orenge-Avilés, Chancellor of the University of Puerto Rico at Carolina, and in accordance with the notification dated on May 23, 2017 where it states *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*, I would like to inform you that agreements have been achieved and students have lifted their strike.

Administrative staff begins to work on June 1 and the third quarter-term resumes on June 5, 2017. Our accreditation Committee has already started working on the monitoring report due on September 1, 2017. A new academic calendar has been prepared and should be approved in June 2 by the campus Administrative Board.

Please be assured that we will keep the Commission updated on any significant developments related to Commission actions.

You may contact me at any time if you have further questions. My email address is stanley.portela@upr.edu.

Sincerely,



Stanley Portela-Valentín, MLS  
Accreditation Liaison Officer

c Moisés Orenge-Avilés, Chancellor  
Awilda Núñez-Sánchez, Academic Dean  
Nellie Torrado, UPR Vice President

Decanato  
de Asuntos  
Académicos  

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Centro de  
Recursos para el  
Aprendizaje (CRA)



PO Box 4800  
Carolina, Puerto Rico  
00984-4800  
787-257-0000,  
Exts. 3234, 3345, 3230  
Fax: 787-752-4520  
www.uprc.edu



May 8, 2017

Moises Orengo, Chancellor  
University of Puerto Rico Carolina Regional College  
Carretera 887 Barrio San Anton  
Carolina, PR 00985

SENT VIA OVERNIGHT MAIL  
UPS# 1ZA879640196781908

**RE: University of Puerto Rico Carolina Regional College  
OPE ID: 03016000**

Dear Dr. Orengo:

The U.S. Department of Education (Department) has received information that, as of a result of a student strike, the University of Puerto Rico Carolina Regional College (UPR- Carolina) ceased offering instruction to its students on or about Wednesday, April 12, 2017. This cessation of instruction due to the students strike has triggered a change in UPR- Carolina's status with the Department under our regulations. Under the provisions of 34 C.F.R. §§ 600.40(a)(1)(iii), an institution, or a location or educational program of an institution, loses its eligibility of purposes of the Higher Education Act of 1965, as amended (HEA) on the date that the institution or location ceases to provide educational programs for a reason other than a normal vacation period or a natural disaster that directly affects the institution, particular location, or the students of the institution or location. In addition to eligibility to participate in the HEA student assistance programs, this loss of eligibility also impacts participation in other programs under the HEA.

Consistent with these requirements, and based on information provided by UPR- Carolina and its accrediting agency, we have determined that in order to regain eligibility to participate in Federal student aid programs authorized by the HEA as well as other programs under the HEA, this campus will be required to submit an application to the Department for reinstatement.

The New York/Boston School Participation Division staff has contacted staff members at your institution to obtain details of the current situation, and is ready to assist you in completing the submission of the institution's reinstatement application at the point when classes resume. In the interim, our staff will also be asking for additional information about the strike, its impact on the campus, and the institution's plans to make up the missed sessions when classes resume, which will be required as a part of the application to reinstate eligibility.

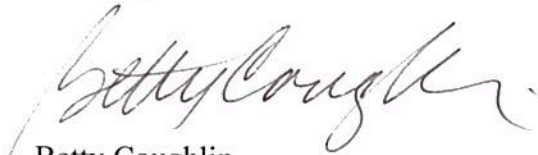
**Federal Student Aid**  
An OFFICE of the U.S. DEPARTMENT of EDUCATION

830 First Street, NE, Washington, DC 20202

If UPR- Carolina has relevant information that it believes affects our determination that the institution reapply to resume participation in the Federal student aid programs, the Department will review that information to see if it changes this determination.

Should you have questions, you are welcome to reach out to Jeremy Early at 202-377-3620 or Sherry Blackman at 202-377-3873.

Sincerely,

A handwritten signature in cursive script, appearing to read "Betty Coughlin".

Betty Coughlin  
Division Director

cc: Nivia Fernandez, President of the University of Puerto Rico System  
Rafael Ruiz, Financial Aid Director – UPR- Carolina  
Middle States Commission on Higher Education  
Puerto Rico Council On Higher Education

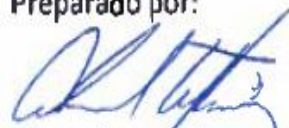
Universidad de Puerto Rico en Carolina  
Decanato de Asuntos Académicos  
Oficina del Registrador

**Calendario Académico Tercer Cuatrimestre 2016-17**

10 y 11 de abril (lunes y martes)	Pago de matrícula
12 de abril (miércoles)	Último día para solicitar <b>Transferencia</b> de instituciones privadas para el Primer Cuatrimestre 2017-2018.  <b>Matrícula con recargos</b>
<b>5 de junio (lunes)</b>	<b>Comienzo de clases regulares-Matrícula con recargos casos excepcionales.</b>
10 de junio (sábado)	<b>Comienzo de clases sabatinas</b>
12 al 17 de junio (lunes a sábado)	<b>Semana para ofrecer pre-pruebas de Avalúo y Educación General.</b> Se reunirán los cursos normalmente, pero se ofrecerá la prueba en el momento que determine oportuno el (la) profesor(a).
16 de junio (viernes)	Último día para radicar bajas con derecho al reembolso del <b>50% del pago</b> efectuado por concepto de créditos en la matrícula.
29 de junio (jueves)	Último día para solicitar <b>Transferencia tardía</b> de instituciones privadas para el Primer Cuatrimestre 2017-2018.
<b>4 de julio (martes)</b>	<b>Feriado: Día de la Independencia de EU</b>
<b>5 de julio (miércoles)</b>	Último día para radicar solicitud de <b>Grado.</b> Último día para solicitar la remoción de incompleto al profesor, Cert. #31 (2010-2011), Senado Académico.
<b>5 al 7 de julio (miércoles a viernes)</b>	<b>Periodo para entrar al Portal la Asistencia a Clases.</b>
13 de julio (jueves)	Último día para solicitar <b>Readmisión y Reclassificación</b> para el Primer Cuatrimestre 2017-2018.
14 de julio (viernes)	Último día para solicitar <b>Permiso Especial</b> para Primer Semestre 2017-2018.
17 al 21 de julio (lunes a viernes)	Periodo para efectuar el proceso de <b>selección de cursos</b> para el Primer Cuatrimestre 2017-2018.
25 de julio (martes)	<b>Se elimina como día feriado - Memorando Especial 23-2017 - Ley Núm. 26 -2017</b>
24 al 28 de julio (lunes a viernes)	<b>Semana para ofrecer post-pruebas de Avalúo y Educación General.</b> Se reunirán los cursos normalmente, pero se ofrecerá la prueba en el momento que determine oportuno el (la) profesor(a).

8 de agosto (martes)	Último día para radicar <b>Bajas Parciales</b> por el Portal.
<b>14 de agosto (lunes)</b>	<b>Reposición de clases de lunes</b>
<b>15 de agosto (martes)</b>	<b>Se reúnen clases de Martes</b>
<b>16 de agosto (miércoles)</b>	<b>Reposición de clases de Viernes - Último día de clases y para radicar Bajas Totales.</b>
<b>17, 18 y 21 de agosto (jueves, viernes y lunes)</b>	<b>Exámenes Finales - Los cursos nocturnos ofrecerán los exámenes en el tiempo nocturno.</b>
22 de agosto (martes)	Entrar las Calificaciones en el <b>Sistema UPR NEXT</b> hasta a las <b>12:00 md.</b> Los profesores reportarán las calificaciones finales y remociones de incompletos del cuatrimestre anterior. <b>Reunión de Facultad a las 2:00 p.m.</b>
30 y 31 de agosto (miércoles y jueves)	<b>Pago de matrícula y matrícula para el primer cuatrimestre 2017-18.</b>
1 de septiembre (viernes)	<b>Pago de matrícula tardía.</b>
2 de septiembre (sábado)	<b>Comienzo de clases sabatinas</b>
<b>4 de septiembre (lunes)</b>	<b>Día del Trabajo (Feriado)</b>
<b>5 de septiembre (martes)</b>	<b>Comienzo de clases regulares</b>

Preparado por:

  
Abelardo Martínez  
Registrador

  
Vo. Bó.: Awilda Núñez Sánchez, Ed. D.  
Decana de Asuntos Académicos



**Este calendario académico está sujeto a la aprobación de la Junta Administrativa.**

La Universidad de Puerto Rico es un patrono con igualdad de oportunidades en el empleo, no discrimina por razones de raza, color, orientación sexual, género, nacimiento, edad, impedimento físico o mental, origen o condición social, ni por ideas políticas o religiosas.

Academic Calendar UPR Carolina Third Quarter-Term	
April 10 and 11 (Monday and Tuesday)	Registration day
April 12 (Tuesday)	Due date for transfer applications from private institutions for first quarter-term 2017-2018
June 5 (Monday)	First day of classes – Late enrollment exceptional cases
June 10 (Saturday)	Saturday classes begin
June 12 – 17	Assessment and general education tests. Classes meet regularly. Faculty will administer test at their discretion
June 16 (Friday)	Due date to drop courses with 50% credit return rate
June 20 (Thursday)	First quarter-term due date for late transfer application to private institution.
July 4 (Tuesday)	Holiday: USA Independence Day
July 5 (Wednesday)	Due date to request degree conferral. Due date to request faculty for incomplete removal according to Academic Senate Cert. #31 (2010-2011).
July 5 – n7 (Wednesday to Friday)	Period to submit class attendance to portal
July 13 (Thursday)	Due date to request readmission and reclassification. First Quarter-Term 2017-2018.
July 14	Due day to request Special Permits. First semester 2017-2018
July 17 – 21 (Monday – Friday)	Course selection period for first quarter-term 2017-2018
July 25 (Tuesday)	Holiday is cancelled – Special memorandum 23-2017 Law 26 – 2017
July 25 – 28 (Monday – Friday)	Assessment and general education post-tests. Classes meet regularly. Faculty will administer test at their discretion
August 8 (Tuesday)	Due day to submit partial withdrawals through the portal
August 14 (Monday)	Monday class reposition
August 15 (Tuesday)	Tuesday classes meet
August 16 (Wednesday)	Friday class reposition – Last day of classes and to submit full withdrawals
August 17, 18 and 21 (Thursday, Friday, and Monday)	Final exams – Evening classes will administer exams at night
August 22 (Tuesday)	Grade submission period through the NEXT system until noon (12 md). Faculty members report grades and incomplete removals for the previous quarter-term General Faculty meeting 2:00 pm

August 31 – 31 (Wednesday and Thursday)	Registration day for first quarter-term 2017-2018
September 1 (Friday)	Late registration
September 2 (Saturday)	Saturday classes begin
September 4 (Monday)	Holiday: Labor day
September 5 (Tuesday)	First day of classes

