

May 13, 2026

Robert F. Mujica Jr.
Executive Director
Financial Oversight and Management Board for Puerto Rico
P.O. Box 192018, San Juan, PR 00919

Dear Executive Director Mujica:

We are writing you to request that you ensure the Revised Fiscal Plan for the University of Puerto Rico (“UPR” or “University”)¹ addresses the University’s critical needs as demanded by the student body, faculty and non-faculty members, and retirees.

At a minimum, any revised Fiscal Plan should restore the level of recurring public investment required by Law No. 2 of 1966, or provide a legally and fiscally equivalent mechanism that guarantees stable funding for UPR’s educational, research, and public service mission; provide adequate pension funding under PROMESA §201(b)(1)(C); cancel any further tuition or fee increases premised on replacing reduced public appropriations with student-generated revenue; and require that restored public funding be directed toward pension sustainability, faculty stabilization, student success, academic modernization, and the protection of UPR’s institutional capacity. A Fiscal Plan that continues to rely on reduced appropriations, tuition increases, deferred pension obligations, and contingent faculty labor should not be treated as fiscally sustainable.

As you know, UPR’s 11 campuses, along with the Conservatory of Music and the School of Visual Arts and Design, are the only public institutions of higher education in Puerto Rico. The UPR is responsible for the education of nearly 43,000 students who represent 27 percent of all university students on the island.² This institution is also the most prestigious, leading in academic research as measured by publications and patents.³ Beyond its 11 campuses, the UPR has various facilities and programs that address community needs outside of the classroom: two research centers, one hospital, seven Agricultural Experiment Stations, 37 offices for Agricultural Extension Services, and clinics that offer health, legal, and other services without charge. In addition, it produces 90% of all research projects in Puerto Rico with funding from the National Science Foundation (“NSF”), the National Institutes of Health (“NIH”) and the National Aeronautics and Space

¹ Robert F. Mujica, Jr., *FOMB – Letter – Governor & Legislative Assembly – UPR 2021 Fiscal Plan Revision & FY 2027 Budget Revised Timelines – March 30, 2026*, FIN. OVERSIGHT AND MGMT. BD. FOR P.R. (March 30, 2026), https://drive.google.com/file/d/1SoGkPZw6c-EcGvORMn50XbRfOLZug_i1/view

² *Compendio Estadístico de la Educación Superior (IPEDS)*, P.R. INST. OF STAT., <https://estadisticas.pr/en/inventario-de-estadisticas/integrated-postsecondary-education-data-system-ipeds>

³ Eileen Segarra-Alméstica & José Caraballo-Cueto, *In the Midst of Disasters: Graduate and Undergraduate Tuition Fee Elasticity in Puerto Rico*, 67 RSCH. IN HIGHER EDUC. 10, 5 (2026), <https://link.springer.com/article/10.1007/s11162-026-09885-7#citeas>

Administration (“NASA”).⁴ Because of this, it leads key research collaborations with private college institutions inside and outside the island, contributing to their own expansion.

Despite these benefits, the revised Fiscal Plan seems to constrain UPR’s development and its capacity to provide quality services to its student body. We believe that the Board has the authority to ensure the inclusion of provisions in this plan that would help solve these and other issues and put the University on a path to much-needed fiscal stability and growth. If these provisions are not included, we strongly oppose the endorsement or implementation of the revised Fiscal Plan by the FOMB.

