

Monitoring Report to the  
Middle States Commission on Higher Education  
from

UNIVERSITY OF PUERTO RICO AT MAYAGUEZ  
Mayaguez, PR 00681



Arq. Wilma Santiago, Interim Chancellor  
September 1, 2017

Subject of the Follow-Up Report:

To accept the Supplemental Information Report. To request a monitoring report, due September 1, 2017, documenting evidence that the institution has documented financial resources, funding base, and plans for financial development adequate to support its educational purposes and programs and to assure financial stability (Requirement of Affiliation 8 and Standard 3). A small team visit may follow submission of the report. To remind the institution of its obligation to inform the Commission about any and all significant developments relevant to this action, including developments relevant to Title IV program responsibilities. The next evaluation visit is scheduled for 2024-2025.

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## Introduction

### University of Puerto Rico at Mayaguez (UPRM)

The University of Puerto Rico at Mayaguez submits this Monitoring Report as requested by the Middle States Commission on Higher Education dated May 23, 2017. It addresses the Requirement(s) of Affiliation 8 and Standard 3 of *Characteristics of Excellence*. The Narrative and Analysis section presents an overview of the University of Puerto Rico System's financial situation based on a more comprehensive analysis included in Appendix 1. The overview sets the framework for the discussion of the campus' financial situation and its expected outcomes.

### Institutional Profile

The University of Puerto Rico was created by an act of the Legislative Assembly on March 12, 1903. Following the extension of the benefits of the second Morill-Nelson Act to Puerto Rico in 1908, what is now the University of Puerto Rico, Mayagüez Campus (UPRM) began with the establishment in Mayagüez of a College of Agricultural Sciences in 1911 and a College of Engineering in 1913, conjointly known as the College of Agriculture and Mechanical Arts (CAAM). In 1942, the campus was reorganized and given partial autonomy under the direction of a vice chancellor. A division of science, which eventually became the College of Arts and Sciences, was created in 1943, and the College of Business Administration was added in 1970. In 1966, the Legislative Assembly reorganized the University of Puerto Rico into a system of autonomous campuses; each under the direction of a chancellor, and CAAM became UPRM. Today, UPRM continues its development in the best tradition of a Land Grant institution as a coeducational, bilingual, and nonsectarian institution.

The institution's vision is to assure that UPRM continues as a leading institution of higher education and research, transforming society through the pursuit of knowledge in an environment of ethics, justice, and peace. Its mission, encompassing its seven objectives, is the following:

To provide excellent service to Puerto Rico and to the world by

- Forming educated, cultured, capable, critical thinking citizens professionally prepared in the fields of agricultural sciences, engineering, arts, sciences, and business administration so they may contribute to educational, cultural, social, technological and economic development.
- Performing creative work, research and service to meet society's needs and making the results of these activities available.

We provide our students with the skills and sensibility needed to effectively address and solve current challenges and to exemplify the values and attitudes that should prevail in a democratic society that treasures and respects diversity.

The UPRM *2012-2022 Strategic Plan*, which evolved as a result of extensive collaboration with the UPRM community, has seven objectives:

1. To institutionalize a culture of strategic planning and assessment;

2. To lead higher education throughout Puerto Rico while guaranteeing the best education for our students;
3. To increase and diversify the Institution's sources of revenue;
4. To implement efficient and expedient administrative procedures;
5. To strengthen research and competitive creative endeavors;
6. To impact our Puerto Rican society;
7. To strengthen school spirit, pride, and identity.

The UPRM *2012-2022 Strategic Plan* serves as the guide for effective resource implementation at UPRM by identifying specific strategic areas that merit priority in fulfilling our Mission with excellence as we consistently direct our efforts towards reaching our institutional Vision. The set metrics accompanying the document, and their analysis by our constituents, will gauge the advancement of our established objectives and guide priorities set during the same time period. The *Plan for the Assessment of Student Learning Outcomes*, which has the primary focus of improving academic programs and meeting accreditation requirements, is also used at the institution. This plan requires that UPRM students, by the time of their graduation, be able to:

1. Communicate effectively.
2. Identify and solve problems, think critically, and synthesize knowledge appropriate to their discipline.
3. Apply mathematical reasoning skills, scientific inquiry methods, and tools of information technology.
4. Apply ethical standards.
5. Recognize the Puerto Rican heritage and interpret contemporary issues.
6. Appraise the essential values of a democratic society.
7. Operate in a global context, relate to a societal context, and demonstrate respect for other cultures.
8. Develop an appreciation for the arts and humanities.
9. Recognize the need to engage in life-long learning.