# Statistics for 2016C3

Statistics for List 1

**Process Completed:**  
97.66% (543 of 556)

COURSE	PROFESSOR	ATTENDING	
ADEM1005 - UN1	Artemio Melendez Ortiz	Reported	
ADHO3105 - L03	Felipe Gonzalez Gonzalez	Reported	
ADHO3106 - L03	Marilyn Rodriguez Cruz	Reported	
ADHO3108 - UN1	Jesmarie Ramirez Ruiz	Reported	
ADHO3135 - UN1	Luis R Rodriguez Rodriguez	Reported	
ADHO3205 - M03	Miguel E Perez Diaz	Reported	
ADHO3301 - UN1	Rivera Alicea Paul A.	Reported	
ADHO3301 - UN2	Miguel E Perez Diaz	Reported	
ADHO3302 - UN1	Alan R Rodriguez Perez	Reported	
ADHO3302 - UN2	Rivera Alicea Paul A.	Reported	
ADHO3426 - EC1	Alan R Rodriguez Perez	Reported	
ADHO3446 - S03	Rivera Alicea Paul A.	Reported	
ADHO4105 - L03	Miguel E Perez Diaz	Reported	
ADHO4105 - L06	Jonathan F Ramos Scharron	Reported	
ADHO4106 - UN1	Viviana Marrero Cosme	Reported	
ADHO4107 - M03	Luis O Ramos Hernandez	Reported	
ADHO4107 - M06	Luis O Ramos Hernandez	Reported	
ADHO4135 - UN1	Luis R Rodriguez Rodriguez	Reported	
ADHO4201 - V03	Wanda I Pantojas Rivera	Reported	
ADHO4305 - HL1	Wanda I Pantojas Rivera	Reported	
ADHO4305 - HW1	Wanda I Pantojas Rivera	Reported	
ADHO4305 - J03	Wanda I Pantojas Rivera	Reported	
ADHO4305 - L03	Alan R Rodriguez Perez	Reported	
ADHO4415 - UN1	Jonathan F Ramos Scharron	Reported	
ADHO4417 - L03	Luis R Rodriguez Rodriguez	Reported	
ADHO4417 - M03	Luis R Rodriguez Rodriguez	Reported	
ADHO4417 - M06	Luis R Rodriguez Rodriguez	Reported	
ADHO4455 - L03	Miguel E Perez Diaz	Reported	
ADMI4007 - M03	Awilda Beauchamp Sierra	Reported	
ADMI4007 - UN1	Awilda Beauchamp Sierra	Reported	
ADMI4035 - L03	Eldra G Hernandez Calcerrada	Reported	
ADMI4035 - M03	Eldra G Hernandez Calcerrada	Reported	
ADMI4039 - UN1	Carmen A Bonilla Quianes	Reported	
AGRA3005 - UN1	Pedro Lipsett Ruiz	Reported	
AGRA3039 - IV1	Carmen A Ortiz Arteaga	Reported	
AGRA4059 - IV1	Carmen A Ortiz Arteaga	Reported	
AGRA4065 - IV1	Eunice Esquilin Lopez	Not Reported	
AGRA4066 - L03	Eunice Esquilin Lopez	Reported	
AGRA4066 - L06	Eunice Esquilin Lopez	Reported	
AGRA4066 - M03	Eunice Esquilin Lopez	Reported	
AGRA4069 - L03	Carmen A Ortiz Arteaga	Reported	

AGRA4069 - M03	Carmen A Ortiz Arteaga	Reported	
AGRA4069 - M06	M. MANZO	Reported	
AGRA4075 - M03	Luis I Latorre Cruz	Reported	
AGRA4112 - L03	Carmen A Ortiz Arteaga	Reported	
AGRA4112 - M03	M. MANZO	Reported	
AGRA4115 - L03	Jose Luis Ayala Perez	Reported	
AGRA4115 - M03	Jose Luis Ayala Perez	Reported	
AGRA4115 - UN1	James Lynn Diaz	Reported	
AGRA4305 - UN1	Lariana M Olguin Arroyo	Reported	
AGRA4306 - L03	Juan A Rivas Ortiz	Reported	
AGRA4306 - L06	Juan A Rivas Ortiz	Reported	
AGRA4306 - L09	Luis H Rivera Carrasquillo	Reported	
AGRA4306 - M03	Luis H Rivera Carrasquillo	Reported	
AGRA4306 - UN1	Orlando F Torres Rivera	Reported	
AGRA4306 - UN2	Jose Luis Ayala Perez	Reported	
ARTE3115 - L03	Javier Acosta Velez	Reported	
ARTE3116 - L03	Oswaldo Perez Velez	Reported	
ARTE3116 - L06	Oswaldo Perez Velez	Reported	
ARTE3116 - M03	Bianca M Aponte Torres	Reported	
ARTE3157 - L03	Heriberto Nieves Aviles	Not Reported	
ARTE3165 - L03	Oswaldo Perez Velez	Reported	
ARTE4335 - IV1	Javier Acosta Velez	Reported	
AUT11012 - M03	Jose Matos	Reported	
AUT11013 - L03	Jose A Rodriguez Lugo	Reported	
BIOL3011 - L03	Luis D Torres Torres	Reported	
BIOL3011 - L06	Luis D Torres Torres	Reported	
BIOL3012 - M03	Nilsa Colon Vazquez	Reported	
BIOL3108 - UN1	Jose M Santiago Santana	Reported	
BIOL3305 - L03	Naida L Viera Ruiz	Reported	
BIOL3417 - L03	Anya T Parrilla Diaz	Reported	
BIOL3425 - L03	Jose O Garcia Colon	Reported	
BIOL3703 - L03	Maristella Resto Rodriguez	Reported	
BIOL3703 - L06	Maristella Resto Rodriguez	Reported	
BIOL3705 - L03	Waleska Gonzalez Velazquez	Reported	
CIBI3001 - L03	Jose A Cruz Vega	Reported	
CIBI3001 - L06	Luis D Torres Torres	Reported	
CIBI3001 - L09	Jose A Cruz Vega	Reported	
CIBI3001 - M03	Jose M Santiago Santana	Reported	
CIBI3001 - M06	Jose A Cruz Vega	Reported	
CIBI3001 - M09	Jose A Cruz Vega	Reported	
CIBI3001 - UN1	Edgar O Vazquez Plass	Reported	
CIBI3001 - UN2	Luis D Torres Torres	Reported	

CIBI3002 - L03	Jose M Santiago Santana	Reported	
CIBI3002 - L06	Jose O Garcia Colon	Reported	
CIBI3002 - L09	Jose O Garcia Colon	Reported	
CIBI3002 - L12	Jose A Cruz Vega	Reported	
CIBI3002 - M03	Jose O Garcia Colon	Reported	
CIBI3002 - M06	Jose M Santiago Santana	Reported	
CIBI3002 - M09	Jose M Santiago Santana	Reported	
CIBI3002 - M12	Jose M Santiago Santana	Reported	
CIBI3002 - UN1	Yaria Arroyo Torres	Reported	
CIBI3002 - UN2	Yaria Arroyo Torres	Reported	
CIFI3001 - L03	Jose A Hernandez Perez	Reported	
CIFI3001 - L06	Jose A Hernandez Perez	Reported	
CIFI3001 - UN1	Rafael Mendez Tejeda	Reported	
CISO3121 - DL1	Yaritza D Perez Rivera	Reported	
CISO3121 - L03	Damaris De Jesus Carrasquillo	Reported	
CISO3121 - L06	Fabiana Tapia Pimentel	Reported	
CISO3121 - L09	Damaris De Jesus Carrasquillo	Reported	
CISO3121 - M03	Karla Gonzalez Cruz	Reported	
CISO3121 - M06	Karla Gonzalez Cruz	Reported	
CISO3121 - M09	Marilyn Cortes Lopez	Reported	
CISO3121 - M12	Marilyn Cortes Lopez	Reported	
CISO3122 - L03	Rolando Rivera Guevarez	Reported	
CISO3122 - L06	Ramon Claudio Rodriguez	Reported	
CISO3122 - M03	Angela L Dejesus Collazo	Reported	
CISO3122 - M06	Angela L Dejesus Collazo	Reported	
CISO3122 - M09	Angela L Dejesus Collazo	Reported	
CISO3122 - UN1	Jose Ernesto Rodriguez Rivera	Reported	
CISO3155 - L03	Javier Santiago Lucerna	Reported	
CISO3155 - M03	Roberto O. Diaz Juarbe	Reported	
CISO3155 - M06	Damaris De Jesus Carrasquillo	Reported	
CISO3225 - L03	Rowina Garcia Antongiorgi	Reported	
CISO3225 - L06	Rowina Garcia Antongiorgi	Reported	
CISO3225 - M03	Veronica Carvallo Messa	Reported	
CISO3225 - M06	Veronica Carvallo Messa	Reported	
CISO3227 - DU1	Ivan Rosario Villafane	Reported	
CISO3227 - UN1	Christian E Romero Ramos	Reported	
COMU3117 - L03	Jose Luis Ayala Perez	Reported	
CONT3005 - L03	Miguel A Guzman Rivera	Reported	
CONT3005 - L06	Edwin Rodriguez Cruz	Reported	
CONT3005 - M03	George Otero Velez	Reported	
CONT3005 - M06	Francisco Feliciano Cordero	Reported	
CONT3005 - M09	Francisco Feliciano Cordero	Reported	

CONT3005 - UN1	Gierbolini Santiago Rafael E.	Reported	
CONT3006 - L03	Miguel A Guzman Rivera	Reported	
CONT3006 - L06	Magaly Hernandez Ralat	Reported	
CONT3006 - M03	Magaly Hernandez Ralat	Reported	
CONT4006 - L03	Miguel A Guzman Rivera	Reported	
CONT4006 - M03	Francisco Feliciano Cordero	Reported	
CONT4096 - L03	Magaly Hernandez Ralat	Reported	
CONT4096 - M03	Luis F. Nieves Velazquez	Reported	
CONT4096 - UN1	Michael A Luciano Pichardo	Reported	
COPU4365 - L03	Juan C Diaz Montalvo	Not Reported	
COPU4365 - M03	Juan C Diaz Montalvo	Not Reported	
DINT2001 - M03	Wilfredo Collazo Torres	Reported	
DINT2005 - M03	Wilfredo Collazo Torres	Reported	
DINT2006 - M03	Wilfredo Collazo Torres	Reported	
DINT2008 - IV1	Diana P Ortiz Martinez	Reported	
DINT2009 - UN1	Diana P Ortiz Martinez	Reported	
DINT2015 - L03	Segundo Sanchez Oyola	Reported	
DINT3101 - UN1	Wilfredo Collazo Torres	Reported	
DINT3102 - M03	Diana P Ortiz Martinez	Reported	
DINT3102 - M06	Rosario Lecaroz Vazquez	Reported	
DINT3111 - L03	Christopher Castillo Cintron	Reported	
DINT3111 - M03	Eileen Diaz Lamboy	Reported	
DINT3111 - M06	Maria C Pena Carro	Reported	
DINT3115 - L03	Rafael A Isern Pales	Reported	
DINT3115 - M03	Rafael A Isern Pales	Reported	
DINT3132 - M03	Rafael A Isern Pales	Reported	
DINT3135 - UN1	Segundo Sanchez Oyola	Reported	
DINT4113 - L03	Rosario Lecaroz Vazquez	Reported	
DINT4113 - M03	Rosario Lecaroz Vazquez	Reported	
ECON3021 - L03	Adelaida Torres Dilan	Reported	
ECON3021 - M03	Luis A Figueroa Gonzalez	Reported	
ECON3022 - L03	Adelaida Torres Dilan	Reported	
ECON3022 - M03	Miguel Guzman Bosch	Reported	
EDES4006 - DL1	Nunez Sanchez Awilda	Reported	
EDES4006 - M03	Elizabeth Ortega Medina	Reported	
EDFI3026 - L03	Nitza L Avila Soto	Reported	
EDFI3515 - UN1	Nitza L Avila Soto	Reported	
EDFI3675 - L03	Angel M Maldonado Irizarry	Reported	
EDFI3675 - L06	Angel M Maldonado Irizarry	Reported	
EDFI3675 - M03	Rene Derieux Betancourt	Reported	
EDFI3675 - UN1	Cabrera Pintor Jaime M.	Reported	
EDFI3695 - L03	Rene Derieux Betancourt	Reported	

