



GOVERNING BOARD
UNIVERSITY OF PUERTO RICO

CERTIFICATION NUMBER 115
2015-2016

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

The Governing Board, in its regular meeting held on Monday, May 23, 2016, after considering the recommendation of the Special Committee to review the model to evaluate the performance of the president of the University, and pursuant to Article 3(h)(7) of the University of Puerto Rico Act, as amended, agreed to:

Amend the Policy for the Evaluation of the Performance of the President and the Chancellors, approved by Certification No. 50 (2004-2005) as amended by Certification No. 95 (2015-2016), as follows:

PROCESS

▪ **Annual Chancellor Evaluation**

A. ...

1. ...

2. ...

3. ***Input from the university community*** -If an evaluation by the university community (*student body, faculty, and administrative personnel*) is endorsed by the Academic Senate of the unit, the President shall request the chancellor to include it. *The President shall establish a period during which the evaluation must be carried out. The academic senates will establish the mechanisms to seek the community's input.*

▪ **Evaluation of the President**

A. ...

1. ...

2. ...

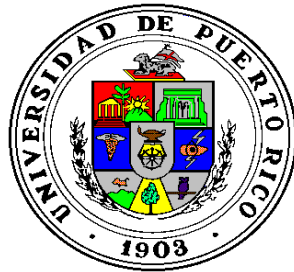
3. ***Input of the university community*** - If an evaluation by the university community (*student body, faculty, and administrative personnel*) is endorsed by the University Board, the Board will establish the mechanisms for the evaluation and will provide a period for the input collection process. *The President must include it.*

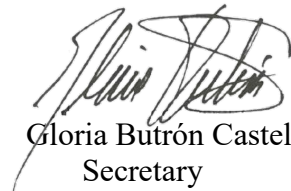


A compiled version of the Policy, as amended, is included in this Certification.

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

May 27, 2016.




Gloria Butrón Castelli
Secretary

COMPILED VERSION
PRESIDENT AND CHANCELLOR PERFORMANCE EVALUATION POLICY
CERTIFICATION NO. 115 (2015-2016)

PURPOSE

This policy sets forth and determines the principles, criteria, and procedures the Governing Board of the University of Puerto Rico will use to evaluate the performance of the chancellors and the president of the University of Puerto Rico. This complies with the provisions of article 3(h) (7) of the University of Puerto Rico Act, as amended.

The evaluation of the president and the chancellors has the following purposes to:

1. Improve the performance of this administrative member of the teaching personnel.
2. Foster a supportive and trusting relationship between the Governing Board and the system's chief executive officers.
3. Contribute to the achievement of the plans and objectives established and defined for the institution.
4. Be accountable for the performance of these officers' duties.
5. Support decisions regarding their retention based on the principles and criteria established herein.

PRINCIPLES

The evaluation procedures and methods described in this policy are based on maintaining high-quality and high-efficiency services, highlighting the best administrative and leadership qualities, and ensuring the participation of diverse university community groups.

CONTEXT

The performance evaluation of the president, as well as that of the chancellors of the units, is a matter of crucial importance and will be conducted with the appropriate confidentiality under the ethical principles and regulations that govern this institution. The evaluation will take into consideration the nature of the unit, including elements like its mission, enrollment numbers, academic offerings, size, services, and others suitable for this purpose.

FREQUENCY

The performance of the president and the chancellors shall be evaluated in a term of not less than two (2) years or more than four (4) years.

Nevertheless, the board may, at its discretion, evaluate the president and the chancellors in shorter periods than the aforementioned when it deems that the circumstances so warrant.

CRITERIA

The duties and responsibilities of the president and the chancellors are defined in detail in the University of Puerto Rico Act and the UPR General Bylaws and constitute the regulatory framework governing the evaluation. In addition, the evaluation of their performance must be framed within the following qualities and criteria and their metrics.

▪ Institutional Planning

- Articulation of a vision in keeping with the University's agenda
- Existence of a work plan known by the university community
- Generation and discussion at the unit's corresponding levels of core data for decision-making and institutional development (i.e., admissions, financial aid, infrastructure for creative work and research, effectiveness of the educational process, etc.)
- Provision of adequate administrative support for planning efforts
- Promotion of long-term planning in light of institutional needs
- Establishment and adjustment of priorities and compliance with deadlines

▪ Administrative Management

- Prudent fiscal administration, taking into consideration financial sources and constraints and their efficient and effective use
- Attention to recommendations and action plans on internal and external audits
- Review and update of institutional regulations to facilitate simplifying processes and recognizing managerial and academic responsibilities of departments, colleges, and units
- Recruitment and retention of highly qualified faculty and an effective management team
- Effectiveness in external fundraising
- Promotion of diverse practices for maintaining, caring for, and embellishing open and constructed university spaces to contribute to institutional academic efforts
- Promotion of the technology, spaces, and equipment required for cutting-edge technological capabilities
- Attention to recommendations and action plans on internal and external audits