## **UPRM Students**

During the 2005–06 to 2009–10 academic years, UPRM had a relatively constant number of admissions (about 2,385 students per year). During that period, the UPR system had annual budgets with increases that closely matched the inflation rates of PR. In the 2010–11 to 2013–14 academic years, admission policies were revised to compensate for the sharp decreases in financial resources and to assure that students continued to receive quality services. During these years, admissions were reduced to about 1900 students annually. In the 2010–11 academic year, UPRM experienced a significant reduction in admission applications due, in part, to the student unrest from May–June 2010 and the increase in tuition charges. From 2013–2015, the admission policy was revised and the number of incoming freshmen gradually increased without a significant increase in financial resources. Figure 1 shows the number of first year students from 2005 to 2016.

Figure 2 shows the total number of enrolled students per year and their distribution by College. Table 1 shows the graduation rates from 1997 to 2009 and Figure 3 shows student retention rates for sophomores, juniors, and seniors entering the same year.

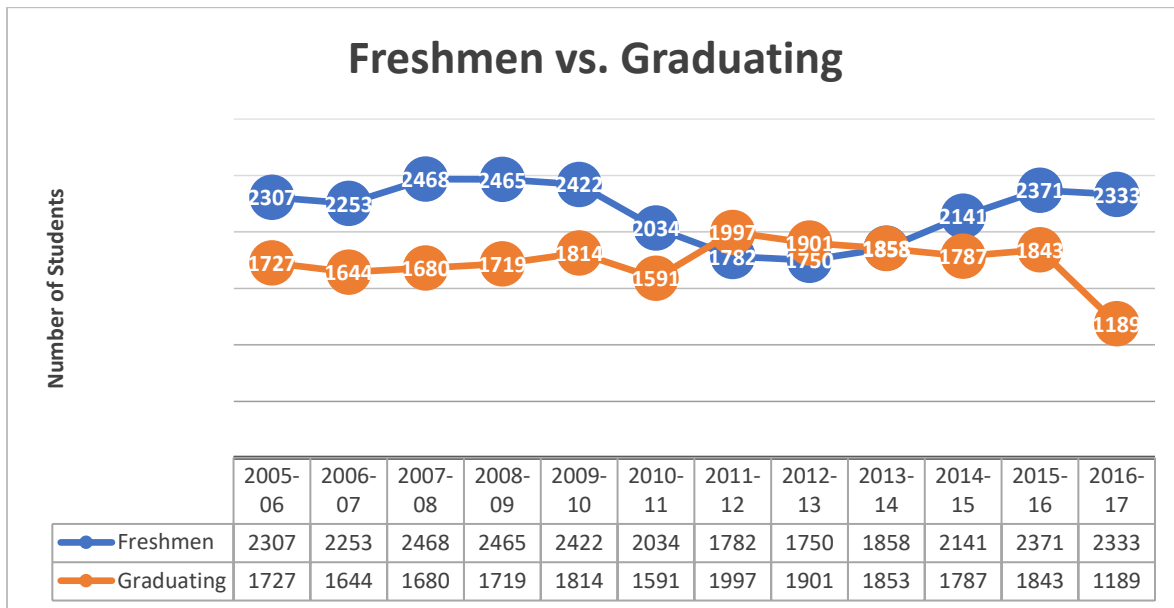


Figure 1: Number of first year students and graduating students 2005-2015

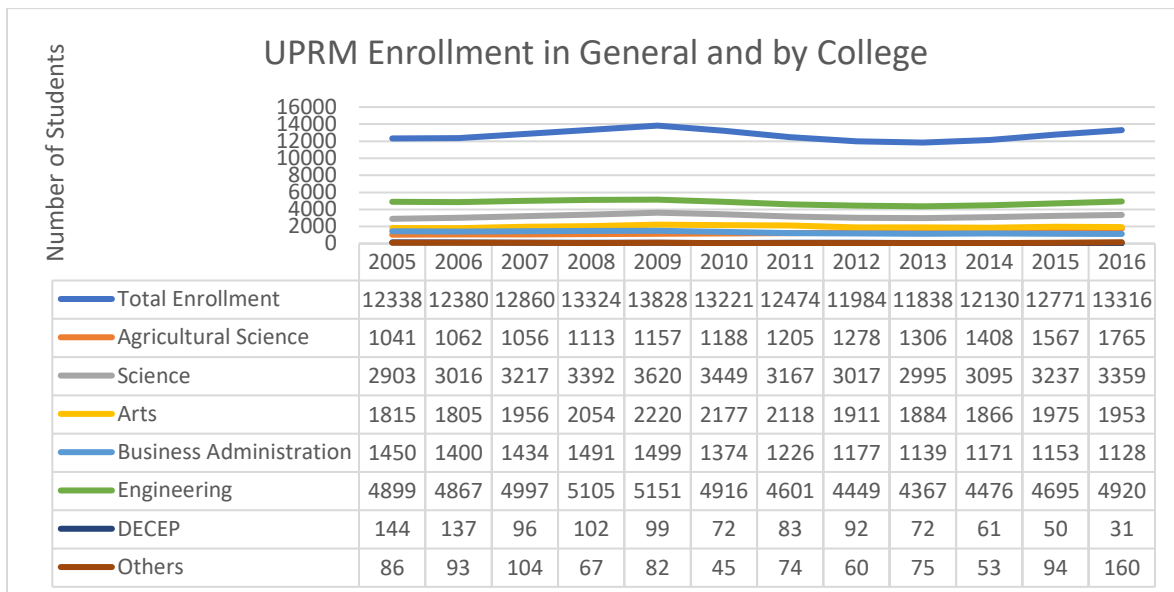


Figure 2: Enrollment per year and by College

Table 1: Graduation Rates

Year	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Percentage	53%	54%	53%	50%	51%	51%	51%	48%	47%	48%	48%	47%	44%

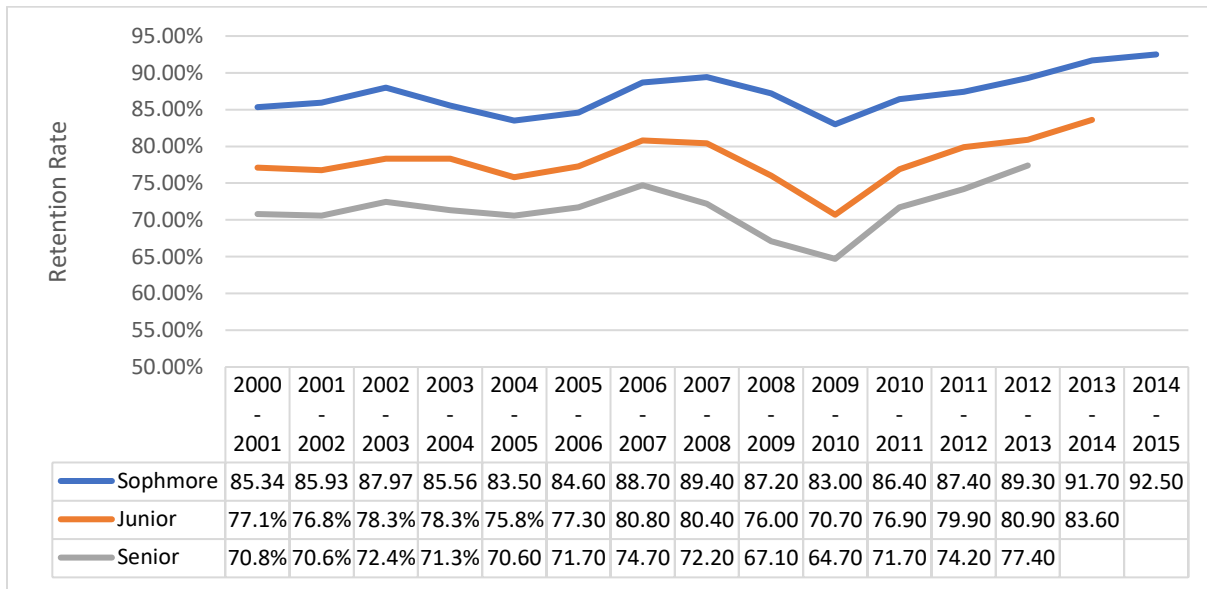


Figure 3: Retention Rates

### UPRM Faculty

Figure 4 shows the number of UPRM faculty members from 2006 to 2016. The figure clearly shows that faculty members holding PhDs has increased. This is due to Article 42.1.2 of the UPR Bylaws, which states that faculty members employed by UPR must possess a doctorate or terminal degree.