EDFI3695 - L06	Rene Derieux Betancourt	Reported	
EDFI3695 - L09	Cabrera Pintor Jaime M.	Reported	
EDFI3695 - L12	Rene Derieux Betancourt	Reported	
EDFI3695 - M03	Cabrera Pintor Jaime M.	Reported	
EDFI3695 - M06	Cabrera Pintor Jaime M.	Reported	
EDFI3698 - L03	Sarah Rodriguez Candelaria	Reported	
EDFI4165 - L03	Cabrera Pintor Jaime M.	Reported	
EDFU3001 - UN1	Angel M Maldonado Irizarry	Reported	
EDFU3002 - UN1	Laboy Gonzalez Brenda	Reported	
EDFU3007 - L03	Evelyn Ortiz Hernandez	Reported	
EDFU3017 - L03	Evelyn Ortiz Hernandez	Reported	
EDFU3017 - L06	Evelyn Ortiz Hernandez	Reported	
EDFU4019 - UN1	Evelyn Ortiz Hernandez	Reported	
EDIN3006 - DL1	Walbert Marcano Aguayo	Reported	
EDIN3020 - DL1	Andres Batista Rodriguez	Reported	
EDIN3025 - DL1	Andres Batista Rodriguez	Reported	
EDIN3107 - DL1	Walbert Marcano Aguayo	Reported	
EDIN4006 - L03	Kareen Y Sued Vazquez	Reported	
EDIN4025 - S03	Victor Rivera Feliciano	Reported	
EDIN4030 - W03	Andres Batista Rodriguez	Reported	
EDPE4255 - W03	Leyda L Vazquez Valdes	Reported	
ESCO3001 - L03	Zulma Penchi Porrata	Reported	
ESCO3001 - L06	Judy Ann Seda Carrero	Reported	
ESCO3002 - L03	Judy Ann Seda Carrero	Reported	
ESCO3002 - M03	Ricardo Rodriguez Santos	Reported	
ESCO3002 - UN1	Luis A Figueroa Santos	Reported	
ESCO3005 - L03	Silma Munoz Oneill	Reported	
ESCO3005 - L06	Zulma Penchi Porrata	Reported	
ESCO3005 - L09	Raul Otero Semprit	Reported	
ESCO3005 - M03	Gloria Cordero Melendez	Reported	
ESCO3005 - M06	Raul Otero Semprit	Reported	
ESGE3007 - L03	Anya T Parrilla Diaz	Reported	
ESGE3007 - M03	Jose O Garcia Colon	Reported	
ESIN4077 - L03	Eva Llorens Velez	Reported	
ESIN4077 - L06	Pedro Lipsett Ruiz	Reported	
ESIN4077 - UN1	Jimmy Torres Rodriguez	Reported	
ESPA3015 - IV1	Judy Ann Seda Carrero	Reported	
ESPA3101 - L03	Elizabeth Sanchez Viera	Reported	
ESPA3101 - M03	Silma Munoz Oneill	Reported	
ESPA3102 - DL1	Mayra R Encarnacion Melendez	Reported	
ESPA3102 - DL2	Mayra R Encarnacion Melendez	Reported	
ESPA3102 - L03	Raul Otero Semprit	Reported	

ESPA3102 - L06	Leyda L Vazquez Valdes	Reported	
ESPA3102 - L09	Gloryfe Santiago Molina	Reported	
ESPA3102 - L12	Raul Otero Semprit	Reported	
ESPA3102 - L15	Silma Munoz Oneill	Reported	
ESPA3102 - L18	Silma Munoz Oneill	Reported	
ESPA3102 - L21	Gloryfe Santiago Molina	Reported	
ESPA3102 - L27	Gloryfe Santiago Molina	Reported	
ESPA3102 - M03	Raul Otero Semprit	Reported	
ESPA3102 - M06	Gloria Cordero Melendez	Reported	
ESPA3102 - M09	Gloria Cordero Melendez	Reported	
ESPA3211 - L03	Leyda L Vazquez Valdes	Reported	
ESPA3211 - L06	India C Bobonis Pastrana	Reported	
ESPA3212 - M03	Monica C Llado Ortega	Reported	
ESPA3331 - L03	Leyda L Vazquez Valdes	Reported	
ESPA3331 - M03	Leyda L Vazquez Valdes	Reported	
ESPA3331 - UN1	Gloryfe Santiago Molina	Reported	
ESPA3332 - L03	Mayra R Encarnacion Melendez	Reported	
ESPA3332 - L06	Mayra R Encarnacion Melendez	Reported	
ESPA3332 - L09	Elizabeth Sanchez Viera	Reported	
ESPA3332 - L12	Elizabeth Sanchez Viera	Reported	
ESPA3332 - M03	Eunice Perez Mendez	Reported	
ESPA3332 - M06	Ricardo Rodriguez Santos	Reported	
ESPA3332 - M09	Zulma Penchi Porrata	Reported	
ESPA3332 - UN1	Zulma Penchi Porrata	Reported	
ESPA4221 - M03	India C Bobonis Pastrana	Reported	
ESPA4233 - DL1	Monica C Llado Ortega	Reported	
ESPA4233 - DL2	Monica C Llado Ortega	Reported	
ESPA4233 - DL3	Monica C Llado Ortega	Reported	
ESPA4233 - L06	Raul Otero Semprit	Reported	
ESPA4233 - M03	Silma Munoz Oneill	Reported	
ESPA4233 - M06	Monica C Llado Ortega	Reported	
ESTA3041 - L03	Armand L Pique Menig	Reported	
ESTA3041 - M03	Miguel Guzman Bosch	Reported	
ESTA3041 - M06	Esteban Ofarril Garcia	Reported	
ESTA3042 - UN1	Armand L Pique Menig	Reported	
FINA3106 - UN1	Carlos A Mendez David	Reported	
FINA3107 - L03	Felix J Montanez Miranda	Reported	
FINA3107 - M03	Herminio Romero Perez	Reported	
FINA4015 - L03	Pedro P Torres Prieto	Reported	
FINA4015 - M03	Pedro P Torres Prieto	Reported	
FINA4025 - UN1	Artemio Melendez Ortiz	Reported	
FINA4030 - UN1	George Otero Velez	Reported	

FINA4037 - M03	Herminio Romero Perez	Reported	
FINA4045 - UN1	Luis F. Nieves Velazquez	Reported	
FINA4050 - M03	Artemio Melendez Ortiz	Reported	
FINA4066 - M03	Herminio Romero Perez	Reported	
FINA4270 - UN1	Mario Jordi Maura Perez	Reported	
FISI1001 - L03	Jose A Penalbert Ramos	Reported	
FISI1001 - L06	Rafael Mendez Tejeda	Reported	
FISI1001 - L09	Jose A Penalbert Ramos	Reported	
FISI1001 - M03	Jose J Alvarez De Los Santos	Reported	
FISI1002 - J03	Jose J Alvarez De Los Santos	Reported	
FISI1002 - L03	Jose A Hernandez Perez	Reported	
FISI1002 - M03	Jose J Alvarez De Los Santos	Reported	
FISI1002 - V03	Juan D Romero Chong	Reported	
FISI1002 - W03	Rafael Mendez Tejeda	Reported	
FISI1003 - UN1	Jose J Alvarez De Los Santos	Reported	
FISI1004 - UN1	Jose A Hernandez Perez	Reported	
FISI3011 - L03	Rafael Mendez Tejeda	Reported	
FISI3012 - L03	Jose A Penalbert Ramos	Reported	
FISI3013 - V03	Rafael Mendez Tejeda	Reported	
FISI3014 - L03	Jose A Penalbert Ramos	Reported	
FRAN3201 - M03	Jose R Rivera Caballero	Reported	
FRAN3202 - L03	Jose R Rivera Caballero	Reported	
FRAN3202 - M03	Jose R Rivera Caballero	Reported	
GEOP4315 - UN1	Meza Venencia Narcisa De J.	Reported	
HIST3115 - L03	Angel L Ortiz Diaz	Reported	
HIST3115 - L06	Angel L Ortiz Diaz	Reported	
HIST3241 - UN1	Oswaldo Perez Velez	Reported	
HIST3241 - V03	Norma Medina Carrillo	Reported	
HIST3242 - L03	Angel L Ortiz Diaz	Reported	
HIST3245 - L03	José Dávila	Not Reported	
HIST3245 - L06	Nancy R Santiago Capetillo	Reported	
HIST3245 - M03	Nancy R Santiago Capetillo	Reported	
HIST3245 - M06	Nestor A Suro Rojas	Reported	
HIST3245 - UN1	Oswaldo Perez Velez	Reported	
HIST3245 - UN2	Miguel Santiago Santana	Reported	
HIST3505 - L03	Nestor A Suro Rojas	Reported	
HIST3505 - M03	Nestor A Suro Rojas	Reported	
HUMA3101 - L03	Alejandro Apesteguia Larrayoz	Reported	
HUMA3101 - M03	Alejandro Apesteguia Larrayoz	Reported	
HUMA3101 - UN1	Trinidad Fernandez Miranda	Reported	
HUMA3102 - L03	Trinidad Fernandez Miranda	Reported	
HUMA3102 - M03	Trinidad Fernandez Miranda	Reported	

HUMA3102 - UN1	Miguel Santiago Santana	Reported	
HUMA3102 - UN2	Giovanni Dipietro Cristofaro	Reported	
HUMA3111 - L03	Alejandro Apesteguia Larrayoz	Reported	
HUMA3111 - M03	Trinidad Fernandez Miranda	Reported	
HUMA3111 - M06	Luis Ramirez11 Suarez	Reported	
HUMA3111 - M09	Luis Ramirez11 Suarez	Reported	
HUMA3111 - UN1	Giovanni Dipietro Cristofaro	Reported	
HUMA3111 - UN2	Luis Ramirez11 Suarez	Reported	
HUMA3112 - UN1	Manuel A Negron Olmo	Reported	
INCO3005 - DU1	Helvia Guzman Mercado	Reported	
INCO3005 - L03	Saideh Mahdavi	Reported	
INCO3006 - L03	Wanda Rodriguez Delgado	Reported	
INCO3006 - L06	Lydia Rivera Burgos	Reported	
INCO3006 - M03	Helvia Guzman Mercado	Reported	
INCO4006 - DL1	Wanda Rodriguez Delgado	Reported	
INCO4015 - L03	Luz M Ospina Cortes	Reported	
INCO4015 - M03	Craig M Graham Barnes	Reported	
INGL3031 - L03	Ilsa Lopez Valles	Reported	
INGL3031 - L06	Luz M Ospina Cortes	Reported	
INGL3031 - M03	Luz N. Lizarribar Alvarez	Reported	
INGL3031 - M06	Maritza Mateo Rivera	Reported	
INGL3031 - M09	Marta Y Pabellon Imbert	Reported	
INGL3031 - M12	Marta Y Pabellon Imbert	Reported	
INGL3032 - UN1	Craig M Graham Barnes	Reported	
INGL3101 - UN1	Luz N. Lizarribar Alvarez	Reported	
INGL3102 - L03	Helvia Guzman Mercado	Reported	
INGL3102 - L06	Maritza Mateo Rivera	Reported	
INGL3102 - M03	Maritza Mateo Rivera	Reported	
INGL3116 - DU1	Wanda Rodriguez Delgado	Reported	
INGL3116 - L03	Lydia Rivera Burgos	Reported	
INGL3116 - L06	Luz N. Lizarribar Alvarez	Reported	
INGL3116 - M03	Luz N. Lizarribar Alvarez	Reported	
INGL3116 - M06	Luz N. Lizarribar Alvarez	Reported	
INGL3201 - M03	Maritza Mateo Rivera	Reported	
INGL3202 - DL1	Helvia Guzman Mercado	Reported	
INGL3221 - L03	Saideh Mahdavi	Reported	
INGL3221 - M03	Luz M Ospina Cortes	Reported	
INTD4995 - V03	Luis A Figueroa Gonzalez	Reported	
INTD4995 - V06	Ivan Rosario Villafane	Reported	
INTD4995 - V09	Noemie Paizy Morales	Reported	
INTD4995 - V12	Josefina F Rodriguez Beltran	Reported	
ITAL3001 - L03	Giovanni Dipietro Cristofaro	Reported	