Taking this position is particularly relevant considering that the President of UPR’s Governing Board confirmed herself in a summary of the revised Fiscal Plan that the document “does not introduce new revenue measures or expenditure reductions [nor does] incorporate new benefit or pension reforms ...” Her comments suggest a limited and inconsequential revision that does not respond to the needs of the UPR. Therefore, it is not surprising that the students have held several demonstrations and strikes beginning in March⁵ to, among other things, reject the latest plan and demand a larger budget allocation. Their complaints highlight the lack of commitment by the university administration to solving the system’s budgetary crisis and ensuring the University remains functional. It is in the FOMB’s prerogative to address such poor planning, which is already hurting thousands of students and people who depend on the University’s services. Below we outline the provisions we urge the Board to champion:

1. Support a phased increase of the state allocation to the University’s budget

We are aware that the Board has justified reductions to UPR’s public funding through benchmarking exercises that compare UPR to public universities in the states by focusing on the share of an institution’s budget funded through public appropriations. We believe that this benchmarking method is misguided. It treats UPR’s reliance on public appropriations as evidence of excessive funding, without accounting for Puerto Rico’s distinct higher-education structure. In the U.S., state public higher-education funding is established in the context of broader donor bases, local funding streams, and more diversified revenue ecosystems. Therefore, a more appropriate benchmark would examine public higher-education investment from the perspective of overall budget priorities. According to the State Higher Education Executive Officer Association’s (“SHEEO”) annual State Higher Education Finance (“SHEF”) report,⁶ higher education represented 8.8 percent of total state spending and 9.4 percent of state general fund expenditures in fiscal year 2025. As shown in *Figure 1* of the attached appendix, Puerto Rico’s spending on higher education as a share of General Fund expenditures has plummeted from 9.1 percent

⁴ UPR Governing Bd., *Fiscal Plan for 2021*, U. OF P.R. (April 29, 2021), https://juntagobierno.upr.edu/wp-content/uploads/sites/134/2023/05/UPR_PF_JG_2021-04-29_presenta.pdf

⁵ Note: By March 25, 2026, Mayagüez and Ponce campus decreed a 72-hour strike, on the other hand, on April 8, 2026, the campus of Río Piedras and Mayagüez closed their gates for 72 hours as well. During the last week of April, the students of the Río Piedras campus initiated a second strike.

⁶ *State Higher Education Finance FY 2025*, ST. HIGHER EDUC. EXEC. OFFICERS ASS’N (2026), https://shef.sheeo.org/wp-content/uploads/2026/04/SHEF_FY25_Report.pdf, at p. 12.

in fiscal year 2018 to 4.3 percent in fiscal year 2026. From receiving \$911 million from the General Fund and other state sources in fiscal year 2017,⁷ by fiscal year 2025 the government contribution had fallen to \$441 million,⁸ representing a 52 percent reduction.

The sharp decline in funding for the UPR underscores that public support for higher education in Puerto Rico has moved in the opposite direction of what a serious commitment to the public university would require. To support this drastic reduction, the Board has also argued that it encourages the UPR to adopt raising revenue measures. As such, the budgetary cuts have been framed as incentives for improved University's management. However, it is evident that this expectation has not materialized and should not be kept as part of the revised fiscal plan.

The Board should therefore revise the Fiscal Plan and certify a new plan that supports a phased increase to the statutory funding formula established by Law No. 2 of January 20, 1966,⁹ rather than continuing to rely on a narrow and misleading institutional-budget benchmark to justify continued reductions to UPR's public funding. In parallel, UPR's Governing Board must keep working to adopt key revenue-raising measures that specifically support the system's operational budget. With this change, the University will be better equipped to make infrastructure investments, repair student residences, open regular positions for both faculty and non-faculty members and avoid the unnecessary consolidation of campuses and administrative services.

2. Cap tuition costs at both undergraduate and graduate levels

According to the Integrated Post Secondary Data System ("IPEDS"),¹⁰ the UPR has seen a dramatic reduction in its enrollment over the last decade, correlated with the tuition increases backed by the FOMB. For the 2014-2015 academic year, the UPR had an enrollment of 57,474 students,¹¹ while for the 2022-2023 academic year, 42,724 students were enrolled,¹² representing a 25 percent reduction. These data are illustrated in *Figure 2* of the attached appendix.

