



GOVERNING BOARD  
UNIVERSITY OF PUERTO RICO

CERTIFICATION NUMBER 39  
2021-2022

I, Margarita Villamil Torres, secretary of the Governing Board of the University of Puerto Rico, HEREBY CERTIFY THAT:

The Governing Board, in its regular meeting held on Thursday, September 30, 2021, to begin the consultation process to appoint the president of the University of Puerto Rico, unanimously adopted the following:

**RESOLUTION ON  
THE 2021-2022 SEARCH AND  
CONSULTATION PROCESS  
FOR THE APPOINTMENT OF  
THE PRESIDENT OF THE  
UNIVERSITY OF PUERTO  
RICO**

Pursuant to the provisions of the University of Puerto Rico Act, it is in the public interest that the Governing Board conduct a consultation process characterized by reciprocal communication between this body, as appointing authority, and the university community who is consulted. Consequently, [the Board] resolved to engage in a transparent and comprehensive dialogue that will allow, in the first place, to identify suitable candidates and, in the second place, to consult the university community effectively. In the spirit of adopting the most agile and effective search and consultation process possible, the following decisions were adopted:

**APM SEARCH**

The Search and Consultation Committee of the Governing Board was hereby created with the following functions:

1. Initiate the process by circulating this certification.
2. Forward this certification to the academic senates, including the profile of the president of UPR and the consultation work schedule. (See Appendixes A and B).
3. Publish a press release in the leading newspapers and other announcements that serve as a call for possible candidates to fill the Office of the President of the University of Puerto Rico to meet with this committee through a letter of intent describing their relevant experience and interest in the position, along with their curriculum vitae detailing

their experience and achievements that evidence how they fit the profile established for the position of president of the University. At the time of submitting the candidacy, the candidates shall submit an academic-administrative work plan with a broad vision of the University and its mission. In addition, they will identify five (5) references not members of this Board, including their titles, addresses, phone numbers, and email addresses.

4. Request the chancellors of each unit to convene the academic senates immediately to initiate the consultation process in their university communities.
5. Urge the academic senates to search for, identify, and persuade eligible individuals to agree to submit their candidacies for the position to this committee, along with the documentation required in Section 3.
6. Ensure all applicants submit the required documentation by the deadline established in the work schedule. All documents must be addressed to the Search and Consultation Committee of the UPR Governing Board and submitted in writing and digitally:
  - (a) personally, to the physical address: Edificio de Administración Central, UPR, Jardín Botánico Sur, #1187, Calle Flamboyán, San Juan, PR, from Monday to Friday from 8:00 a.m. to 4:30 p.m. (b) by mail to the postal address: PO Box 23400, San Juan, PR 00931-3400; or (c) by email to [consulta.jg@upr.edu](mailto:consulta.jg@upr.edu).

Provided that if documentation or cause for an extension is not received by the established deadline, the applicant will not be considered.

7. Collect all documents submitted and ensure that the applicants meet the profile of the president of the University of Puerto Rico.
8. Evaluate the files of all the candidates to be submitted for the consideration of all the academic senates so that they may proceed to evaluate them, communicate with the candidates in the form and manner they deem convenient, and disseminate information to the community about the candidates.

## CONSULTATION

The university community will be consulted through the academic senates.

Each academic senate shall appoint a single consultation committee, with the composition and number of members it deems appropriate, ensuring representation from all university sectors: faculty, non-teaching personnel, and students, preferably on an equitable basis.

These committees shall have the following duties:

1. If deemed necessary, search for, identify, and persuade eligible people to agree to be considered for the position and submit their nominations and credentials to the Search and Consultation Committee of the Governing Board on the date established in the work schedule.
2. Receive and consider the applicants' files submitted by the Search and Consultation Committee of the Governing Board.
3. Survey the feelings of the university community in the institutional unit using the means deemed appropriate.
4. Assist the Academic Senate in evaluating the applicants and their respective academic-administrative plans to issue the corresponding recommendations.
5. Draft the corresponding report to be submitted for consideration and approval of its academic senate.

Each academic senate shall propose two to three candidates and submit its recommendations to the Search and Consultation Committee of the Governing Board for consideration.