JUST3005 - L03	Maribel Gorbea Diaz	Reported	
JUST3005 - L06	Ralph Otero Rivera	Reported	
JUST3005 - M03	Ralph Otero Rivera	Reported	
JUST3005 - M06	Ralph Otero Rivera	Reported	
JUST3005 - M09	Ralph Otero Rivera	Reported	
JUST3005 - UN1	Eileen Ramos Rosario	Reported	
JUST3015 - UN1	Jaime W Blanch Reyes	Reported	
JUST3016 - UN1	Maribel Gorbea Diaz	Reported	
JUST3017 - L03	Fabiana Tapia Pimentel	Reported	
JUST3017 - L06	Ramon Claudio Rodriguez	Reported	
JUST3017 - L09	Ramon Claudio Rodriguez	Reported	
JUST3017 - M03	Melysa Rodriguez Bonano	Reported	
JUST3255 - L03	Valerie Rivera Vargas	Reported	
JUST3255 - M03	Jose M Martinez Rosado	Reported	
JUST3255 - M06	Jose M Martinez Rosado	Reported	
JUST3255 - M09	Jose M Martinez Rosado	Reported	
JUST3255 - UN1	Valerie Rivera Vargas	Reported	
JUST4209 - TS1	Ivan Rosario Villafane	Reported	
JUST4210 - TS1	Luis M Roman Badenas	Reported	
JUST4215 - TS1	Gerardo Perfecto Rivera	Reported	
JUST4307 - FC1	Joseph Cortes Ramos	Reported	
JUST4308 - FC1	Joseph Cortes Ramos	Reported	
JUST4309 - FC1	Jose O Figueroa Rodriguez	Reported	
JUST4409 - AG1	Yesenia Delgado Castillo	Reported	
LESO3205 - L03	Melysa Rodriguez Bonano	Reported	
LESO3205 - L06	Fabiana Tapia Pimentel	Reported	
LESO3205 - M03	Melysa Rodriguez Bonano	Reported	
LESO3207 - UN1	Eileen Ramos Rosario	Reported	
LESO3208 - UN1	Mariela Jimenez Lopez	Reported	
LESO4001 - UN1	Melissa Santiago Nunez	Reported	
LESO4002 - L03	Ralph Otero Rivera	Reported	
LESO4002 - M03	Jaime W Blanch Reyes	Reported	
LESO4505 - UN1	Jose O Figueroa Rodriguez	Reported	
LESO4905 - V03	Ramon Claudio Rodriguez	Reported	
LESO4905 - V06	Ralph Otero Rivera	Reported	
LESO4905 - V09	Jose M Martinez Rosado	Reported	
LESO4905 - V12	Gerardo Perfecto Rivera	Reported	
LESO4905 - V15	Nydia Sostre Ruiz	Reported	
MAIN2015 - L03	Meza Pereira Jose I.	Reported	
MAIN2025 - L03	Meza Pereira Jose I.	Reported	
MAIN2027 - J03	Carranza Quipuzco Jorge E.	Reported	
MAIN2027 - M03	Carranza Quipuzco Jorge E.	Reported	

MAIN2027 - W03	Carranza Quipuzco Jorge E.	Reported	
MAIN2029 - UN1	Meza Venencia Narcisa De J.	Reported	
MAIN2036 - UN1	Jose A Rodriguez Lugo	Reported	
MAIN2037 - J03	Meza Venencia Narcisa De J.	Reported	
MAIN2037 - M03	Meza Venencia Narcisa De J.	Reported	
MAIN2220 - L03	Wenceslao Lopez Cruz	Reported	
MATE1002 - UN1	Fredeswinda Rodriguez Galarza	Reported	
MATE3001 - L03	Maribel Rivera Rivera	Reported	
MATE3001 - M03	Fredeswinda Rodriguez Galarza	Reported	
MATE3001 - UN1	Maribel Rivera Rivera	Reported	
MATE3026 - UN1	Juan D Romero Chong	Reported	
MATE3031 - L03	Roberto Vizcarrondo Acosta	Reported	
MATE3031 - L06	Juan D Romero Chong	Reported	
MATE3031 - L09	Maribel Rivera Rivera	Reported	
MATE3171 - UN1	Ernesto Forcino Rubero	Reported	
MATE3172 - L03	Juan D Romero Chong	Reported	
MATE3172 - UN1	Ernesto Forcino Rubero	Reported	
MATE3172 - UN2	Hector Rodriguez Santeliz	Reported	
MECU3031 - UN1	Ernesto Forcino Rubero	Reported	
MECU3031 - UN2	Roberto Vizcarrondo Acosta	Reported	
MECU3032 - L03	Roberto Vizcarrondo Acosta	Reported	
MECU3032 - M03	Roberto Vizcarrondo Acosta	Reported	
MECU3032 - UN1	Roberto Vizcarrondo Acosta	Reported	
MERC3115 - L03	Zulma I Martinez Martinez	Reported	
MERC3115 - L06	Zulma I Martinez Martinez	Reported	
MERC3115 - L09	Zulma I Martinez Martinez	Reported	
MERC3115 - M03	Luis A Figueroa Gonzalez	Reported	
MERC3115 - M06	Luis A Figueroa Gonzalez	Reported	
MERC3115 - M09	Nelson Jesurun Molina	Reported	
MERC4006 - IV1	Nelson Jesurun Molina	Reported	
MUSI3223 - L03	Luis M Tirado Diaz	Reported	
MUSI3403 - M03	Luis M Tirado Diaz	Reported	
PREH3990 - M06	Lisa A Miranda Jimenez	Not Reported	
PREH3990 - M09	Karla Gonzalez Cruz	Reported	
PREH3990 - M12	Eunice Perez Mendez	Reported	
PREH3990 - UN1	Rivera Rivera Pablo Luis	Reported	
PSIC3003 - DL1	Ivan Rosario Villafane	Reported	
PSIC3003 - L03	Lucy Carmona Gonzalez	Reported	
PSIC3003 - L06	Lizaida Lopez Padilla	Reported	
PSIC3003 - L09	Ivan Rosario Villafane	Reported	
PSIC3003 - M03	Lizaida Lopez Padilla	Reported	
PSIC3003 - UN1	Angelica Torres Sotero	Reported	

PSIC3005 - M03	Angelica Torres Sotero	Reported	
PSIC3006 - L03	Javier Santiago Lucerna	Reported	
PSIC3006 - L06	Javier Santiago Lucerna	Reported	
PSIC3006 - M03	Juan P Cruz Perez	Reported	
PSIC3006 - M06	Veronica Carvallo Messa	Reported	
PSIC3015 - DU1	Yaritza D Perez Rivera	Reported	
PSIC3015 - UN1	Angelica Torres Sotero	Reported	
PSIC3016 - M03	Nydia Sostre Ruiz	Reported	
PSIC3016 - UN1	Carlos A Rivera Lluveras	Reported	
PSIC3205 - UN1	Luis A Francis	Not Reported	
PSIC3206 - L03	Lizaida Lopez Padilla	Reported	
PSIC3206 - L06	Lizaida Lopez Padilla	Reported	
PSIC3206 - M03	Nydia Sostre Ruiz	Reported	
PSIC3206 - M06	Nydia Sostre Ruiz	Reported	
PSIC4001 - UN1	Juan P Cruz Perez	Reported	
PSIC4002 - UN1	Carlos A Rivera Lluveras	Reported	
PSIC4061 - UN1	Kattia Z Walters Pacheco	Not Reported	
PSIC4062 - L03	Gerardo Perfecto Rivera	Reported	
PSIC4062 - L06	Yaritza D Perez Rivera	Reported	
PSIC4062 - L09	Gerardo Perfecto Rivera	Reported	
PSIC4062 - M03	Yaritza D Perez Rivera	Reported	
PSIC4062 - M06	Angelica Torres Sotero	Reported	
PSIC4155 - L03	Carlos A Rivera Lluveras	Reported	
PSIC4155 - L06	Yaritza D Perez Rivera	Reported	
PSIC4155 - M03	Fermina Llenza Lugo	Not Reported	
PSIC4155 - M06	Fermina Llenza Lugo	Not Reported	
PSIC4507 - L03	Kattia Z Walters Pacheco	Not Reported	
PSIC4905 - S03	Gerardo Perfecto Rivera	Reported	
PSIC4905 - S06	Nydia Sostre Ruiz	Reported	
PSIC4905 - S09	Maricela Porben Gonzalez	Reported	
PSIC4905 - S12	Lizaida Lopez Padilla	Reported	
PUCO3025 - UN1	Rosa Sesenton Perez	Reported	
PUCO3035 - L03	Javier Acosta Velez	Reported	
PUCO3045 - L03	Juan A Rivas Ortiz	Reported	
PUCO3045 - L06	Juan Rivas	Reported	
PUCO3045 - M03	Amanda L Jusino Rodriguez	Reported	
PUCO3045 - UN1	James Lynn Diaz	Not Reported	
PUCO3046 - IV1	Orlando F Torres Rivera	Reported	
PUCO4005 - IV1	Jorge L Delgado Maldonado	Reported	
PUCO4005 - IV2	Elizabeth Sanchez Viera	Reported	
PUCO4007 - L03	Eldra G Hernandez Calcerrada	Reported	
PUCO4007 - L06	Awilda Beauchamp Sierra	Reported	

PUCO4055 - L03	Orlando F Torres Rivera	Reported	
PUCO4055 - L06	Orlando F Torres Rivera	Reported	
PUCO4055 - M03	Eunice Esquilin Lopez	Reported	
PUCO4065 - IV1	Pedro Lipsett Ruiz	Reported	
PUCO4071 - L03	Jorge L Delgado Maldonado	Reported	
PUCO4071 - M03	Jorge L Delgado Maldonado	Reported	
PUCO4076 - IV1	Elizabeth Sanchez Viera	Reported	
PUCO4079 - L03	Enrique J Rosario Albert	Reported	
PUCO4079 - M03	Enrique J Rosario Albert	Reported	
PUCO4086 - L03	Jorge L Delgado Maldonado	Reported	
PUCO4086 - L06	Enrique J Rosario Albert	Reported	
PUCO4086 - M03	Enrique J Rosario Albert	Reported	
PUCO4087 - IV1	Pedro Lipsett Ruiz	Reported	
PUCO4087 - IV2	Noemie Paizy Morales	Reported	
PUCO4112 - L03	Rosa Sesenton Perez	Reported	
PUCO4112 - UN1	Lariana M Olguin Arroyo	Reported	
PUCO4116 - M03	Jorge L Delgado Maldonado	Reported	
PUCO4305 - UN1	Lariana M Olguin Arroyo	Reported	
PUCO4306 - L03	Jorge I Valentin Asencio	Reported	
PUCO4306 - L06	Orlando F Torres Rivera	Reported	
PUCO4306 - L09	Jorge I Valentin Asencio	Reported	
PUCO4306 - M03	Orlando F Torres Rivera	Reported	
PUCO4306 - UN1	Noemie Paizy Morales	Reported	
PUCO4306 - UN2	Noemie Paizy Morales	Reported	
QUIM3001 - L03	Rubenier Montano Serrano	Reported	
QUIM3001 - L06	Rubenier Montano Serrano	Reported	
QUIM3001 - L09	Rubenier Montano Serrano	Reported	
QUIM3002 - UN1	Rubenier Montano Serrano	Reported	
QUIM3021 - L03	Javier Lasso Valencia	Reported	
QUIM3021 - L06	Uriel Rivera Gonzalez	Reported	
QUIM3031 - L03	Karilys Gonzalez Nieves	Reported	
QUIM3032 - L03	Javier Lasso Valencia	Reported	
QUIM4999 - UN1	Karilys Gonzalez Nieves	Reported	
REHU4405 - L03	Awilda Beauchamp Sierra	Reported	
REHU4405 - M03	Awilda Beauchamp Sierra	Reported	
REHU4406 - UN1	Miguel A Hernandez Mercado	Reported	
REHU4407 - L03	Eldra G Hernandez Calcerrada	Reported	
REHU4407 - M03	Eldra G Hernandez Calcerrada	Reported	
REHU4409 - L03	Miguel A Hernandez Mercado	Reported	
REHU4416 - L03	Zoila M Matos Santiago	Reported	
REHU4416 - L06	Zoila M Matos Santiago	Reported	
REHU4416 - M03	Zoila M Matos Santiago	Reported	