Indeed, Caraballo-Cueto and Segarra-Alméstica found that, on average, a 10 percent increase to tuition costs reduces the amount of enrolled students by between 2 and 1.3

⁷ Sergio M. Marxuach, *The UPR's Certified Fiscal Plan or the Shredding of Puerto Rico's Social Contract*, CTR. FOR A NEW ECON. (August 16, 2021), <https://grupocne.org/2021/08/16/the-uprs-certified-fiscal-plan-or-the-shredding-of-puerto-ricos-social-contract/>

⁸ Víctor Rodríguez Velázquez, *Oversight Board Orders New Fiscal Plan From University of Puerto Rico Amid Governance Crisis*, CENTRO DE PERIODISMO INVESTIGATIVO (March 31, 2026), <https://periodismoinvestigativo.com/2026/03/fomb-fiscal-plan-upr-governance-crisis/>

⁹ University of Puerto Rico Act, 18 P.R. Laws Ann. § 601 (1966).

¹⁰ P.R. Inst. of Stat., *supra* note 2, at Databook Educacion Superior (2022 - 2023).

¹¹ Keila L. López Alicea, *Zayira Jordán Conde afirma que la baja en matrícula en la UPR no se debe a una sola variable*, EL NUEVO DÍA (March 12, 2026), <https://www.elnuevodia.com/noticias/locales/notas/zayira-jordan-conde-afirma-que-la-baja-en-matricula-en-la-upr-no-se-debe-a-una-sola-variable/?templateId=OTB2HAZL1TSY&templateVariantId=OTVG58JHKTYQZ&experienceID=EX6EM0NN2JJ3>

¹² P.R. Inst. of Stat., *supra* note 10.

percent.¹³ At the UPR, the cost of an undergraduate credit has increased by at least 175 percent in recent years, rising from \$57 in 2017 to \$157 in 2023.^{14,15} Further, they found that a \$100 increase in total tuition costs increased the risk of dropping out by 0.4 percent, with those students who graduated from a public school having a higher risk of attrition (24 percent increase). These effects were more salient at the Mayagüez campus, located in Puerto Rico’s western region. Hurricane María increased the risk of student attrition by nearly 6 percent. At the graduate level, Hurricane María effects were large enough to increase the risk of attrition to nearly the same level as for undergraduate students. About costs, it was observed that a \$100 increase in tuition fees per semester increased the risk of dropping out by 1.5 to 2 percent, suggesting that graduate enrollment may be more sensitive to tuition fee hikes.¹⁶

The Board must carefully consider this data before continuing to endorse credit increases based on inflation that threaten accessibility and student retention. In the 2021 fiscal plan,¹⁷ the Board noted that the proposed increases would add \$70 million to \$83 million to the University’s operating budget through fiscal year 2026, but we are concerned that higher costs would be counterproductive if enrollment continues to decline at the current rate. In addition, it is important to note that, so far, this additional revenue has fallen short to make up for the money the University has lost since the Board began cutting its allocation from the state in 2018.

When evaluating tuition hikes, the socioeconomic reality of the student body cannot be ignored either. A recent one-year needs assessment at the Río Piedras Campus¹⁸ reveals a population at its breaking point: 29.6% have faced housing insecurity, 25% struggle with food insecurity, and 62% subsist on monthly incomes below \$500. With 40% of these students already contemplating dropping out, another increase would be catastrophic. Retention rates would cripple by making employment a necessity and rendering a university degree unattainable.

3. Encourage the hiring and retaining of teaching and non-teaching personnel

The lack of regular and permanent positions for UPR professors is one of the most notorious symptoms of the crisis that the institution is experiencing. In October 2022, it

¹³ Caraballo-Cueto and Segarra-Alméstica, *supra* note 3, at p. 12.

¹⁴ López Alicea, *supra* note 11.

¹⁵ Note: In April 2018, the FOMB approved a Fiscal Plan for the UPR that increased the cost per credit at the undergraduate level from \$57 to \$115 for the 2019 academic year and required annual increases until reaching \$157 per credit by 2023.

¹⁶ Caraballo-Cueto and Segarra-Alméstica, *supra* note 3, at p. 18-20.

