The University of Puerto Rico in Aguadilla will continue to be recognized for its:

- Academic and organizational excellence.
- A campus that invites the creative and collective development of ideas.
- The success of its graduates.

Students will experience a family and safety environment, where they will be appreciated and involved with the institution.

The Mission of the University of Puerto Rico in Aguadilla is to educate and foster in each student the skills and abilities of learning, leadership, and service that prepares them for a successful career in arts, natural sciences, business disciplines, technologies, and aeronautics and aerospace that responds to the educational, economical, and social needs of the Northwest region of Puerto Rico and of the country.

Values:

- Success of our students
- Accountability
- Diversity
- Integrity
- Excellence
- Innovation
- Respect
- Resiliency
The programs with the most admission demand are:
• Biology
• Business Administration - Accounting
• Associate Degree in Aeronautics and Aerospace Technology
UPR Aguadilla: Professional Accreditations
UPR Aguadilla: Student Enrollment

- The average institutional retention rate for the past 5 years is 83%.
- The average institutional graduation rate for the last 5 cohorts informed is 42%.
UPR Aguadilla: Service Area

- 92% of UPR Aguadilla enrollment comes from its service area (north-west municipalities). Our service area is one of the most disadvantage area in Puerto Rico, with a high unemployment rate and low income levels.
  - Aguada
  - Aguadilla
  - Añasco
  - Isabela
  - Moca
  - Quebradillas
  - Rincón
  - San Sebastián

90% of UPR Aguadilla students are commuters and live with their parents.
UPR Aguadilla: External Resources Projects

• Center for Coastal Conservation and Restoration:
  - Jet-Blue, University of Wisconsin Madison, Puerto Rico Natural and Environmental Resources Department, National Fish & Wildlife Foundation, among others

• “FIESTA Project”: Traffic Safety Commission

• Research and Undergraduate Training in Agricultural Sciences (RUTAS): National Institute of Food and Agriculture

• Encouraging careers in food security and safety: National Institute of Food and Agriculture

• Ready To Work: Puerto Rico Techno-Economic Corridor (PRTEC)
UPR Aguadilla is essential for the development of the Northwest of Puerto Rico and its Industries.

Tourism

Honeywell Aerospace

Lufthansa Technik

Pratt & Whitney Puerto Rico

Rafael Hernandez Airport

Hospitals and Health Care
**UPR Aguadilla: MSCHE Timeline and Commendations**

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>MSCHE Accreditation</td>
<td>1976</td>
</tr>
<tr>
<td>MSCHE Reaccreditation Site Visit</td>
<td>2000</td>
</tr>
<tr>
<td>UPRAg Periodic Review Report</td>
<td>2006</td>
</tr>
<tr>
<td>Reaccreditation and Monitoring Report Follow up Site Visit</td>
<td>2011</td>
</tr>
<tr>
<td>UPRAg Periodic Review Report</td>
<td>2016</td>
</tr>
</tbody>
</table>

- “While the University is by no means free from significant challenges, it is well poised to achieve the collaboratively long-range planning required of an increasingly mature and sophisticated institution”. pg. 7 of 2011 MSCHE Report

- “Even in light of all the revenue reductions, the University community, by working together, has made great progress to achieve not only a projected balanced budget at the end of this fiscal year, but also anticipates a modest surplus. This is an achievement that all campus constituencies should acknowledge with a sense of real accomplishment. The institution is fortunate to have a team of strong, dedicated, and collaborative leaders in the areas of budget, finance, and institutional planning”. Pg. 12 of 2011 MSCHE Report

- “The University should be commended for its empirical and focused approach to dealing with budget challenges, and for making proverbial lemonade out of lemons”. Pg. 6 of 2016 MSCHE Report

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It is important to establish, that UPRAg was not on probation on January 10, 2019, when the Show Cause Report was required.
UPR Aguadilla: MSCHE Recent Actions

• **November 20, 2018:** Request: Provide the audited financial statement and single audit for June 30th, 2017.

• **January 10, 2019:** Request: Show cause report and Teach-Out Plan

• **February 2019** MSCHE Team Report Recommendation: The institution must provide timely and accurate financial audits; i.e. FY 2017 Single Audit and FY 2018 Financial Statement Audit to the Commission, US Department of Education, and other parties as required by regulation and/or law.
MSCHE Concerns

- Financial Resources Concern #1 and #4
- Impact of the FOMB Fiscal Plan Concern #2
- Audited Statement Concern #3
- Related Entities & Teach-Out Plans Concern #5
UPR Aguadilla: Evidence of Compliance: Concern #1 and #4

1. The UPR Central Administration submitted the 2017 audited financial statement on January 14, 2019 and the 2017 single audit on February 15, 2019. This were the only two requirements in the November 2018, MSCHE Action Letter and it is the February 2019 MSCHE Visitor Team recommendation for UPR Aguadilla.

2. As demonstrated by the Financial Statement on page 165, the UPRAg always comply with the timeliness and deadlines that the Central Administration established, regarding the Financial Statements and Single Audits preparation.