REHU4416 - UN1	Eldra G Hernandez Calcerrada	Reported	
REHU4426 - L03	Miguel A Hernandez Mercado	Reported	
REHU4426 - M03	Miguel A Hernandez Mercado	Reported	
SICI3017 - DL1	Velez Flores Miguel A.	Reported	
SICI3017 - L03	Velez Flores Miguel A.	Reported	
SICI4010 - DL1	Velez Flores Miguel A.	Reported	
SICI4010 - L03	Cruz Gonzalez Carmen L.	Reported	
SICI4010 - M03	Velez Flores Miguel A.	Reported	
SICI4010 - M06	Cruz Gonzalez Carmen L.	Reported	
SICI4010 - UN1	Roberto O. Diaz Juarbe	Reported	
SICI4010 - UN2	Roberto O. Diaz Juarbe	Reported	
SOCI3005 - UN1	Fernando Figueroa Santiago	Reported	
SOCI3245 - L03	Maria J Oliveras Ocasio	Reported	
SOCI3245 - L06	Maria J Oliveras Ocasio	Reported	
SOCI3245 - L09	Maria J Oliveras Ocasio	Reported	
SOCI3245 - M03	Maria J Oliveras Ocasio	Reported	
SOCI3245 - M06	Maria J Oliveras Ocasio	Reported	
SOCI3245 - UN1	Maria J Oliveras Ocasio	Reported	
SOCI3265 - L03	Carlos A Rivera Lluveras	Reported	
SOCI3265 - L06	Rowina Garcia Antongiorgi	Reported	
SOCI3265 - M03	Maricela Porben Gonzalez	Reported	
SOCI3265 - M06	Maricela Porben Gonzalez	Reported	
SOCI3265 - M09	Fermina Llenza Lugo	Not Reported	
SOCI3285 - L03	Lucy Carmona Gonzalez	Reported	
SOCI3285 - L06	Lucy Carmona Gonzalez	Reported	
SOFI3218 - L03	Marie C Castro Bueno	Reported	
SOFI3218 - L06	Enidsa I Arroyo Echevarria	Reported	
SOFI3327 - M03	Josefina F Rodriguez Beltran	Reported	
SOFI3327 - M06	Josefina F Rodriguez Beltran	Reported	
SOFI3416 - UN1	Ruth I Perez Burgos	Reported	
SOFI4030 - DL1	Ramonita Roman Gonzalez	Reported	
SOFI4030 - UN1	Enidsa I Arroyo Echevarria	Reported	
SOFI4038 - DL1	Ramonita Roman Gonzalez	Reported	
SOFI4038 - UN1	Enidsa I Arroyo Echevarria	Reported	
SOFI4985 - S03	Josefina F Rodriguez Beltran	Reported	
TEAT3011 - M03	Teofilo Torres Segarra	Reported	
TEAT3025 - M03	Teofilo Torres Segarra	Reported	
TEAT3031 - UN1	Teofilo Torres Segarra	Reported	
TEAT3032 - L03	Teofilo Torres Segarra	Reported	
TEAU2026 - M03	Alberto Alamo Sierra	Reported	
TEAU2026 - M06	Alberto Alamo Sierra	Reported	
TEAU2027 - M03	Rafael A Deleon Mitchell	Reported	

TEAU2027 - M06	Rafael A Deleon Mitchell	Reported	
TEAU2091 - L03	Alberto Alamo Sierra	Reported	
TEAU2091 - M03	Alberto Alamo Sierra	Reported	
TEME2008 - L03	Meza Venencia Narcisa De J.	Reported	
TEME2008 - L06	Meza Venencia Narcisa De J.	Reported	
TURI3006 - L03	Marilyn Rivera Torres	Reported	
TURI3006 - M03	Marilyn Rivera Torres	Reported	
TURI3200 - L03	Marilyn Rivera Torres	Reported	
TURI3200 - W03	Marilyn Rivera Torres	Reported	
TURI3301 - M03	Abdiel A Reyes Perez	Reported	
TURI3302 - M03	Abdiel A Reyes Perez	Reported	

Report of students who do NOT attend any of their courses for the Third Quarter 2016-2017 (2016C3)					
Fecha: 22-Jun-2017					
Numero Estu	Nombre	email	Curso	pofesor	
145162020	CINTRON BURGOS, JEZLYNNE		MATE3031	Juan D Romero Chong	
445088364	TORRES DIAZ, LUIS	luis.torres32@upr.edu	MECU3031	Roberto Vizcarrondo Acosta	
445134140	LOPEZ FELICIANO, JOSE	jose.lopez37@upr.edu	ESPA3101	Silma Munoz Oneill	
445134140	LOPEZ FELICIANO, JOSE	jose.lopez37@upr.edu	ESTA3042	Armand L Pique Menig	
445146261	PEREZ SANTIAGO, ISAAC	isaac.perez3@upr.edu	MECU3031	Roberto Vizcarrondo Acosta	
445162942	GONZALEZ MERCADO, ROSANNA	rosanna.gonzalez@upr.edu	CISO3155	Javier Santiago Lucerna	
445162942	GONZALEZ MERCADO, ROSANNA	rosanna.gonzalez@upr.edu	ESPA3332	Elizabeth Sanchez Viera	
445162942	GONZALEZ MERCADO, ROSANNA	rosanna.gonzalez@upr.edu	JUST3005	Ralph Otero Rivera	
445162942	GONZALEZ MERCADO, ROSANNA	rosanna.gonzalez@upr.edu	SOCI3245	Maria J Oliveras Ocasio	
801055123	ORJUELA ALBARRACIN, GERSON	gerson.orjuela@upr.edu	QUIM3001	RUBENIER MONTANO SERRANO	
801135369	PEREZ MORALES, ANGEL	angel.perez34@upr.edu	REHU4416	Eldra G Hernandez Calcerrada	
801951124	COLON RODRIGUEZ, IVONNE	ivonne.colon3@upr.edu	INCO3006	Helvia Guzman Mercado	
804153749	LOPEZ ROSADO, THALIA	thalia.lopez1@upr.edu	ADHO3105	Felipe Gonzalez Gonzalez	
804153749	LOPEZ ROSADO, THALIA	thalia.lopez1@upr.edu	CIBI3002	Jose O Garcia Colon	
804153749	LOPEZ ROSADO, THALIA	thalia.lopez1@upr.edu	ESPA4233	Silma Munoz Oneill	
804153749	LOPEZ ROSADO, THALIA	thalia.lopez1@upr.edu	INGL3031	Marta Y Pabellon Imbert	
840013011	GONZALEZ SANTIAGO, REBECCA	rebecca.gonzalez1@upr.edu	ADHO4105	Jonathan F Ramos Scharron	
840013011	GONZALEZ SANTIAGO, REBECCA	rebecca.gonzalez1@upr.edu	ADHO4107	Luis O Ramos Hernandez	
840013011	GONZALEZ SANTIAGO, REBECCA	rebecca.gonzalez1@upr.edu	ADHO4415	Jonathan F Ramos Scharron	
840130962	CALDERON RODRIGUEZ, PAOLA	paola.calderon@upr.edu	ADHO3302	Alan R Rodriguez Perez	
840130962	CALDERON RODRIGUEZ, PAOLA	paola.calderon@upr.edu	ADHO4105	Jonathan F Ramos Scharron	
841111330	COLON NIEVES, LORIMAR	lorimar.colon@upr.edu	HIST3505	Nestor A Suro Rojas	
841111660	CRUZ JAVIER, ERICKA	ericka.cruz1@upr.edu	BIOL3705	WALESKA GONZALEZ VELAZQUEZ	
841111660	CRUZ JAVIER, ERICKA	ericka.cruz1@upr.edu	QUIM3032	Javier Lasso Valencia	
842117586	RODRIGUEZ GONZALEZ, SHADAY	shaday.rodriguez@upr.edu	MATE3031	Roberto Vizcarrondo Acosta	
842832004	CRESPO FIGUEROA, ZULMA		CONT3005	Francisco Feliciano Cordero	

842832004	CRESPO FIGUEROA, ZULMA		MECU3031	Roberto Vizcarrondo Acosta
845078616	TORRENT ORTEGA, FERNANDO	fernando.torrent@upr.edu	ADHO3105	Felipe Gonzalez Gonzalez
845078616	TORRENT ORTEGA, FERNANDO	fernando.torrent@upr.edu	ESGE3007	Jose O Garcia Colon
845078616	TORRENT ORTEGA, FERNANDO	fernando.torrent@upr.edu	HIST3505	Nestor A Suro Rojas
845078616	TORRENT ORTEGA, FERNANDO	fernando.torrent@upr.edu	TURI3006	Marilyn Rivera Torres
845081010	CARABALLO ORTIZ, MICHAEL	michael.caraballo@upr.edu	EDFI3026	Nitza L Avila Soto
845085930	PINET SAAVEDRA, HECTOR	hector.pinet@upr.edu	REHU4416	Zoila M Matos Santiago
845106606	QUINONES RIVERA, IVANA	ivana.quinones@upr.edu	CIBI3001	Jose A Cruz Vega
845112752	FELIZ AGOSTO, JANICE	janice.feliz@upr.edu	ESTA3041	Armand L Pique Menig
845113671	HELENA FLORES, MIGUEL	miguel.helena@upr.edu	ADMI4039	Carmen A Bonilla Quianes
845113671	HELENA FLORES, MIGUEL	miguel.helena@upr.edu	FINA4045	LUIS F. NIEVES VELAZQUEZ
845113671	HELENA FLORES, MIGUEL	miguel.helena@upr.edu	FINA4270	MARIO JORDI MAURA PEREZ
845114032	LABORDA ZAYAS, JORGE	jorge.laborda@upr.edu	CONT3005	Francisco Feliciano Cordero
845118967	TORRES BIRRIEL, ALEX	alex.torres6@upr.edu	GEOP4315	MEZA VENENCIA NARCISA DE J.
845118967	TORRES BIRRIEL, ALEX	alex.torres6@upr.edu	MECU3031	Ernesto Forcino Rubero
845120910	CABEZAS AISA, SANDRA	sandra.cabezas@upr.edu	ARTE3116	Osvaldo Perez Velez
845120910	CABEZAS AISA, SANDRA	sandra.cabezas@upr.edu	ARTE3165	Osvaldo Perez Velez
845120910	CABEZAS AISA, SANDRA	sandra.cabezas@upr.edu	CIBI3001	Edgar O Vazquez Plass
845120979	CALDERON SANTIAGO, NATALIA	natalia.calderon3@upr.edu	INGL3201	Maritza Mateo Rivera
845122278	DIAZ DEL VALLE, JERELLYN	jerellyn.diaz@upr.edu	MECU3031	Ernesto Forcino Rubero
845124277	MARMOLEJOS MERCADO, ALEXANDRA	alexandra.marmolejos@upr.edu	BIOL3012	Nilsa Colon Vazquez
845126224	PENCHI VELEZ, JOAN	joan.penchi@upr.edu	BIOL3305	Naida L Viera Ruiz
845126224	PENCHI VELEZ, JOAN	joan.penchi@upr.edu	QUIM3032	Javier Lasso Valencia
845129663	VIRELLA GARAY, ALONDRA	alondra.virella@upr.edu	PSIC3205	Luis A Francis
845129663	VIRELLA GARAY, ALONDRA	alondra.virella@upr.edu	PSIC4155	Fermina Llenza Lugo
845132366	DIAZ AZIZE, FABIOLA	fabiola.diaz1@upr.edu	HUMA3102	Trinidad Fernandez Miranda
845132366	DIAZ AZIZE, FABIOLA	fabiola.diaz1@upr.edu	LESO3205	Fabiana Tapia Pimentel
845132366	DIAZ AZIZE, FABIOLA	fabiola.diaz1@upr.edu	PSIC4061	Kattia Z Walters Pacheco
845132366	DIAZ AZIZE, FABIOLA	fabiola.diaz1@upr.edu	SICI4010	VELEZ FLORES MIGUEL A.
845134121	LOPEZ DIAZ, STEPHANIE	stephanie.lopez18@upr.edu	PSIC3006	Juan P Cruz Perez