- **Academic Management**
 - Encouragement and support for quality and excellence in the teaching processes, research, and creative and scholarly work of the faculty
 - Development and maintenance of systematic evaluation and accreditation processes, aimed at maintaining existing accreditations and promoting those to be obtained
 - Comprehensive knowledge and timely and appropriate use of institutional data to improve their unit's programs, processes, and services
 - Promotion of the opening of international academic opportunities so that the University serves as an effective platform to link with the world
 - Revision of a competitive support infrastructure for creation, research, and study through libraries, laboratories, and information technology systems
- **Leadership**
 - Source of motivation and inspiration for their unit
 - Effective communication with the university community
- **Decision making and problem solving**
 - Priority establishment and communication
 - Identification and analysis of the critical issues affecting their unit
 - Weighing and making decisions
 - Encouragement of participation in decision-making and consideration of the opinion of the people or groups concerned or affected
 - Flexible problem solving
 - Willingness to modify programs, processes, and practices to keep up to date with current developments and needs
 - Implementation, by the president, of the regulations established by the Governing Board
 - Implementation, by the chancellor, of the rules and policies established by the president and the Governing Board
- **External Relations**
 - Open communication with alumni and friends of the University
 - Recognition of the responsibility to serve the surrounding communities
 - Encouragement of public service and social responsibility through curricula that provide space for internships and practicums in the community

- Promotion of initiatives with other units in the system and with members of various organizations related to education to achieve common goals with an emphasis on interdisciplinarity
- Adequate representation of their unit and the system in the corresponding forums
- Strengthening of relations with external educational entities and organizations, particularly with accrediting agencies
- Projection of the unit's image
- **Professional Development**
 - Search for professional development opportunities
 - Promotion of development opportunities for administrative personnel
 - Active participation in meetings, conferences, symposia, and other forums on topics related to higher education
- **Student Body**
 - Recruitment and retention of qualified students
 - Publication of academic offerings
 - Promotion of study abroad opportunities
 - Development of interdisciplinary projects for student success
 - Student progress monitoring toward achieving academic goals
 - Quality of student services

PROCEDURE

The Governing Board shall evaluate the president and chancellors of the University of Puerto Rico in accordance with the following procedure:

- **Annual Chancellor Evaluation**

Every year, on or before September, the president of the University shall report to the Governing Board on the evaluation of the chancellors and the recommended actions to be taken as a result thereof. The evaluation process will be carried out in accordance with the aforementioned criteria and shall comprise the following phases:

- A. The president shall request each chancellor to submit the following documents:
 1. *Annual Unit Management Report* - Through this report, the president may specify to which extent the goals established by the chancellor to the year were met, according to the work plan submitted. Each chancellor shall also include a written reflection on their performance.

2. *Work Plan* - the chancellor will identify priority goals for the current year.
 3. *Input from the university community* - If an evaluation by the university community (student body, faculty, and administrative personnel) is endorsed by the Academic Senate of the unit, the president shall request the chancellor to include it. The president shall establish a period during which the evaluation must be carried out. The academic senates will establish the mechanisms to seek the community's input.
- B. *Individual Meeting* - The chancellor shall meet with the president to exchange views to identify strengths and weaknesses, if any, and areas to work on. As a result of this conversation, the chancellor shall identify their goals for the following year.
 - C. *Written Report* - The president shall prepare a report on the chancellor's overall performance. This document will present the president's formal recommendations. Three copies of this report shall be kept: one for the person being evaluated, one for the president, and the other for the official's file.
 - D. The president shall report to the Governing Board on the evaluation process and the results of the evaluation on or before September each year.

▪ **Chancellor Evaluation**

In periods of not less than two (2) years nor more than four (4) years, on or before September, the president shall appear before the Governing Board to present the results of the corresponding chancellor evaluation, including but not limited to the following components:

- A. The president shall review the annual chancellor reports.
- B. The chancellor shall submit an institutional performance chart summarizing the trends observed in a series of topics identified by the president.
- C. *Individual Meeting* - The chancellor will meet with the president to analyze and discuss the findings of the evaluation process.
- D. The president shall prepare a written report compiling relevant information and submit it to the Governing Board.
- E. As a result, the board shall pass the corresponding resolutions that are consistent with the purposes of the evaluation.

▪ **Evaluation of the President**

In periods of not less than two (2) years nor more than four (4) years, on or before September, the Governing Board shall evaluate the president of the University of Puerto Rico in accordance with the established criteria. To that end, the board shall appoint a committee from among its members to conduct a process comprising the following stages:

- A. The committee shall request the president to submit the following documents:

1. *Annual Management Report* - Through this report, the Governing Board may specify to which extent the goals established by the president for the year were met, according to the work plan submitted. The president will also include a written reflection on their performance.
 2. *Work Plan* - the president will identify priority goals for the current year.
 3. *Input of the university community* - An evaluation by the university community (student body, faculty, and administrative personnel) endorsed by the University Board must be carried out. The board will establish the mechanisms for the evaluation and will provide a period for the input collection process. The president must include it.
- B. *Individual Meeting* - The president shall meet with the committee to exchange views to identify strengths and weaknesses, if any, and areas to work on. As a result of this conversation, the president shall identify their goals for the next three years.
- C. *Written Report* - The committee shall prepare a report compiling relevant information and submit it to the board.
- D. The committee shall present to the board the findings of the evaluation and its recommendations.
- E. The president will appear before the board to discuss the findings of the evaluation and the committee's recommendation.

As a result, the Governing Board shall pass the corresponding resolutions that are consistent with the purposes of the evaluation.