¹⁷ *Fiscal Plan for the University of Puerto Rico: Enhancing Public Education: Fiscal Years 2022 to 2026*, FIN. OVERSIGHT AND MGMT. BD. FOR P.R. (May 27, 2021), <https://drive.google.com/file/d/1vFwFRjmG5rBIUt83vGYUJBF0EPH8odhD/view>, at p. 31.

¹⁸ David Pérez-Jiménez, et. al., *Informe final: Estudio de necesidades del estudiantado subgraduado y graduado de la Universidad de Puerto Rico, Recinto de Río Piedras*, OFICINA DE LA PROCURADURÍA ESTUDIANTIL, UNIVERSIDAD DE PUERTO RICO, RECINTO DE RÍO PIEDRAS (2024), <https://cie.uprrp.edu/estudio-de-necesidades-estudiantado-subgraduado-y-graduado-de-la-uprrp/>.

was reported¹⁹ that almost half of the University’s professors worked without tenure, on a contractual basis, which has serious consequences for both their job stability and the quality of teaching. In 2010, 29% of all professors did not have permanent positions. That figure jumped to 44% by the end of the 2022 academic year in May. From 1,319 contract professors (959 part-time and 360 full-time) in 2010, there were 1,881 (1,132 part-time and 749 full-time) in 2021-22, a 30% increase in 10 years. These data are illustrated in *Figure 3* of the attached appendix.

Therefore, professors with the highest academic qualifications in the territory are subject to exploitative wages. For instance, in 2022, a part-time, non-tenured professor with a doctorate earned a salary of \$2,043 for a three-credit course per semester. If they taught the equivalent of a full-time load, or 12 credits per semester, their salary would have been \$16,348 annually—only \$3,000 above the federal poverty level for that year.

On April 3, 2025, historic agreements were reached between the Puerto Rican Association of University Professors (“APPU” in Spanish) and the university administration, signing Article 23 of a collective bargaining process to, among other aspects, give salary justice and benefits of medical plan, retirement, and Christmas bonus to professors without regular positions.²⁰ However, the UPR Administration is not obliged to honor this article until the entire collective bargaining agreement has been ratified by both parties. Despite the efforts of APPU to voluntarily activate this article in the meantime, on moral grounds, the UPR President has declined to do so, and is otherwise stalling the ratification of the collective bargaining agreement. Thus, after two years of negotiation and the APPU completing a study of remuneration as required under the Civil Service Reform, the freezing of permanent positions and limited recruitment persists. Meanwhile, on February 19, 2026, the APPU directly petitioned the FOMB to hold a direct discussion of the remuneration study, but a response has not yet been given. It is vital that the revised fiscal plan provides clarity on the status of these negotiations and asserts that hiring and retaining faculty serves the best interest of students.

There appear to be unresolved issues with the non-teaching staff as well. According to information shared by student representatives to House Democrats, the consolidation of services has caused a reduction in this personnel category, which is reflected in inefficient administrative services. Students have voiced their frustration over having to wait for months to receive their diplomas after their graduation ceremony, the unavailability of services, and the working conditions of the employees. Although on August 29, 2024, the Board of Trustees of the UPR approved the Classification and Compensation Plan²¹ for the

¹⁹ David Cordero Mercado, *Sentencia de pobreza: alto número de profesores de la UPR sin plazas fijas resalta la inequidad salarial*, EL NUEVO DÍA (October 11, 2022), <https://www.elnuevodia.com/noticias/locales/notas/el-alto-numero-de-profesores-de-la-universidad-de-puerto-rico-sin-plazas-fijas-resalta-la-falta-de-equidad-salarial/>

²⁰ n.a., *APPU logra acuerdo para docentes sin plaza en el sistema UPR*, RADIO ISLA (April 9, 2025), <https://radioisla.tv/appu-logra-acuerdo-para-docentes-sin-plaza-en-la-upr/>

²¹ n.a., *Junta de Gobierno de la Universidad de Puerto Rico aprueba el Plan de Clasificación y Retribución de los empleados No Docentes y de Confianza de la UPR*, UNIVERSIDAD DE PUERTO RICO (Aug. 29, 2024), <https://www.upr.edu/junta-de-gobierno-de-la-universidad-de-puerto-rico-aprueba-el-plan-de-clasificacion-y->

institution’s non-teaching and trusted staff of the institution, which considers a base salary of \$13.00 per hour, the number of personnel seems to not be enough to function properly.