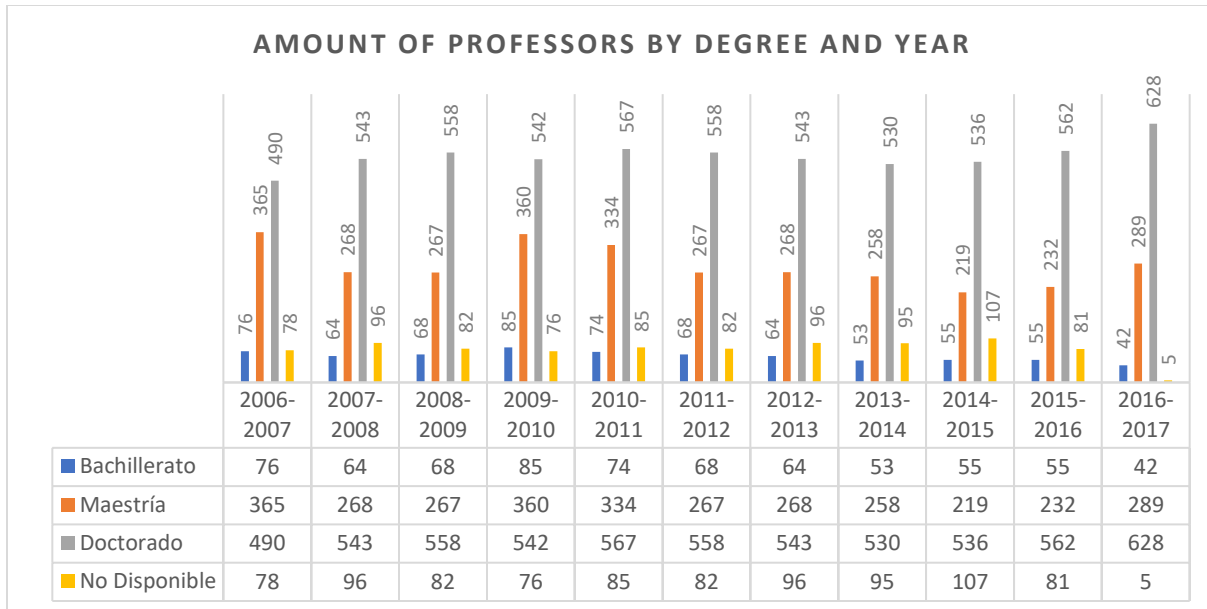


Figure 4: Amount of professors by degree and year (2006-2016)

At its recent visit to UPRM in April, 2016, the MSCHE committee stated compliance to Standard 3: Institutional Resources and provided the following summary with recommendations and suggestions.

**MSCHE Self-Study Report approved October, 2016: Recommendations and Suggestions**

**Standard 3: Institutional Resources**

The team’s judgment is that, at this time, the institution appears to be in compliance with this standard.

**Summary of Key Evidence and Developments:**

The Commonwealth of Puerto Rico, the UPR System, and UPRM are all facing significant challenges in the economic and fiscal areas. As of this review, the future of the Commonwealth’s economic challenge remains unresolved and casts a shadow of uncertainty on the University’s ability to continue to fulfill its mission. Two facts are known that are of utmost importance to the University. These facts are that the Commonwealth is facing its most severe economic recession in modern times and is confronting very serious and financial difficulties that have affected its source of revenues, its borrowing capacity and has eroded investors’ confidence in the Commonwealth’s ability to meet its obligations.

- Key facts that are of utmost concern, include:
  - The economy of Puerto Rico has shown contraction in the last 10 years, with the economy showing signs of worsening in the last few years.
  - Gross Domestic Product (GDP) has remained negative since 2007.

- Unemployment rates continue to increase, averaging a 13% unemployment rate and reaching a high of over 15% in 2014.
  - Rating agencies continue to downgrade general obligation and other debt instruments.
  - Lines of credit from the Government Development Bank are not available at this time.
  - Outmigration from the island continues at unprecedented levels.
- It is against this background that the University continues to do the best that it can with available resources amid the worsening economic situation.
  - The University, though faced with great fiscal adversity, is examining ways to reduce costs, become more efficient, and continue to “guarantee” fulfillment of its mission.
  - The funding level for the UPR was frozen at the 2013-14 level (\$833.9M for the system). Internal Distribution to the system campuses, including UPRM, is at the discretion of the Governing Board and has been similarly limited.
  - Funding for instruction has remained fairly stable and, in some cases, has even improved despite the budget reductions experienced in the last 5 years.
  - One of the first steps that the Chancellor took upon his appointment in 2014 was to set aside \$1M to fund projects specifically aligned to the strategic plan, showing commitment to the university’s strategic plan.
  - The Commonwealth requires an annual audit of its financial statements only at the System level. Individual campuses submit their financial data to the central office where they are consolidated.
  - Concerns over internal controls are noted by the auditors, specifically:
    - Closing not done timely, resulting in post-closing adjustments;
    - Posting and reconciliation of financial data not performed on a timely basis; and
    - Financial operations at certain campuses are not able to detect accounting errors, resulting in audit adjustments.
  - The system office has taken steps, through the Governing Board Certification #135 (2014-15), to address these concerns. These corrective steps include:
    - Requiring campuses to convert their financial statements from a cash basis to an accrual basis every six months or possibly on a quarterly basis;
    - Hiring a Director of Accounting who works on the annual financial statements and is responsible for the day-to-day accounting duties;
    - Requiring that the System CFO participate in the hiring process for the campuses’ Directors of Accounting;
    - Providing monthly reports to the Board of Governors; and
    - Increasing contact with the campuses.



