University of Puerto at Cayey
Action Plan Guidelines

The historical experiences with budget reductions and the probationary status on behalf of the MSCHE have created a greater awareness of the importance of strengthening institutional resources and developing alternate forms of income. Reductions in non-essential operating expenses and the identification of additional funding sources are a priority for the UPR-Cayey. To date, the institution has implemented a series of actions, as will be subsequently discussed, leading to increased revenues and reduced expenditures, while fostering institutional excellence.

The campus has followed through on its September 2010 UPR-Cayey Action Plan for Financial Institutional Resources, which is continuously assessed and updated so that it will maintain the UPR-Cayey fiscal stability and the institution's ongoing compliance with MSCHE Standard 3. The plan includes two primary dimensions: (1) Securing continuity of operations and institutional effectiveness with available resources and; (2) Maintaining and nurturing additional sources of funding to continue advancing institutional educational, research and service priorities, for which progress is thoroughly documented. To date, of the 22 objectives presented in the Action Plan, 73% (16) have been completed and are documented, 14% (3) are in advanced status and near completion, 9% (2) have been discussed and decisions on how to proceed have been made, while only one initiative (4%) has yet to begin.

Secure Continuity of Operations and Institutional Effectiveness

As a result of the development and implementation of the budget allocation process in alignment with the UPR-Cayey Strategic Plan 2006-2016, the institution implemented measures to reduce its budget allocation to salaries and fringe benefits, supported by the Chancellor's determination that only essential vacant non-faculty positions be reinstated.

At the System level, the President's Office issued a series of control measures including freezing all vacant non-faculty positions, a determination that had already been implemented two years earlier at the UPR-Cayey, and reducing operating expenses such as travel, equipment and utilities, especially related to administrative purposes.

To date, the UPR-Cayey has internal control measures to assure the continuity of all operations that support the institution's Mission, Goals, and Objectives. Significantly, the UPR Cayey has established a budget allocation process that has identified the funds necessary to resume faculty promotions beginning in FY 2011-2012 as authorized in Board of Trustees Certification 37 (2011-2012).

The strategies correspond mainly to the recommendations presented by the ad hoc committees, which included both community and external representation, for elaborating strategies for achieving financial stability.

1. Emphasis has continued to be placed on restructuring administrative offices and redistributing tasks among existing personnel, as opposed to hiring in areas that are not of critical importance to the institution.

2. Continuous monitoring of academic offerings:

    a. The Deanship of Academic Affairs along with the Registrar's Office has continued to maintain course capacity at the maximum level permitted for each course type, without hindering academic excellence and student learning outcomes. Courses with occupancy of less than 75% have been closed, except when the Registrar's Offices certifies that students graduating during that particular academic session are enrolled.

    b. Courses are scheduled and continue to be offered according to students' academic needs for degree completion.

    c. Electives not forming part of program requirements and other related educational activities are being offered through the Extended University (UnEx), which offers an opportunity for establishing flexible tuition fees.

3. Administrators continue to hold meetings with different community sectors including labor unions, students, and other community representatives to discuss the institution's financial condition and gather input for improvements.