Yet, the revised fiscal plan²² maintains that the administrative reforms included in the 2021 Fiscal plan should be pursued.²³ This includes administrative consolidation, limiting hiring through attrition, and lowering compensation costs. Section 3.5.1²⁴ seeks to centralize administrative functions across the 11 campuses and reduce duplication in operations, claiming to cut “redundant and over-staffed” support functions. Furthermore, Section 3.5.2²⁵ suggests scaling down the UPR headcount to 10,300 by reducing non-faculty personnel through attrition enabled by a combination of administrative consolidation across campuses, and others. When it comes to personnel benefits, Section 3.5.3²⁶ suggests (1) reducing medical insurance employee contribution for faculty to \$390 per month, \$125 per-month for non-faculty, and keeping baseline contributions to employees with preexisting conditions; (2) reducing prospective pay out of non-payroll compensation (e.g., sick days, union charges); and (3) eliminating the payment of the Christmas Bonus. While framed as efficiency strategies, they fundamentally alter the working conditions of staff by increasing workloads, reducing job security, and weakening incentives. As positions are eliminated or frozen, the responsibilities of remaining employees increase, without adequate support or compensation. This creates a situation where the institution is expected to maintain or even improve performance under constrained conditions.

The UPR relies not only on fiscal sustainability but also on the capacity and stability of its workforce. Administrative efficiency cannot be achieved through cuts; it requires proper employee structure to function effectively. By prioritizing cost reduction over workforce quality, these reforms risk undermining the very operational improvements they aim to achieve.

4. Ensure adequate funding the UPR Retirement System

Under PROMESA §201(b)(1)(C), a certified Fiscal Plan must “provide adequate funding for public pension systems.” That requirement should not be interpreted to justify freezing UPR’s defined benefit plan and replacing it with a defined contribution plan. A defined benefit pension is part of the compensation structure promised to UPR employees, while a defined contribution model shifts investment, longevity, and retirement-security risks from the institution to individual workers.

retribucion-de-los-empleados-no-docentes-y-de-confianza-de-la-upr/.

²² UPR Governing Bd., *Amended 2021 Fiscal Plan of the University of Puerto Rico: Enhancing Public Higher Education: Fiscal Years 2022 to 2027*, (April 1, 2026) (on file with the UPR Governing Bd.).

²³ UPR Governing Bd., *supra* note 22, at p. 47.

²⁴ UPR Governing Bd., *supra* note 22, at p. 44.

²⁵ UPR Governing Bd., *supra* note 22, at p. 53.

²⁶ UPR Governing Bd., *supra* note 22, at p. 54.

The Board’s preferred approach of freezing the current defined benefit plan and moving employees into a defined contribution plan should not be treated as adequate pension funding. It does not solve the underlying problem of insufficient employer contributions or unstable institutional funding. Instead, it reduces or shifts obligations by weakening the retirement security of current and future UPR employees. A sustainable Fiscal Plan should preserve the defined benefit structure of the UPR Retirement System and provide the recurring institutional funding required to meet pension obligations.

Therefore, in the revised Fiscal Plan, the Board should specify: (1) the annual employer contributions UPR will make to the Retirement System; (2) the actuarial assumptions, formulas, payroll projections, and amortization periods used to calculate those contributions; (3) the plan to pay the accumulated employer-contribution debt owed to the UPR Retirement Trust; and (4) the enforcement mechanisms that will prevent future nonpayment or diversion of required pension contributions.

