



BOARD OF TRUSTEES  
UNIVERSITY OF PUERTO RICO

CERTIFICATION NUMBER 3  
2009-2010

I, Salvador Antonetti Zequeira, Secretary of the Board of Trustees of the University of Puerto Rico, CERTIFY THAT:

The Board of Trustees, at its regular meeting on Wednesday, July 22, 2009, with the prior recommendation of the President of the University of Puerto Rico, approved the following:

**INDICATORS TO ASSESS THE OPERATION OF THE  
INTEGRAL DEVELOPMENT PLAN FOR THE  
UNIVERSITY OF PUERTO RICO, TEN FOR THE DECADE**

**Whereas: TEN FOR THE DECADE, An Agenda for Planning, was approved by the Board of Trustees in May 2006, through Certification No. 123 (2005-2006), after a broad consultation process with the University community, such as the comprehensive development plan for the University of Puerto Rico.**

**Whereas: The aforementioned Certification No. 123 provides that “[t]he Chancellors and the institutional units shall guide their respective development plans in harmony with TEN FOR THE DECADE, following its structure and phases, with the purpose of reaching its goals in the context of the nature and particularities of the unit.” It further provides that “[t]he Chancellors and the institutional units shall ensure that the development plans for their respective units conform to the parameters, mechanisms, and general protocols for assessment and evaluation that might be defined in relation to TEN FOR THE DECADE, so as to achieve a logical calibration for the implementation of said agenda.”**

**Whereas: An analysis to discover gaps conducted by the units comparing their strategic plans with TEN FOR THE DECADE shows that, while sole strategic plans were developed before TEN FOR THE DECADE, there is a high correlation between the goals and objectives of the unit strategic plans and the System’s Agenda for Planning. The analysis shows that, on average, each of the 102 objectives is covered by 90% of the units.**



- Whereas:** The University has identified eighteen flagship projects, seven systemic projects, and eleven distinctive projects of the units that together, directly and indirectly, advance all ten goals set out in **TEN FOR THE DECADE**.
- Whereas:** A budgeting process has been created to allow units to establish priorities under their own strategic plans and **TEN FOR THE DECADE**, and to report specific activities and the resources that will be allocated to meet those objectives. See, Certification No. 100 (2005-2006).
- Whereas:** In order to put into operation the comprehensive development plan for the University of Puerto Rico, **TEN FOR THE DECADE**, seven operational strategies have been defined to cover all operational aspects of the development of the plan within the framework of the University's organizational structures.
- Whereas:** During the 2008-2009 academic year, the reports of the Chancellors and the President to the University Board and the Board of Trustees and the institutional report to the Office of the Comptroller of Puerto Rico were redrafted to align them with the operational strategies and flagship projects that resulted from the operation of the plan, **TEN FOR THE DECADE**.
- Whereas:** During the 2008-2009 academic year, the Board of Communicators of Ten for the Decade was formed with representation from all units to announce the activities carried out by the University under to the Agenda for Planning, using as the main source of communication the blog *Ten for the Decade Advances*.
- Whereas:** During the 2008-2009 academic year, through a participatory design and conceptualization process involving various sectors of the eleven units of the University of Puerto Rico, the University developed thirty (30) indicators to measure progress of within plan **TEN FOR THE DECADE**.
- Whereas:** The thirty indicators developed by the University represent specific and measurable aspirations for the University according to the Agenda for Planning, **TEN FOR THE DECADE**, and are culmination of a concerted, structural process of operationalization, and are the result of a highly participatory process involving various sectors of the University community and academic leaders.



**Wherefore:** The Board of Trustees certifies the thirty indicators that are incorporated herein as the quantitative and qualitative basis of assessment which, together with the periodic reports of the President and the Chancellors at the University to the Board of Trustees on each of the operational strategies and flagship projects, and with the contextualization that may be necessary for the objective assessment of the data collected, will contribute to the continuous improvement of the University.