845136175	PEREZ MATOS, VICTOR	victor.perez10@upr.edu	CONT3006	Miguel A Guzman Rivera	
845136175	PEREZ MATOS, VICTOR	victor.perez10@upr.edu	ESPA3102	Silma Munoz Oneill	
845136175	PEREZ MATOS, VICTOR	victor.perez10@upr.edu	MERC3115	Zulma I Martinez Martinez	
845136175	PEREZ MATOS, VICTOR	victor.perez10@upr.edu	REHU4405	Awilda Beauchamp Sierra	
845137405	RODRIGUEZ ALEMANY, ANDRE	andre.rodriguez2@upr.edu	BIOL3108	Jose M Santiago Santana	
845137405	RODRIGUEZ ALEMANY, ANDRE	andre.rodriguez2@upr.edu	CIBI3002	Jose O Garcia Colon	
845137405	RODRIGUEZ ALEMANY, ANDRE	andre.rodriguez2@upr.edu	ESGE3007	Jose O Garcia Colon	
845137405	RODRIGUEZ ALEMANY, ANDRE	andre.rodriguez2@upr.edu	ESPA3211	LEYDA L VAZQUEZ VALDES	
845137405	RODRIGUEZ ALEMANY, ANDRE	andre.rodriguez2@upr.edu	INGL3116	lydia rivera burgos	
845137936	ROMAN FLORES, CHRISTIAN	christian.roman3@upr.edu	ADHO3106	Marilyn Rodriguez Cruz	
845137936	ROMAN FLORES, CHRISTIAN	christian.roman3@upr.edu	ADHO4105	Miguel E Perez Diaz	
845137936	ROMAN FLORES, CHRISTIAN	christian.roman3@upr.edu	ADHO4415	Jonathan F Ramos Scharron	
845142232	ECHEVARRIA IRIZARRY, ALEXANDER	alexander.echevarria1@upr.edu	QUIM3031	Karilys Gonzalez Nieves	
845142236	ECHEVERRI ACUNA, ALAN	alan.echevrri@upr.edu	CONT3006	Magaly Hernandez Ralat	
845142236	ECHEVERRI ACUNA, ALAN	alan.echevrri@upr.edu	ECON3022	Miguel Guzman Bosch	
845142236	ECHEVERRI ACUNA, ALAN	alan.echevrri@upr.edu	ESCO3002	Judy Ann Seda Carrero	
845142236	ECHEVERRI ACUNA, ALAN	alan.echevrri@upr.edu	INCO3006	lydia rivera burgos	
845142712	FLORES PADILLA, OMARC	omarc.flores@upr.edu	ARTE3116	Oswaldo Perez Velez	
845142712	FLORES PADILLA, OMARC	omarc.flores@upr.edu	ESPA3211	India C Bobonis Pastrana	
845142712	FLORES PADILLA, OMARC	omarc.flores@upr.edu	PSIC3006	Javier Santiago Lucerna	
845143000	GASCOT ALFARO, NASHALY	nashaly.gascot@upr.edu	CISO3225	Veronica Carvallo Messa	
845143000	GASCOT ALFARO, NASHALY	nashaly.gascot@upr.edu	JUST3005	Ralph Otero Rivera	
845143000	GASCOT ALFARO, NASHALY	nashaly.gascot@upr.edu	PSIC3015	Angelica Torres Sotero	
845143000	GASCOT ALFARO, NASHALY	nashaly.gascot@upr.edu	PSIC3206	Nydia Sostre Ruiz	
845146024	PAGAN RODRIGUEZ, GRACE	grace.pagan1@upr.edu	JUST3255	Jose M Martinez Rosado	
845147613	RODRIGUEZ THOMAS, HILLARY	hillary.rodriguez3@upr.edu	HIST3245	Miguel Santiago Santana	
845147613	RODRIGUEZ THOMAS, HILLARY	hillary.rodriguez3@upr.edu	HUMA3111	Trinidad Fernandez Miranda	
845147613	RODRIGUEZ THOMAS, HILLARY	hillary.rodriguez3@upr.edu	PREH3990	Eunice Perez Mendez	
845150364	ALVAREZ DEL VALLE, NATALIA	natalia.alvarez7@upr.edu	ARTE3116	Bianca M Aponte Torres	
845150364	ALVAREZ DEL VALLE, NATALIA	natalia.alvarez7@upr.edu	CISO3155	ROBERTO O. DIAZ JUARBE	

845150364	ALVAREZ DEL VALLE, NATALIA	natalia.alvarez7@upr.edu	PSIC3003	Ivan Rosario Villafane	
845150364	ALVAREZ DEL VALLE, NATALIA	natalia.alvarez7@upr.edu	SOCI3245	Maria J Oliveras Ocasio	
845151989	CORREA GONZALEZ, LUIS	luis.correa11@upr.edu	ADHO3105	Felipe Gonzalez Gonzalez	
845151989	CORREA GONZALEZ, LUIS	luis.correa11@upr.edu	ARTE3165	Osvaldo Perez Velez	
845151989	CORREA GONZALEZ, LUIS	luis.correa11@upr.edu	ESPA4233	Silma Munoz Oneill	
845151989	CORREA GONZALEZ, LUIS	luis.correa11@upr.edu	HIST3115	Angel L Ortiz Diaz	
845153094	FILOMENO CINTRON, FRANCISCO	francisco.filomeno@upr.edu	ESGE3007	Jose O Garcia Colon	
845153094	FILOMENO CINTRON, FRANCISCO	francisco.filomeno@upr.edu	QUIM3032	Javier Lasso Valencia	
845153094	FILOMENO CINTRON, FRANCISCO	francisco.filomeno@upr.edu	SICI3017	VELEZ FLORES MIGUEL A.	
845153311	GARCIA AQUINO, FRANCIS	francis.garcia1@upr.edu	EDFU3001	Angel M Maldonado Irizarry	
845153311	GARCIA AQUINO, FRANCIS	francis.garcia1@upr.edu	EDFU4019	Evelyn Ortiz Hernandez	
845153311	GARCIA AQUINO, FRANCIS	francis.garcia1@upr.edu	ESPA3332	Elizabeth Sanchez Viera	
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845156088	ORTIZ GOMEZ, GABRIEL	gabriel.ortiz18@upr.edu	ECON3021	Adelaida Torres Dilan	
845156088	ORTIZ GOMEZ, GABRIEL	gabriel.ortiz18@upr.edu	ESTA3041	Armand L Pique Menig	
845156088	ORTIZ GOMEZ, GABRIEL	gabriel.ortiz18@upr.edu	MECU3032	Roberto Vizcarrondo Acosta	
845156088	ORTIZ GOMEZ, GABRIEL	gabriel.ortiz18@upr.edu	MERC3115	Nelson Jesurun Molina	
845156558	PEREZ HERNANDEZ, CRISTAL	cristal.perez2@upr.edu	CIBI3001	Jose A Cruz Vega	
845156558	PEREZ HERNANDEZ, CRISTAL	cristal.perez2@upr.edu	CISO3121	Yaritza D Perez Rivera	
845156558	PEREZ HERNANDEZ, CRISTAL	cristal.perez2@upr.edu	HIST3245		
845156558	PEREZ HERNANDEZ, CRISTAL	cristal.perez2@upr.edu	SOFI4030	Ramonita Roman Gonzalez	
845157428	RIVERA RAMOS, NAOMI	naomi.rivera10@upr.edu	CIFI3001	JOSE A HERNANDEZ PEREZ	
845157865	RODRIGUEZ ORTIZ, KYDIAN	kydian.rodriguez@upr.edu	ESPA3332	Zulma Penchi Porrata	
845157865	RODRIGUEZ ORTIZ, KYDIAN	kydian.rodriguez@upr.edu	JUST3005	Ralph Otero Rivera	
845157865	RODRIGUEZ ORTIZ, KYDIAN	kydian.rodriguez@upr.edu	PSIC3003	Ivan Rosario Villafane	
845157865	RODRIGUEZ ORTIZ, KYDIAN	kydian.rodriguez@upr.edu	SOCI3245	Maria J Oliveras Ocasio	
845158216	ROSADO ROSADO, YADIEL	yadiel.rosado1@upr.edu	ESPA4233	Silma Munoz Oneill	
845158216	ROSADO ROSADO, YADIEL	yadiel.rosado1@upr.edu	INGL3201	Maritza Mateo Rivera	
845160192	APONTE VAZQUEZ, CRISTIAN	cristian.aponte@upr.edu	ESPA3102	Gloryfe Santiago Molina	
845160192	APONTE VAZQUEZ, CRISTIAN	cristian.aponte@upr.edu	INGL3116	lydia rivera burgos	

845160305	AYALA RODRIGUEZ, YENUEL	yenuel.ayala@upr.edu	CISO3121	Marilyn Cortes Lopez	
845160305	AYALA RODRIGUEZ, YENUEL	yenuel.ayala@upr.edu	EDFI3675	CABRERA PINTOR JAIME M.	
845160305	AYALA RODRIGUEZ, YENUEL	yenuel.ayala@upr.edu	ESGE3007	Any T Parrilla Diaz	
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845160305	AYALA RODRIGUEZ, YENUEL	yenuel.ayala@upr.edu	HIST3241	Osvaldo Perez Velez	
845160780	CAMACHO FALCON, ALONDRA	alondra.camacho@upr.edu	ARTE3116	Osvaldo Perez Velez	
845160780	CAMACHO FALCON, ALONDRA	alondra.camacho@upr.edu	CISO3121	Marilyn Cortes Lopez	
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845161128	CIRINO MACHUCA, LESGIE	lesgie.cirino@upr.edu	CISO3122	Rolando Rivera Guevarez	
845161128	CIRINO MACHUCA, LESGIE	lesgie.cirino@upr.edu	ESPA3331	LEYDA L VAZQUEZ VALDES	
845161128	CIRINO MACHUCA, LESGIE	lesgie.cirino@upr.edu	HIST3245	Nestor A Suro Rojas	
845161128	CIRINO MACHUCA, LESGIE	lesgie.cirino@upr.edu	INGL3102	Maritza Mateo Rivera	
845162160	ESCOBAR MARTINEZ, AXEL	axel.escobar@upr.edu	CISO3121	Damaris De Jesus Carrasquillo	
845162160	ESCOBAR MARTINEZ, AXEL	axel.escobar@upr.edu	EDFI3675	CABRERA PINTOR JAIME M.	
845162160	ESCOBAR MARTINEZ, AXEL	axel.escobar@upr.edu	ESPA3102	Gloryfe Santiago Molina	
845162160	ESCOBAR MARTINEZ, AXEL	axel.escobar@upr.edu	HUMA3101	Trinidad Fernandez Miranda	
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845162472	FIGUEROA RODRIGUEZ, MYRIAM	myriam.figueroa@upr.edu	ESPA3102	Gloria Cordero Melendez	
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845162980	GONZALEZ RODRIGUEZ, FRANK	frank.gonzalez2@upr.edu	CISO3121	Fabiana Tapia Pimentel	
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845162980	GONZALEZ RODRIGUEZ, FRANK	frank.gonzalez2@upr.edu	ESPA3102	Silma Munoz Oneill	
845162980	GONZALEZ RODRIGUEZ, FRANK	frank.gonzalez2@upr.edu	HIST3115	Angel L Ortiz Diaz	
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845163104	GUTIERREZ CORREA, CLAUDIA	claudia.gutierrez@upr.edu	ECON3021	Luis A Figueroa Gonzalez	
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845164560	MONTALVO ALVARADO, ALEXANDER	alexander.montalvo2@upr.edu	HUMA3111	Trinidad Fernandez Miranda	
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845165556	PABON VAZQUEZ, XIOMARELYS	xiomarelys.pabon@upr.edu	CISO3121	Karla Gonzalez Cruz	
845165556	PABON VAZQUEZ, XIOMARELYS	xiomarelys.pabon@upr.edu	EDFI3675	Angel M Maldonado Irizarry	
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845165760	PEREZ CIRINO, NATASHA	natasha.perez3@upr.edu	ESPA3102	Silma Munoz Oneill	
845165760	PEREZ CIRINO, NATASHA	natasha.perez3@upr.edu	HUMA3101	Alejandro Apesteguia Larrayoz	
845165760	PEREZ CIRINO, NATASHA	natasha.perez3@upr.edu	INGL3102	Maritza Mateo Rivera	

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845168952	TORRES RUIZ, KIARA	kiara.torres11@upr.edu	EDFI3695	Rene Derieux Betancourt
845168952	TORRES RUIZ, KIARA	kiara.torres11@upr.edu	HUMA3102	Trinidad Fernandez Miranda



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**UNITED STATES DEPARTMENT OF EDUCATION**

FEDERAL STUDENT AID  
SCHOOL ELIGIBILITY CHANNEL  
SCHOOL PARTICIPATION TEAM  
NEW YORK - BOSTON TEAM

Professor Jorge I. Valentin-Ascencio  
Chancellor  
University of Puerto Rico Carolina Regional College  
Carretera 887 Barrio San Anton  
Carolina, PR 00985-0000

07/27/2017

**OPE ID 03016000**

Dear Professor Valentin-Ascencio:

The New York - Boston School Participation Team is pleased to inform you that, based upon the information included in your Application for Approval to Participate in Federal Student Financial Aid Programs, the Secretary of Education (Secretary) has determined that University of Puerto Rico Carolina Regional College (Institution) satisfies the definition of an eligible institution under the Higher Education Act of 1965, as amended (HEA). University of Puerto Rico Carolina Regional College will be listed in the next edition of the Directory of Postsecondary Institutions published by the U.S. Department of Education (Department).

