



NORMAN I. MALDONADO

Mr. Chancellor,

To me has fallen the honour of presenting to you Norman I. Maldonado. Dr. Maldonado was born in Puerto Rico and attended the University of Puerto Rico. He took to Arts in 1955 but deserted for Medicine in 1959, ultimately specializing in Hematology at Tufts in 1966. From 1966-1976 he served as Director of Hematology at the University of Puerto Rico's Medical School, and for this period there emerged close to 50 scientific papers, dealing with topics such as malignant diseases and immunology.

As Chancellor of the University of Puerto Rico's Medical Sciences Campus, he won international attention for the various strategies that he pioneered and which resulted in an expansion of the academic offerings and the establishment of an intramural clinical practice for the Medical Faculty.

Yet, Dr. Maldonado is no hermit in an ivory tower. He has had a considerable presence on various Firms and Commissions such as the Hispanic Educational Telecommunications Systems, The

International Association of Caribbean Universities, The Hispanic Association of Colleges and Universities and the Presidential Work Group for accreditation. It should come as no surprise that he was nominated to the Board of Trustees of the Harry S. Truman Foundation by President Bill Clinton.

Dr. Maldonado also assumed the Presidency of the University of Puerto Rico at a critical juncture in the external relations of The University of the West Indies. Some will recall that the Irvine Committee in 1948 had recommended a fraternal relationship for the UCWI and the University of Puerto Rico; and such a relationship did ensue over the years through the Social Sciences, various scholarly conferences and the efforts of The University of the West Indies Administrators. It was Maldonado as Vice-President of The International Association of Caribbean Universities (UNICA), however, who cemented the relationship and gave it new life and which culminated in a formal agreement in 1998, between The University of the West Indies and the University of Puerto Rico on matters of common interest and student exchanges.

Those of us who have to deal with the problems of University Administration sometimes complain over the pressures of the semester system or the volume of students involved. When in 1994 Maldonado was appointed by the Board of Trustees of the University of Puerto Rico to serve as the 7th President of the University, he was thereby called upon to preside almost over a state within a state; for the University of Puerto Rico as the largest minority institution in the United States has an enrollment of 70,000 students, with 4,500 faculty members administering 360 academic programmes. As its Chief Executive Officer, he is responsible for the University's eleven campuses along with its highly recognized schools of

Law, Medicine, Engineering, Architecture, Agriculture, Education and the Social Sciences. During the first two years of his administration, student enrolment increased by 8,000. Undoubtedly the major achievement of Dr. Maldonado was the use that he made of Strategic Planning and Total Quality Management to enhance the reputation of the University of Puerto Rico as a first-rate institution. As a fitting testimony to his calibre as a University Administrator, the University went successfully into the bond market with a sale of \$320m in worth of bonds for capital improvement.

It has been said - unusual for an Administrator - that Dr. Maldonado does not mince words; and that he is one with an abundance of common sense, almost 'street smart' one might say, and one whose policies are abundantly transparent.

Mr. Chancellor, it has been said that there is a force at work in academic life which snatches its more promising sons or daughters and deposit them into administration; yet as we have seen Maldonado was no ordinary administrator for he took an institution and gave it a fresh burst of life and achievement. His is an inspiring career. He has shown that minorities and minority institutions can excel and achieve, not by lament, but by creative leadership and initiative.

There is a convention in American politics which leads to changes in the Presidencies of some Universities when political regimes change. That Dr. Maldonado remains in office while regimes fade away is the clearest certification of his ability as a University Administrator.

Mr. Chancellor, I request you by the authority of Senate and of Council, to admit Norman I. Maldonado to degree Doctor of Laws, Honoris Causa.