Each academic senate shall complete the consultation no later than forty-five (45) calendar days from the date on which the Governing Board has forwarded the candidates' files to begin the consultation process and will submit the corresponding report to the Search and Consultation Committee of the Governing Board on the date established in the work schedule.

The Governing Board encourages all faculty and non-teaching personnel, their organizations, students, and student councils to collaborate with the academic senates and join forces with the senates, including in developing their unit's report.

## *CPM* COMPLETION OF CONSULTATION

The Search and Consultation Committee of the Governing Board shall evaluate the reports submitted by the academic senates and conduct interviews with the candidates, which will be broadcast on the internet. The committee shall submit its report with recommendations to the full Governing Board using the rubric prepared. It will include a list of all applicants and recommend a candidate to the Board.

The Governing Board shall select the president of the University of Puerto Rico from among the pool of recommended candidates in a duly convened meeting broadcast on the Internet.

IN WITNESS THEREOF, I issue this Certification in San Juan, Puerto Rico,

*AM* today, October 1, 2021.



*Margarita Villamil Torres*  
Margarita Villamil Torres  
Secretary

## APPENDIX A

### SEARCH AND CONSULTATION 2021-2022 FOR THE APPOINTMENT OF THE PRESIDENT OF THE UNIVERSITY OF PUERTO RICO

#### PROFILE OF THE PRESIDENT OF THE UNIVERSITY

To recruit the ideal person to fill the Office of the President of the University of Puerto Rico, this document establishes the main criteria that will guide candidate selection and the qualities, competencies, and skills the candidate must possess.

#### CREDENTIALS

- Doctoral degree or terminal degree in their discipline.
- Be an academic with ample merit for their excellence and career, recognized in Puerto Rico and abroad.
- Know and be familiarized with current worldwide developments, trends, and debates related to education, curricular modalities, research, and creative work.
- Be able to represent and expose the University internationally to promote a richer and more diverse experience and academic offerings.

#### VISION OF THE UNIVERSITY

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- Known and honor the University's philosophy and public policy and their role in developing a fully democratic Puerto Rican society with a high quality of life.
- Profess a firm commitment to university values and the defense of university autonomy as a necessary condition for fulfilling the University's mission and duties. From this commitment to the values that inspire the university's endeavor, they must know how to ensure a healthy and delicate balance in the relationship the University must maintain with the State and its representatives.
- Have a vision and a sense of mission for the University of Puerto Rico as a higher-education institution that is clearly committed to the preservation, production, and dissemination of knowledge and the fruit of its research and creative work.
- Fully understand the University's public responsibility as an institution at the service of the country and know how to channel concrete actions aimed at guaranteeing all students, especially those with scarce economic resources, the widest access possible to the high-quality university education to which they are entitled. To this end, they must be able to make efforts to integrate university education into the school education system.

- Be committed and capable of promoting the highest excellence in teaching; the quality of the academic offerings, research, and creative work; service to the country; and collaboration of the University with high-public-interest community initiatives.
- Be especially committed to prioritizing the strengthening and expansion of research and creative work, ensuring the identification and allocation of the necessary resources for these purposes.
- Fully understand that all institutional efforts must be aimed at maintaining and promoting a university that contributes to the country's development and well-being.
- Promote the implementation of avant-garde technology in student services and teaching at the level of our institution's prestige.

### **STRONG AND INCLUSIVE LEADERSHIP**

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- Have strong leadership skills and be able to inspire and lead the university community toward transformative processes.
- Have convening power, be a good communicator, know how to listen to the community, and have the ability to put into practice different conflict management models to generate solutions that involve diverse sectors of the university community.
- Be able to generate the broadest participation of the university community and society in an open and sustained dialogue on transforming the University to make it increasingly relevant to the country in fulfilling its goals.
- Have independent judgment and be able to interact effectively with public and private entities in our society.
- Be able to foster a broad climate of respect and harmony when discussing diverse ideas and dissenting positions.

### **ADMINISTRATIVE AND MANAGERIAL SKILLS**

- Have a systemic vision of the University to promote the most effective integration of all its components.
- Have a collaborative vision of all the University's components to promote safety, service excellence, and effective communication among all the University's parts.
- Be able to promote collaborations with the public and private sectors that are viable to advance vital public interests.