A Fiscal Plan that freezes the defined benefit plan, moves employees into a defined contribution system, or relies on pension cuts while failing to restore UPR’s recurring public funding should not be considered compliant with PROMESA’s requirement to provide adequate funding for public pension systems. The Board should instead revise the certified Fiscal Plan and certify a new plan that honors the funding formula established by Law No. 2 of January 20, 1966, restores stable public investment in UPR, and ensures that the Retirement System is funded through institutional and governmental responsibility rather than through reduced benefits, tuition increases, or further erosion of employee compensation.

5. Include academic reforms that are driven by quality education and have the support of the student body and faculty

Declining enrollment, largely associated with population decline, has long been used as a reason to reduce funding. Then, such reductions are cited to justify academic “reforms,” such as closing programs and departments. To achieve meaningful progress there must be a multifaceted approach that addresses both students’ needs and institutional capacity. This can be accomplished in at least four areas: supporting under-prepared students, modernizing academic infrastructure, maintaining a balanced instructional offering, and promoting research and creative work.

Supporting under-prepared students and reskilling. The UPR-Mayagüez General Education Committee has demonstrated a significant decline in preparation of newly admitted students over the period 2014 to 2024 in Spanish, English, and Mathematics. While similar declines have occurred in the U.S. (for English and Spanish), the relative declines in Puerto Rico are more severe.²⁷ See *Figure 4* on the attached appendix.

²⁷ Senado Académico, Recinto Universitario de Mayagüez, *Certificación Número 24-65*, UNIVERSIDAD DE PUERTO RICO (September 24, 2024), <https://dmsrum.uprm.edu/handle/123456789/7730>

More students with lower levels of preparation are being admitted into the University, but without a proportional allocation of resources to ensure their success. This puts more pressure on faculty and students alike. However, this situation provides an opportunity for the UPR to lead the way in the strengthening of existing community college style programs and the creation of new ones that respond to the radical changes expected in the near future in the job markets. With adequate funding, this shift could be crafted to help students find alternatives for which they are not “under-prepared,” and it could also resonate with students currently seeking alternatives to traditional 4-year programs. Funding can also strategically be used for continuing education to update skills of professionals, and to reskill adults looking to change careers.

Modernization of academic infrastructure. The University needs investment to modernize its classrooms and related teaching facilities. Most classrooms still maintain the 19th century model of front-facing single-seat desks (“pupitres”) designed for “passive” instruction in which an instructor presents information to the students, but active learning is well-established to be much more effective than passive.^{28,29} The UPR must modernize classrooms equipped with mobile tables, writable walls, multiple projection screens, and domain-specific tools and materials, to promote team-based and active learning strategies. Secondly, with Artificial Intelligence throttling forward, there is a need to train faculty in best practices of AI for teaching, learning, and assessment. Third, it is necessary to provide more funds for libraries, particularly to access academic journals.

Maintaining a complete educational offering. For at least the last decade, in the name of fiscal responsibility, proposals have been floated to evaluate the viability of degree programs based on their enrollment, one version of which has proposed that campuses be “hubbed” by thematic area. Any such analysis of program viability must be done in context of its benefit to the entire campus. Programs in humanities and social sciences might be considered expendable due to low enrollment of majors, but this ignores the value of serving non-majors.

It is vital that the UPR provide a comprehensive education that will engage students not only in learning the technical tools of their fields, but equally to engage in the important social and ethical questions that contextualize their work. This will also better prepare students for a fluid job market in the age of artificial intelligence, in which it is false to assume that focusing only on technical skills will best serve students. The UPR cannot risk devolving into a group of narrowly focused technical institutes because only certain technical or professional areas are deemed economically viable.