3. UPRAg can assure, that the institution is ready to assume the full responsibility for financial reporting, preparation of the annual audit and timely submission of certified reports to the MSCHE and other interested parties.
UPR Aguadilla: Evidence of Compliance: Concern #1 and #4

Since 2010-2011, the University of Puerto Rico at Aguadilla has established an organizational culture of supplement the state appropriations shortfalls by intensified its efforts to obtain external funding, and the different MSCHE Evaluation Teams have recognize our progress.

The budget projections of UPRAg Financial Plan includes the following premises:

- An annually decrease in General Funds Allocations (Budget Assignment)
- Maintain around 3,000 students for regular students and increase the non-traditional student population.
- Maintain the Cost Control Measures already established (Christmas Bonus, Health Plan, Employee Attrition, Tuition Waivers Levels)
- Establish agreements to provide training and consulting services to state agencies and municipalities
- As recommended by the September 2018 MSCHE Team, UPRAG will establish agreements with the Central Administration to received the total or part of the revenues from the tuition and fees increases.

- 15% per year increase in both Competitive Federal and State Grants Funds
- 15% per year increase in both Self Generate and Private Funds
- 12% non-traditional enrollment increase (per year) in both Evening University and Online Courses
- 15% enrollment increase (per year) in Professional and Personal Development Courses
The Following Graph shows how the UPRAg has been dealing with Budget reductions since 2011, without affecting our students enrollment and academic offerings.
UPR Aguadilla: Evidence of Compliance: Concern #1 and #4

The Following Graphs shows how the UPRAg has increased its external funding to supplement operational budget.
UPR Aguadilla: Evidence of Compliance: Concern #1 and #4

Comparison Between Projected Budget Reductions and Projected External Funds
Fiscal Year 2019 to 2022
UPR Aguadilla: Evidence of Compliance: Concern #1 and #4

External Resources: Actual and Projections

- State Grants
- Federal Grants
- Industry or Foundation Grants
- Private Funds
- UPRAg Internal Projects and Service Revenues
- TOTAL
UPR Aguadilla: Evidence of Compliance: **Concern #1 and #4**

**UPR Aguadilla Previous Initiatives:**
- Significantly increasing the offerings and annual revenues provided by the Continued Education and the Distance Learning Education Divisions.
- Improve the faculty skills in Federal Grants Writing.

- Continue with the expansion of the Evening University
- Services offered by the Printing Office.
- A sponsor policy and protocol were approved with the purpose of generating additional funds.
- Provide training and consulting services to state agencies and municipalities.
### External Budget Available by Source Program

**January 15, 2019**

(Because of Budget reductions stipulated by the UPR Fiscal Plan, this funds will be used to complete UPRAg Operation)

<table>
<thead>
<tr>
<th>Source Program</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continued Education and Professional Studies Division (DECEP)</td>
<td>$1,332,652.00</td>
</tr>
<tr>
<td>Evening Program (UNA)</td>
<td>$614,829.00</td>
</tr>
<tr>
<td>Summer Program</td>
<td>$232,126.00</td>
</tr>
<tr>
<td>Donations</td>
<td>$59,175.00</td>
</tr>
<tr>
<td>Photocopy machines</td>
<td>$35,873.00</td>
</tr>
<tr>
<td>Other general revenues</td>
<td>$45,724.00</td>
</tr>
<tr>
<td><strong>Budget Surplus available at January 15, 2019</strong></td>
<td><strong>$2,320,379.00</strong></td>
</tr>
</tbody>
</table>
UPR Aguadilla: Evidence of Compliance: **Concern #1 and #4**

**UPR Aguadilla ongoing and future initiatives:**
The UPR Aguadilla is always proactive in the search of alternatives that even in time of crisis and extraordinary challenges, allow us to operate in an efficient way without affecting our academic offerings, services, excellence and performance.

1. **Competitive Grants**
For Fiscal Year 18-19, the UPRAg has already submitted *more than twenty* competitive federal and state grants proposals to agencies like the USDE Emergency Assistance Program, NIH, USDA, EPA, PR Department of Education, Toyota Foundation, among others, and has *already secured:*

**$5,772,163.00**

- **$467,571** from the National Fish & Wildlife Foundation,
- **$247,592** from the National Institute of Food and Agriculture,
- **$57,000** from the Puerto Rico Natural and Environmental Resources Department and
- UPRAg is in the contractual agreement stage of securing an approximately **$5,000,000 grant from FEMA**, to work with the ecological restoration of the primary coastal dunes in Puerto Rico.
UPR Aguadilla: Evidence of Compliance: Concern #1 and #4

UPR Aguadilla ongoing and future initiatives:

2. Non-Traditional Offerings: Continuing Education, Evening and Online Courses

Since 2011, another strategy of the University of Puerto Rico in Aguadilla, to improve the institution’s fiscal base, is by increasing the non-traditional student population within its existing Continuing and Distance Education Divisions and the Evening University. These expanded options not only will provide more alternatives to the educational needs of a growing non-traditional student population, but also will facilitate the more efficient use of our facilities and increase our self-generate funds.
UPR Aguadilla: Evidence of Compliance: **Concern #1 and #4**