- Know and be committed to the UPR STRATEGIC PLAN 2017-2022: A NEW ERA OF INNOVATION AND TRANSFORMATION FOR STUDENT SUCCESS, and to advancing and achieving the established goals.
- Know the Certified Fiscal Plan and be committed to its compliance.
- Be able to take full advantage of opportunities to generate more revenue for the University.
- Have administrative experience congruent with the position's duties and responsibilities.
- Be committed to sound administration and transparent management, with an accountability policy and a constant and rigorous evaluation culture.
- Be able to build an open-door administration that is responsible and supportive of the university community, aimed at strengthening trust, the community's credibility in its leaders, and institutional stability.
- Be able to recruit and lead an effective and highly competitive team.
- Understand and analyze the University's complex fiscal situation and make the most appropriate and fair decisions for the best functioning of the university.
- Be committed to guaranteeing the best living, studying, and work conditions for the university community members.
- Be able to promote the development and implementation of agile and efficient information systems for the entire institution.
- Have the ability to generate external resources and strengthen the University's Endowment Fund.
- Recognize the importance and the need to build, enable, and maintain quality spaces and environments worthy of housing teaching and learning.

**APPENDIX B**

**2021-2022 SEARCH AND CONSULTATION WORK SCHEDULE FOR THE  
 APPOINTMENT OF THE PRESIDENT OF THE UNIVERSITY OF PUERTO RICO**

DATE	TASKS
<b>October 4-8, 2021</b>	The Search and Consultation Committee of the Governing Board shares with the academic senates and the general university community the certification that will begin the consultation process for the appointment of the president of the University of Puerto Rico and publish the work schedule and profile of the qualities that candidates for the position of president of the University should have.
<b>October 11 to November 16, 2021</b>	The Search and Consultation Committee of the Governing Board publishes a notice and/or other announcement(s) serving as a call for potential candidates for the Office of the President of the University of Puerto Rico in two general circulation newspapers, at least one of which shall be in Puerto Rico, and other publications in various media, including digital media.  Calls will also be published to recruit personnel to support the committee's process. For example, academic advisor, administrative assistant, and project manager. These positions would be contracted as professional services expiring in the 2021-2022 fiscal year ( <i>unless recruited for a different position</i> ).
<b>October 11, 2021, to January 17, 2022</b>	During this period, all applicants and any person or entity who nominates an applicant may submit their curriculum vitae with the required documentation to the Search and Consultation Committee of
<b>February 17, 2022</b>	The Search and Consultation Committee of the Governing Board submits the candidates' files to the academic senates.
<b>February 18 to March 21, 2022</b>	The consultation committees of the academic senates evaluate the candidates and assist the academic senates in issuing their recommendations to the Search and Consultation Committee of the Governing Board.
<b>April 4, 2022</b>	The academic senates shall submit their reports to the Governing Board no later than 4:00 p.m.
<b>April 5 to 19, 2022</b>	The Search and Consultation Committee of the Governing Board evaluates the reports of the consultation committees of the academic senates and interviews the candidates recommended by the academic senates.
<b>April 20 to May 17, 2022</b>	The Search and Consultation Committee of the Governing Board renders its report to the Governing Board and recommends a candidate.
<b>May 2022</b>	The Governing Board appoints the president of the University of Puerto Rico effective July 1, 2022.

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**CERTIFICATE OF TRANSLATION INTO ENGLISH**

Document: Governing Board Certification No. 39 2021-2022

I, Anyeliz M. Pagán Muñoz, a professional translator with an M.A. in Translation and accredited by the American Translators Association, member in good standing No. 262031, certified into English under No. 524072, hereby certify that, to the best of my knowledge and abilities, the foregoing is a faithful translation into English of the eight-page Spanish text, made at the request of the interested party. Unauthorized changes to the translation or changes not approved in advance by the translator will invalidate the translation in full and release the translator with respect to the certification.

In Toa Alta, Puerto Rico, today, February 11, 2024.



**Anyeliz M. Pagán Muñoz, Ed.D., CT**