Promoting research and creative work. Continued reduction in enrollment might lead to cases in which some faculty have difficulty fulfilling their 12 credit per semester

²⁸ Scott Freeman et al., *Active learning increases student performance in science, engineering, and mathematics*, 111(23) PROC. OF THE NAT’L ACAD. OF SCIS., 8410 (2014), <https://www.pnas.org/doi/full/10.1073/pnas.1319030111>

²⁹ Christopher Papadopoulos, *Changing the Static: Insights and Early Results of a Shift toward a Studio-Style Statics Class*, presented at the 2023 ASEE Annual Conference & Exposition (Jun. 2023). <https://peer.asee.org/changing-the-static-insights-and-early-results-of-a-shift-toward-a-studio-style-statics-class>

Congress of the United States
Washington, DC 20515

teaching duty, again putting some programs at risk. However, this presents an opportunity for innovation, in which faculty can engage in other research and creative work activities. Instead of rigidly requiring that the academic load (12 credits per semester) defaults to teaching, with release time given only in cases of funded research projects, there is an opportunity to revise the faculty workload policy to inherently include time for research and creative work, which will lead to further training opportunities for students, and further income to the university, all of which will strengthen the University's position to fulfill its mission.

In summary, the need for a stable UPR, with commensurate public funding, has never been more crucial. As Congressional Members who represent the island or large Puerto Ricans diasporas across the U.S., we remain concerned that the revised Fiscal Plan submitted by the UPR Governing Board, to remain in effect through the 2027 Fiscal Year, does not take into consideration the current needs of the University. Specifically, we are hesitant about this plan's potential to increase student enrollment, assess and prevent the loss of faculty and non-faculty members, support the sustainability of UPR's Retirement System, and reinforce the implementation of reforms that spur academic innovation.

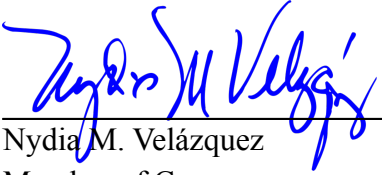
For more than a decade, the University of Puerto Rico has faced a fiscal crisis worsened by austerity measures that limit its development and accessibility for students. This crisis not only affects the student body but also impacts the entire territory. Weakening public education limits social mobility, reduces research, and affects the services that the institution provides to communities, putting the future of Puerto Rico at risk.

We believe that it is the Board's responsibility to ensure the inclusion of the cited provisions to address these and other related concerns. In the absence of such provisions, we strongly oppose the endorsement or implementation of the revised Fiscal Plan by the FOMB. In your response to this letter, please confirm the specific actions you will take to incorporate our requests into the revised Fiscal Plan, and provide relevant documentation regarding UPR's Governing Board efforts and communications with the JSF to address the public demands of the students, faculty, non-teaching staff, and retirees regarding the Fiscal Plan.

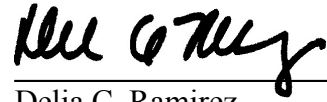
We trust that you will act promptly to consider our requests prior to the certification of the revised Fiscal Plan. Should you have any questions or follow-up, please contact my staff at Rachel.Roman@mail.house.gov.

Thank you for your attention to this important matter.

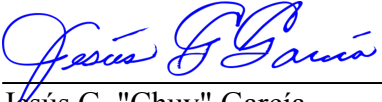
Sincerely,



Nydia M. Velázquez
Member of Congress



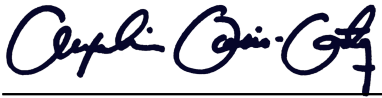
Delia C. Ramirez
Member of Congress



Jesús G. "Chuy" García
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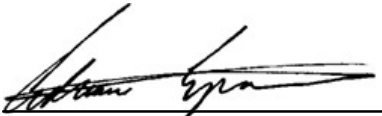
Dan Goldman
Member of Congress



Alexandria Ocasio-Cortez
Member of Congress



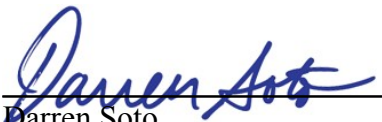
Nellie Pou
Member of Congress



Adriano Espaillat
Member of Congress



Pablo José Hernández
Member of Congress



Darren Soto
Member of Congress