IN WITNESS WHEREOF, I issue the present certification in San Juan, Puerto

Rico, this 24th day of July 2009.




  
Salvador Antonetti Zequeira  
Secretary



TABLE OF INDICATORS

NO.	INDICATOR	INDICATOR TYPE			DEFINITION
		N <sup>1</sup>	S <sup>2</sup>	S A T <sup>3</sup>	
1	Occupancy achieved in the admissions process	X			<i>Number of new students enrolled divided by the number of students admitted. They are segmented by sex, type of school of origin, country of origin, socioeconomic level, first-choice unit.</i>
2	Retention Rate	X			<i>Percent continuity of students in an academic program at the institution expressed as the percent of an entering class in an academic, institutional, or school program that admits new students one every subsequent academic year (1st to 2nd, 2nd to 3rd, and so on).</i>
3	Graduation Rate	X			<i>Percent of students who finish their degree within 100%, 150% and 200% of the stipulated time.<sup>4</sup></i>
4	Placement Rate		X		<i>Percent of graduating class who find employment within six (6) months of graduation or who continue to postgraduate studies.</i>
5	Percent of students with enriching professional experiences	X			<i>Total number of students enrolled (for credit) in service-learning experiences, internship, cooperative education, practicums, or undergraduate research experiences in the year in question divided by the total number of students enrolled and multiplied by 100.</i>
6	Level of student satisfaction with extracurricular and co-curricular activities		X		<i>Percent of students who, in the student satisfaction questionnaire, answered positively to the question on extracurricular and co-curricular offerings (i.e., Good, Very Good or Excellent).</i>

<sup>1</sup> Numerical indicator that represents the metric of itself or is calculated using a formula based on data collected by the UPR.

<sup>2</sup> Survey of different sectors of the University community. The indicator will be calculated from the sum of all answers obtained.

<sup>3</sup> Self-assessment tool the results of which will be added and calculated as an indicator or which contains a group of questions, which positive answers will be calculated.

<sup>4</sup> Medical Sciences Campus will use the maximum time stipulated in the initial program proposal.



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NO.	INDICATOR	INDICATOR TYPE			DEFINITION
		N <sup>1</sup>	S <sup>2</sup>	S A T <sup>3</sup>	
7	Level of student satisfaction with information and services offered online		X		<i>Percent of students who expressed satisfaction with the information found and services provided online by the University of Puerto Rico (in other words, those who in the student satisfaction questionnaire rated the information and services provided online as Good, Very Good or Excellent).</i>
8	Financial Accessibility at the University	X			<i>Unmet need of students eligible for financial assistance, measured in total dollars.</i>
9	Level of private fundraising by alumni and friends of the University	X			<i>Total funds from the annual campaign, corporate matching and special events broken down by alumni and other friends of the university, except funds raised for the Endowment Fund.</i>
10	Number of students enrolled in courses or programs in non-traditional formats, continuing education or professional certification	X			<i>Number of students enrolled in courses or programs in non-traditional formats, continuing education or professional certification.</i>
11	Percent of professors with terminal degree	X			<i>Number of professors with Ph.D. or terminal degree (including those on leave) divided by the total number of professors multiplied by one hundred.</i>
12	Level of satisfaction with the bibliographic offering and documentation centers that support research and learning		X		<i>Percent of responses from the University community expressing satisfaction with the bibliographic offering, the library's documentation center, and electronic access to scientific journals or similar sources (i.e., rating the bibliographic offering and the documentation center as Good, Very Good or Excellent in the student satisfaction questionnaire and the faculty and non-teaching staff satisfaction questionnaire).</i>