The following figures shows the enrollment trends in online courses and the evening university:

**Online Courses Enrollment**

<table>
<thead>
<tr>
<th>Year</th>
<th>Enrollment</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010-2011</td>
<td>467</td>
</tr>
<tr>
<td>2011-2012</td>
<td>922</td>
</tr>
<tr>
<td>2012-2013</td>
<td>1,126</td>
</tr>
<tr>
<td>2013-2014</td>
<td>1,070</td>
</tr>
<tr>
<td>2014-2015</td>
<td>1,028</td>
</tr>
<tr>
<td>2015-2016</td>
<td>1,186</td>
</tr>
<tr>
<td>2016-2017</td>
<td>1,025</td>
</tr>
<tr>
<td>2017-2018</td>
<td>1,051</td>
</tr>
</tbody>
</table>

**Evening University Enrollment**

<table>
<thead>
<tr>
<th>Year</th>
<th>Enrollment</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010-2011</td>
<td>726</td>
</tr>
<tr>
<td>2011-2012</td>
<td>1,125</td>
</tr>
<tr>
<td>2012-2013</td>
<td>1,270</td>
</tr>
<tr>
<td>2013-2014</td>
<td>1,140</td>
</tr>
<tr>
<td>2014-2015</td>
<td>799</td>
</tr>
<tr>
<td>2015-2016</td>
<td>876</td>
</tr>
<tr>
<td>2016-2017</td>
<td>560</td>
</tr>
<tr>
<td>2017-2018</td>
<td>889</td>
</tr>
</tbody>
</table>
**UPR Aguadilla: Evidence of Compliance: Concern #2**

- The UPR Aguadilla (UPRAg) recognizes that the UPR 2018-19 Budget, the UPR Fiscal Plan approved by the UPR Governing Board and the Fiscal Plan certified by the FOMB were approved in three different dates, this in itself represents a challenge of implementation.
- There are many areas in which they coincide, and there are others (Retirement Benefits, Tuition Increase Amount, Tuition Waivers Levels) that the FOMB and the UPR have different approaches.
- The budget projections already presented were aligned with both fiscal plans.
- UPR Aguadilla is aware that this new reality, and the proposed restructuration will lead to a UPR less dependable on State Appropriations, **something that UPR Aguadilla has embrace since 2010-2011.**
- Our Institution will embrace any strategy or conglomerate model that is focus on efficiency, best administrative practices and results in better academic alternatives to our students.
UPR Aguadilla: Evidence of Compliance: Concern #3

- Maintain of our track record of complete on time, the financial and accounting schedule of the annual closing processes and keep our effective monitoring controls on the financial information.

- Participation of UPRAg’s employees in the periodical trainings that the Central Administration will provide to all UPR finance and accounting personnel.
- UPRAg represents an important part of the UPR’s financial statements but UPRAg’s liquidity and financial viability are not easily discernible as the financial statements are presented in aggregate with that of the other campuses comprising the UPR.

- UPRAg can assure, that the institution is ready to assume the full responsibility for financial reporting, preparation of the annual audit and timely submission of certified reports to the MSCHE and other interested parties.
UPR Aguadilla: Evidence of Compliance: **Concern #5**

- UPR Aguadilla **completed the related entities certification** to ensure an accurate, fair and complete information.
- Teach- Out Plan: The UPRAg submitted the Teach- Out Plan as a requirement by MSCHE, but it is not a Plan nor Initiative to close the institution.
UPR Aguadilla: Evidence of Compliance: Proven Track Record

- External Evaluators, including MSCHE evaluators have consistently confirmed UPRAg’s effectiveness and commended our continuous improvement and budget management.
- Our institution has successfully managed major challenges and budget cuts and doing it without affecting our academic excellence, and in compliance with MSCHE Standards.
- We’ve been recognized by our mission guided goals, planning and budget process, our external resources initiatives, our assessment processes and our student services and alumni success.
• The University of Puerto Rico at Aguadilla, as stated by the 2016 PRR Evaluators Report, is making lemonade out of lemons. Since 2010, the increase in external resources revenues has enable the UPRAg to supplement the state appropriations and continuously improve and advance its programs, services, learning experience and research. These were achieve through the efficient managing of resources and allows the institution to respond effectively to opportunities and challenges.

• The University Of Puerto Rico at Aguadilla firmly believe that is in Full Compliance with all Standards of Accreditation and Requirements of Affiliation.
This is The University of Puerto Rico at Aguadilla
This is The University of Puerto Rico at Aguadilla
This is UPR Aguadilla:
UPRAg: Student Internships Opportunities
This is UPR Aguadilla:
UPRAg Student Internships Opportunities
Ethics and Integrity
Community Services
Ethics and Integrity
Community Services
(Resiliency)
Students and Community Activities
Thanks For Your Attention!