**OPE ID NUMBER**

The OPE ID Number 03016000 is a unique identifier for the Institution. The OPE ID Number will also be the Institution's identification number for the Title IV, HEA programs. Please use the OPE ID Number in all communications with the Department.

**ELIGIBILITY AND CERTIFICATION APPROVAL REPORT**

Please print a copy of the **Eligibility and Certification Approval Report (ECAR)** Together, the **Program Participation Agreement (PPA)** that has been signed on behalf of the Secretary and the ECAR constitute the New York - Boston School Participation Team's determination that the Institution has qualified to participate in programs under the Higher Education Act of 1965, as amended (HEA) and the Federal student financial assistance programs (Title IV, HEA programs).

The Institution must retain the ECAR and the PPA together.

The ECAR contains the most critical of the data elements that form the basis of the Institution's approval, and also a list of the highest level of offering, any nondegree or short term training programs, and any additional locations that provide 50 percent or more of an educational program that have been approved for the Title IV, HEA programs. The Institution may not award, distribute or disburse any Title IV, HEA program funds for any educational or training program that is beyond the scope of the approval contained in the ECAR, nor for any additional location providing 50 percent or more of an educational program that has not been approved and is not listed on the ECAR.

- In order to comply with the requirements of 34 CFR 668.8(1), some vocational or nondegree programs may have been approved for fewer credit hours than requested in the Institution's application.
- Vocational and nondegree programs that do not meet the requirements of 34 CFR Parts 600 and 668 have not been approved and are marked in the ECAR as not approved.
- The listing of Vocational Programs in the ECAR contains those nondegree programs that the New York - Boston School Participation Team has determined are eligible programs for participation in the Title IV, HEA programs.
- The ECAR contains a list of HEA programs other than Title IV, HEA programs, for which the Institution is eligible to apply. This list does not mean that the Institution will automatically be eligible to participate in or receive funds under any HEA competitive grant program. Information concerning applications for, and the individual requirements of, the competitive grant program can be obtained from:

Deputy Assistant Secretary Office of Higher Education Programs U.S. Department of Education 400 Maryland Avenue, S.W. Washington, DC 20202-5140
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## **PROGRAM PARTICIPATION AGREEMENT**

The PPA contains the agreement between the Institution and the Secretary concerning the Institution's participation in the Federal student financial assistance programs (Title IV, HEA programs).

## **CERTIFICATION FOR TITLE IV, HEA PROGRAMS**

As explained in the PPA, Title IV, HEA programs administered by participating educational institutions are subject to applicable laws, regulations, and guidelines. Listed below are the appropriate telephone numbers for further information on the HEA programs:

- Federal Pell Grant Program (800) 474-7268
- Federal Family Education Loan Program (202) 377-4008
- Federal Direct Student Loan Program (800) 848-0978

If the Institution wishes to begin participating in the Direct Loan Program or to request a change in its funding method, contact COD School Relations at the Federal Direct Student Loan Program number above or send an email to [codsupport@acs-inc.com](mailto:codsupport@acs-inc.com)

- Federal Campus-Based Programs (877) 801-7168  
The Federal Campus-Based Programs are (a) the Federal Supplemental Educational Opportunity Grant Program, (b) the Federal Work-Study Program, and (c) the Federal Perkins Loan Program. To obtain funding under any or all of these programs, the Institution must file the Fiscal Operations Report and Application to Participate (FISAP) annually. FISAP packages are typically available at the end of July each year and the due date for electronic submission of this data is generally a postmark or transmission date of October 1. Please keep in mind that the October 1 submission is to obtain funding for the Award Year that begins the following July 1.

If the Institution does not already participate in the Title IV, HEA programs, the Institution must complete Fundamentals of Title IV Administration (Precertification) Training no later than 12 months after the Institution executed the PPA. Completion of this training must be not earlier than one year before beginning to participate in any Title IV, HEA program for which the Institution has not previously participated. If you wish to register for Fundamentals of Title IV Administration (Precertification) Training, please register at <http://www.register123.com/event/profile/web/index.cfm?PKwebID=0x112117625&varPage=info>. For information concerning the training, contact the New York - Boston Team at the telephone number listed later in this letter.

Participating educational institutions will be reviewed at least once every six years to determine whether the institutions remain administratively capable and financially responsible to administer Title IV programs and funds.

## **REPORTING AND REAPPLICATION REQUIREMENTS**

The Institution must report promptly to the Department certain changes and actions that affect the Institution's participation approval, as specified in 34 CFR 600 and 668, including, but not limited to:

- Change of name and/or address;
- New contract or significant modification of existing contract with a third party servicer;
- Change in exercise of a person's substantial control over the Institution, e.g., a change in the chief executive officer or members of the board of trustees or board of directors.
- Change in the way the Institution measures educational program length;
- Change in the level of course offerings;
- Additions and/or closures of non-main campus locations that offer at least 50% of an educational program;
- Change of accrediting agency;
- Change of the State agency that confers legal authority on the Institution to offer programs of postsecondary education; or
- Change in ownership *whether or not* that ownership change results in a change in control of the Institution.

If the Institution fails to report any such changes within ten days after the change occurs, the ability of the Institution to administer the Title IV student financial assistance programs properly will be called into question. As a consequence, we will consider whether it is

necessary to monitor the Institution's receipt of Federal funds more closely. Failure to report changes within the time frame required may also result in an adverse action being taken against the Institution in accordance with 34 CFR 668, Subpart G.

### **Automatic Termination of Approval**

This Approval for Institutional Participation automatically terminates on the happening of any of the following events:

- December 31, 2018
- The date the Institution loses the legal authority to offer programs of postsecondary education in the State in which it is located;
- The date the Institution loses accreditation from its designated primary accrediting agency;
- The date the Institution ceases to offer all approved postsecondary instruction;
- The date the Institution merges with another institution;
- The date the Institution undergoes a change in ownership resulting in a change of control;
- The date the Institution files for bankruptcy; or
- The date the Institution otherwise ceases to meet the definition of an eligible institution of higher education.

Please send all information or documentation required by this letter to:

United States Department of Education Federal Student Aid, Schools Channel Attention: New York - Boston School Participation Team Financial Square 32 Old Slip 25th Floor New York, NY 10005-3534
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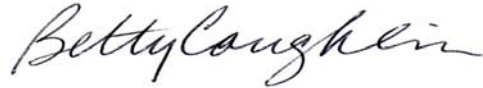
One of the institutional eligibility requirements is that the institution must admit as regular students only persons who have a high school diploma; have the recognized equivalent of a high school diploma; or are beyond the age of compulsory school attendance in the State in which the institution is physically located (see 34 CFR 600.4, 5 or 6). This means if the student is not yet beyond the age of compulsory school attendance in the State in which the institution is physically located, the institution can only enroll the individual as a regular student if he or she has a high school diploma or its equivalent.

One of the student eligibility requirements is that an eligible student is one who is not enrolled in either an elementary or secondary school (see 34 CFR 668.32). This means that an institution cannot accept as a regular student at this school, an individual who is also enrolled at the same time in elementary or high school.

If you wish to begin participating in the Direct Loan Program again, contact COD School Relations at (800) 848-0978 or send an email to [codsupport@acs-inc.com](mailto:codsupport@acs-inc.com).

The telephone number for the New York - Boston Team is (646) 428-3750. The fax number is (646) 428-3742.

Sincerely,

A handwritten signature in cursive script that reads "Betty Coughlin".

Elizabeth Coughlin  
Area Case Director  
School Participation Team, NE  
New York/Boston Team

cc: Mr. Rafael Ruiz, Financial Aid Director  
Middle States Commission on Higher Education  
Guarantee Agency  
Consejo General de Educación de Puerto Rico

## **Additional Documentation**



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## School Default Rates FY 2012, 2011, and 2010

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Record 1 of 1

OPE ID	School	Type	Control	PRGMS		FY2012	FY2011	FY2010
030160	UNIVERSITY OF PUERTO RICO CAROLINA REGIONAL COLLEGE CARRETERA 887 BARRIO SAN ANTON CAROLINA PR 00985- 0000	Bachelor's Degree	Public	Both (FFEL/FDL)	Default Rate	6.0	11.8	13.0
					No. in Default	5	502	478
					No. in Repay	82	4,224	3,664
					Enrollment figures	4,682	4,787	0
					Percentage Calculation	0.1	88.2	0.0

**ENROLLMENT:** To provide context for the Cohort Default Rate (CDR) data we include enrollment data (students enrolled at any time during the year) and a corresponding percentage (borrowers entering repayment divided by that enrollment figure). While there is no direct relationship between the timing of when a borrower entered repayment (October 1 through September 30) and any particular enrollment year, for the purpose of these data, we have chosen to use the academic year ending on the June 30 prior to the beginning of the cohort year (e.g., FY 2012 CDR Year will use 2010-2011 enrollment).

Current Date : 10/02/2015

[RETURN TO RESULTS](#)

UNITED STATES DEPARTMENT OF EDUCATION

WASHINGTON, D.C. 20202

September 2016

UNIVERSITY OF PUERTO RICO CAROLINA OPE ID: 030160

REGIONAL COLLEGE FY 2013 Official 3 Year Cohort 14.4

CARRETERA 887 BARRIO SAN ANTON Default Rate:

CAROLINA, PR 00985-0000

RE: FY 2013 3-Year Official Cohort Default Rate Notification Letter

# CONSEJO DE EDUCACION SUPERIOR

Apartado 23305, Estación Postal U.P.R. Río Piedras, Puerto Rico 00931  
Tel. (809) 758-3350



## CERTIFICATION

I, Ismael Ramírez-Soto, Executive Director to the Council on Higher Education, DO HEREBY CERTIFY THAT:-----

Pursuant to Ac. No. 1 of January 10, 1966, Article 13, Section (f), the University of Puerto Rico is exempted from the payment of any taxes, imposts, duties, or fees of any kind whatsoever on all the properties of whatever nature acquired by the University, or on its operations, transactions or activities, or on the income derived from the same. Furthermore, all bonds, notes, mortgage obligations and other obligations of the University of Puerto Rico shall be exempt from payments of any income tax, and all debts or obligations of the University are of the exclusive responsibility of the University of Puerto Rico.

In San Juan, Puerto Rico, this thirteenth day of February, nineteen ninety two.

Ismael Ramírez Soto  
Director Ejecutivo

gjn

January 4, 1955

T:R:PEO:S  
CSG

University of Puerto Rico

Rfo Piedras, Puerto Rico

Gentlemen:

It is our opinion, based upon the evidence presented, that you are exempt from Federal income tax as an organization described in section 501(c)(3) of the Internal Revenue Code of 1954, as it is shown that you are organized and operated exclusively for educational purposes.

Accordingly, you are not required to file income tax returns unless you change the character of your organization, the purposes for which you were organized, or your method of operation. Any such changes should be reported immediately to the District Director of Internal Revenue, Lower Manhattan, Customhouse Building, Bowling Green, New York 4, New York, in order that their effect upon your exempt status may be determined.