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		N <sup>1</sup>	S <sup>2</sup>	S A T <sup>3</sup>	
13	Level of satisfaction with key administrative and regulatory processes		X		<i>Percent of responses that rated the efficiency of the following processes as Good, Very Good or Excellent: enrollment, approval process for new courses and programs, purchases and payments, according to the student, faculty and non-teaching staff satisfaction questionnaires.</i>
14	External funds for research as a percentage of the total budget	X			<i>Total external funds (from all sources) assigned exclusively to research, divided by the total budget.</i>
15	External research funds by type of source	X			<i>External funds by type of source: private/industrial enterprise, federal agencies/NSF/NIH, and state government agencies, among others.</i>
16	Number of publications in peer-reviewed journals	X			<i>Peer review is a method to ensure a quality control in scientific or similar publications, characterized by a prior scrutiny of the work to be published by a number of experts (two or more) in the field of knowledge of the publication. It is evaluated on the merits of the science or relevant discipline. The publication (journal or conference) is considered peer-reviewed if it meets the following requirements: it has an Editorial Board</i>
17	Number of articles or presentations at peer-reviewed conferences	X			<i>comprising experts who evaluate publications; it has a transparent and published editorial mission; it assigns articles to a group of two (2) or more judges who are experts in the field and who must examine the publication for its value to science or relevant field.</i>
18	Number of creative works created, exhibited or published	X			<i>Number of books published; number of works of art produced; number of art exhibitions or concerts held.</i>



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19	Number of agreements and partnerships with other research institutions with observable actions during the year in infrastructure and research	X			<i>Number of agreements or partnerships with other institutions that resulted in concrete actions for the exchange of staff, building infrastructure, joint publications, and joint work, etc.</i>
20	Percent of programs assessed or accredited under the established evaluation schedule or cycle	X			<i>Number of programs evaluated and reviewed, if necessary, in the last five years or are currently accredited, divided by the total number of services multiplied by one hundred.</i>
21	Level of user satisfaction with access, training and use of appropriate technology		X		<i>Percent of responses from the University community expressing satisfaction (Good, Very Good or Excellent) with access, training, and use of technology in the student satisfaction questionnaire and the faculty and non-teaching staff satisfaction questionnaire.</i>
22	Number of urgent social projects where students and professors participate	X	X		<i>Number of projects with communities, the government of Puerto Rico, or the federal government that address urgent social needs, as well as faculty and students involved. Percent of students who, in the student satisfaction questionnaire, say they were involved in projects of this nature.</i>
23	Internationalization Index			X	<i>Adaptation of the index developed by the Ford Foundation, applying a self-assessment of each aspect and after adding the score per campus.</i>



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		N <sup>1</sup>	S <sup>2</sup>	S A T <sup>3</sup>	
24	Maintenance-requirement index for facilities and spaces			X	<i>Average calculated using the National Academies system to establish the maintenance needs for the facilities in each building in the following areas: roofing, plumbing, electrical, air conditioning, exteriors (painting and landscaping), cleaning/hygiene, elevators, and support equipment for academic programs in the classrooms. This index is calculated monthly by means of a visual assessment and a specific questionnaire during unannounced visits.</i>
25	Level of compliance with internal and external audits			X	<i>Scores in the Comptroller's evaluations, EPA findings, OSHA findings, federal program audits, and research conducted on human and animal subjects, among others.</i>
26	Budget take for activities under <i>Ten for the Decade</i>	X			<i>Percent of total budget allocated to activities aligned with the UPR Strategic Planning Agenda.</i>
27	Contributions to the Endowment Fund	X			<i>Total dollar amount of the Endowment Fund.</i>
28	Level of awareness of the University's projects and initiatives in the external and international community		X		<i>Measured by two indicators: percent of answers expressing that they know Well, or Very Well the University's projects and initiatives, and percent who agree or strongly agree that the University is fully complying with its institutional mission. This survey was administered within PR and abroad.</i>
29	Percent of services and processes evaluated or reviewed (or accredited) according to the established evaluation schedule or cycle	X			<i>Number of services or processes evaluated and reviewed, if necessary, in the last five years or are currently accredited, divided by the total number of services multiplied by one hundred.</i>





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30	Level of community participation in UPR activities	X			<i>Number of people participating in community activities (artistic, cultural and community development, etc.) as documented by attendance sheets prepared by the units for such events</i>