Contributions made to you are deductible by the donors in computing their taxable income in the manner and to the extent provided by section 170 of the 1954 Code (and, where applicable, by sections 23(e) (2) and (q) (2) of the 1939 Code).

Bequests, legacies, devises or transfers to or for your use are deductible in computing the value of the taxable estate of a decedent for Federal estate tax purposes in the manner and to the extent provided by sections 2055 and 2106 of the 1954 Code (and, where applicable, by sections 812(d) and 861(c)(3) of the 1939 Code). Gifts of property to you are deductible in computing taxable gifts for Federal gift tax purposes in the manner and to the extent provided by section 2522 of the 1954 Code (and, where applicable, by sections 1004(c)(2)(E) and 1004 (b) (2) and (3) of the 1939 Code).

2 - University of Puerto Rico

It will not be necessary for you to file the annual return of Information, Form 990A, generally required of organizations exempt under section 501 (c) (3) of the Code 1954, as you come within the specific exceptions contained in section 6033 (a) of the Code.

Your attention is called to the provisions of section 501(c)(3) of the Internal Revenue Code of 1954 under which your exemption will be revoked if any substantial part of your activities consists of carrying on propoganda, or otherwise attempting, to influence legislation, or if you participate in, or intervene in (including the publishing or distributing of statements), any political campaign on behalf of any candidate for public office.

If you are a wholly-owned instrumentality of the State, services performed for your organization are except from "employment" under section 3121 (b)(7) of the 1954 Code, as amended. In view of the Congressional purpose behind section 218 of the Social Security Act, as amended, of allowing State governments discretion in determining which State employees should be covered under the Old-Age and Survivors Insurance System, the waiver provisions of section 3121(k) of the 1954 Code are inapplicable. Such coverage as may be affected will require recourse to section 218 of the Social Security Act, which is administered by the Department of Health, Education and Welfare. If you are in doubt as to your status as a wholly-owned instrumentality, the matter should be taken up with the District Director of Internal Revenue for your district.

The District Director of Internal Revenue, Lower Manhattan, New York, is being advised of this section.

Very truly yours,

(Signed) P. Henry Needham

Chief, Pensions and  
Exempt Organizations Branch

cc: Cumulative List  
cc: District Director, Lower Manhattan (2)

CSGaskill/asg  
12-22-54



FEDERAL STUDENT AID  "START HERE. GO FURTHER."

## UNITED STATES DEPARTMENT OF EDUCATION

### FEDERAL STUDENT AID SCHOOL ELIGIBILITY CHANNEL

## PROGRAM PARTICIPATION AGREEMENT [PROVISIONAL APPROVAL]

Effective Date of Approval: The date on which this Agreement is signed on behalf of the Secretary of Education  
 Approval Expiration Date: **December 31, 2018**  
 Reapplication Date: **September 30, 2018**

Name of Institution: **University of Puerto Rico Carolina Regional College**  
 Address of Institution: **Carretera 887 Barrio San Anton  
 Carolina, PR 00985-0000**

OPE ID Number: **03016000**

DUNS Number: **120697602**

Taxpayer Identification Number (TIN): **660560809**

**The execution of this Agreement by the Institution and the Secretary is a prerequisite to the Institution's initial or continued participation in any Title IV, HEA Program.**

The postsecondary educational institution listed above, referred to hereafter as the "Institution," and the United States Secretary of Education, referred to hereafter as the "Secretary," agree that the Institution may participate in those student financial assistance programs authorized by Title IV of the Higher Education Act of 1965, as amended (Title IV, HEA Programs) indicated under this Agreement and further agrees that such participation is subject to the terms and conditions set forth in this Agreement. As used in this Agreement, the term "Department" refers to the U.S. Department of Education.

### SCOPE OF COVERAGE

This Agreement applies to all locations of the Institution as stated on the most current ELIGIBILITY AND CERTIFICATION APPROVAL REPORT issued by the Department. This

Agreement covers the Institution's eligibility to participate in each of the following listed Title IV, HEA programs, and incorporates by reference the regulations cited.

- **FEDERAL PELL GRANT PROGRAM**, 20 U.S.C. §§ 1070a *et seq.*; 34 C.F.R. Part 690.
- **FEDERAL DIRECT STUDENT LOAN PROGRAM**, 20 U.S.C. §§ 1087a *et seq.*; 34 C.F.R. Part 685.
- **FEDERAL PERKINS LOAN PROGRAM**, 20 U.S.C. §§ 1087aa *et seq.*; 34 C.F.R. Part 674.
- **FEDERAL SUPPLEMENTAL EDUCATIONAL OPPORTUNITY GRANT PROGRAM**, 20 U.S.C. §§ 1070b *et seq.*; 34 C.F.R. Part 676.
- **FEDERAL WORK-STUDY PROGRAM**, 42 U.S.C. §§ 2751 *et seq.*; 34 C.F.R. Part 675.
- **ACADEMIC COMPETITIVENESS GRANT AND NATIONAL SCIENCE AND MATHEMATICS ACCESS TO RETAIN TALENT GRANT PROGRAMS**, 20 U.S.C. §§ 1070a-1 *et seq.*; 34 C.F.R. Part 691.
- **IRAQ AND AFGHANISTAN SERVICE GRANT**, 20 U.S.C. §§ 1070d *et seq.*

## PROVISIONAL CERTIFICATION

This provisional certification is granted for a limited period to permit the Institution to participate in the Title IV, HEA programs referenced in this Agreement. During the period of provisional certification, the participation of the Institution will be subject to revocation for cause. Cause for revocation includes, without limitation, a failure to comply with any provision set forth in this Agreement, a violation of Department regulations deemed material by the Department, or a material misrepresentation in the material submitted to the Department as part of the Institution's application process for this certification. The Department in its sole discretion may provide the Institution with an opportunity to cure any such failure, may place the Institution on reimbursement funding pending a decision regarding revocation of this Agreement by a designated Department official, or may suspend the participation of the Institution pending a decision by the Department regarding revocation of this Agreement. In the event the Department chooses to revoke this Agreement and the Institution's participation in the Title IV, HEA programs, the Institution will have the right to show cause why this Agreement should not be revoked by presenting its objections to the designated Department official in writing. The Institution agrees that this opportunity to show cause, and not the procedures in 34 C.F.R. 668 subpart G, shall be the sole administrative appeal regarding such revocation. The decision by the designated Department official will constitute the final agency action.

### Special Requirements for Substantial Changes Made During Term of Provisional Certification

Any institution provisionally certified must apply for and receive approval by the Secretary for expansion or of any substantial change (as hereinafter identified) before it may award, disburse or distribute Title IV, HEA funds based on the substantial change. Substantial changes generally include, but are not limited to: (a) establishment of an additional location; (b) increase in the level of academic offering beyond those listed in the Institution's Eligibility and Certification Approval Report (ECAR); or (c) addition of any educational program (including degree, nondegree, or short-term training programs).

If the Institution applies for the Secretary's approval of a substantial change, the Institution must demonstrate that it has the financial and administrative resources necessary to assure the Institution's

continued compliance with the standards of financial responsibility (34 C.F.R. 668.15) and administrative capability (34 C.F.R. 668.16).

## **Reasons and Special Conditions of Provisional Certification**

### ***Reinstatement of Certification***

The Institution is reinstated to participate in Title IV, HEA programs, and is granted provisional certification to demonstrate that it satisfies the standards of financial stability and administrative capability.

### ***New Degree Program at Public or Private Non-Profit***

In addition to the expansions and substantial changes identified above under Special Requirements for Substantial Changes Made During Term of Provisional Certification, as a provisionally certified public or private non-profit institution, the institution must also apply for and receive approval by the Secretary for the addition of any degree programs.

### ***Requirement For Funding Arrangement Other Than Advance Funding, Due To Citing For Late Submission Of Audit***

The institution has failed the financial responsibility requirements due to its failure to submit in a timely fashion acceptable compliance and financial statement audits. Pursuant to 34 C.F.R. §§ 668.171(c)(1)(ii), 668.171(d)(2), and 668.174(a)(3), an institution is not financially responsible if it has been cited during the preceding five years for failure to timely submit an acceptable annual compliance and/or financial statement audit. This means that the institution will not be considered financially responsible under the Department's regulations for five years, or longer if the institution provides untimely submissions in subsequent years. Therefore, pursuant to 34 CFR §668.175(f)(2) (iii), and as a condition of entering into the Program Participation Agreement under Provisional Certification, the institution agrees to (a) participate in the Title IV, HEA programs under the Department's cash monitoring payment method per 34 CFR 668.162 (e)(1), and (b) comply with the provisions under the Zone alternative.

### ***Additional Requirements Regarding HCM1***

University of Puerto Rico Carolina Regional College will be operating on limited Title IV eligibility and will be placed on the Heightened Cash Monitoring I (HCM-I) method of payment requiring enhanced reporting and documentation until further written notice from the Department. Under the HCM-1 method of payment, University of Puerto Rico Carolina Regional College] must first make disbursements to eligible students and parents and pay any credit balances due before it requests or receives funds for the amount of those disbursements from the Department in accordance with 34 C.F.R. § 668.162(d). The funding request may not exceed the amount of the actual disbursements that were made to the students and parents included in the funding request. Provided the student accounts are credited before the funding requests are initiated, the Institution is permitted to draw down funds through the Department's electronic system for grants management and payments, G5, for the amount of disbursements it made to eligible students and parents. The institution may not retain Title IV, HEA credit balances even if a student or parent borrower has authorized the institution to do so.

University of Puerto Rico Carolina Regional College must submit a master enrollment roster for all of its students who are enrolled in Title IV-eligible programs at the time it is put on HCM-I. The master enrollment roster must include all students currently enrolled in each of the institution's Title

IV, HEA-eligible educational programs as of the date of the signing of this PPA, along with each student's start date, anticipated completion date, and program of study. The master roster of students must be returned to the Federal Student Aid New York/Boston School Participation Division within 10 days of the date of this PPA. Instructions will be sent electronically on how to enter the required data fields in the master roster.

### ***Letter of Credit (LOC)***

University of Puerto Rico Carolina Regional College is responsible for its own debts by statute, Law Number 1 of January 20, 1966, as amended. 18 L.P.R.A § 612(f). Accordingly, University of Puerto Rico Carolina Regional College cannot rely on the "full faith and credit" of the Commonwealth of Puerto Rico. Therefore, if the institution is determined not to meet the standards of financial responsibility, University of Puerto Rico Carolina Regional College may be required to provide an irrevocable Letter of Credit, as warranted under 34 C.F.R. Part 668, Subpart L.

### ***Application for Recertification***

Upon completion of the period of provisional certification, if the Institution wishes to apply for recertification to participate in the Title IV, HEA programs, the Institution must submit a completed Application for Approval to Participate in Federal Student Financial Aid Programs, together with all required supporting documentation, no later than September 30, 2018.

### ***Grant or Denial of Full Certification***

Notwithstanding any paragraph above, the provisional certification ends upon the Department's notification to the Institution of the Department's decision to grant or deny a six year certification to participate in the Title IV, HEA programs.

## **GENERAL TERMS AND CONDITIONS**

1. The Institution understands and agrees that it is subject to and will comply with the program statutes and implementing regulations for institutional eligibility as set forth in 34 C.F.R. Part 600 and for each Title IV, HEA program in which it participates, as well as the general provisions set forth in Part F and Part G of Title IV of the HEA, and the Student Assistance General Provisions regulations set forth in 34 C.F.R. Part 668.

***The recitation of any portion of the statute or regulations in this Agreement does not limit the Institution's obligation to comply with other applicable statutes and regulations.***

2.
  - a. The Institution certifies that on the date it signs this Agreement, it has a drug abuse prevention program in operation that it has determined is accessible to any officer, employee, or student at the Institution.
  - b. The Institution certifies that on the date it signs this Agreement, it is in compliance with the disclosure requirements of Section 485(f) of the HEA (Campus Security Policy and Campus Crime Statistics).

3. The Institution agrees to comply with --

- a. Title VI of the Civil Rights Act of 1964, as amended, and the implementing regulations, 34 C.F.R. Parts 100 and 101 (barring discrimination on the basis of race, color or national origin);