**Recommendations:**

1. UPRM should work with UPR's central administration to increase the percentage of the general fund allocated to UPRM to be proportionate to the percentage of students enrolled.
  
2. UPRM, in consultation with appropriate constituents, should develop a comprehensive plan to address further budget reductions that may be implemented in the near future in order to:
  - Protect the funds that will allow it to continue to fulfill its mission of serving the citizens of the Commonwealth;
  - Protect the academic offerings to the students;
  - Protect its accredited programs; and
  - Protect its research mandate.

**Suggestions:**

1. The University should continue its efforts to attract external funds, not only through grants and contracts, but also through fund-raising activities and donations.
  
2. The University administration should investigate why such a low percentage of faculty and non-teaching personnel believe that assessment is part of the resource allocation process.

The recommendations and suggestions were reviewed and analyzed by the UPRM MSCHE committee and the Chancellor in November. The discussion led to a plan of action which will be discussed further in the Narrative and Analysis section of the UPR, UPRM budgets.

## Narrative and Analysis

This section includes the narrative and analysis of the UPR and UPRM’s finances for the academic year 2017-18. The information here provides documents with evidence that “the institution has financial resources, funding base, and plans for financial development adequate to support its educational purposes and programs and to assure financial stability.” Since UPRM is a satellite campus of the University of Puerto Rico system, it is important to highlight the financial situation as a system followed by information specific to the Mayaguez Campus.

### University of Puerto Rico System Financial Overview [Excerpt from Appendix 1]

Puerto Rico continues to experience a historic fiscal crisis. According to data from the Federal Treasury Department, the cumulative economic contraction in the Gross National Product is 14.6%, with a prediction of an additional contraction of 3% for the next two years. The University of Puerto Rico is directly affected by this economic scenario. The Government of Puerto Rico’s budget draft for fiscal year 2017-2018 recommended an allocation of \$668.3 million for the UPR from special assignments and \$40 million from other appropriations for a total of \$709.7 million, representing a reduction of \$164 million (-18.81%) from government allocations compared to fiscal year 2016-2017. These reductions were in compliance with amounts indicated by the Puerto Rico Oversight Board established by the Puerto Rico Oversight and Management Stability Act (PROMESA) enacted by the United States Congress in 2016. After some modifications, state appropriations for the University for FY2017-2018 were as follows:

**Table I: UPR State Appropriations from the Government of Puerto Rico  
Fiscal Years 2016-2017 and 2017-2018**

Amount in Thousands

<i>Sources of Funds</i>	1	2	3
	<i>Fiscal Year 2016 - 2017</i>	<i>Fiscal Year 2017 - 2018</i>	<i>Change (Col 2-1)</i>
<b>Revenues by Formula 9.6% UPR, Law 2 of 1966</b>	833,929	631,210	(202,719)
<b>Joint Resolutions</b>	38,503	37,111	(1,392)
<b>Other Revenues Government of PR</b>	\$ -	\$ 40,048	\$ 40,048
<b>Total appropriations from Government of PR to UPR</b>	<b>\$ 872,432</b>	<b>\$ 708,369</b>	<b>\$ (164,063)</b>

-18.81%

**Notes:**

1. *State Special Funds are not included since the UPR does not receive these funds from State Special Assignments directly. The estimated budget refers to projects where the UPR is subcontracted by another Agency or Municipality through the reimbursement mechanism.*

2. *Other Income It does not include funds from the Gambling Law that come to UPR through the Tourism Company*

In compliance with the Puerto Rico Oversight Board requirements, the University of Puerto Rico Board of Governors approved the *UPR Fiscal Plan* on July 31, 2017 (Certification 29) to meet its fiduciary responsibility while maintaining institutional

integrity, financial sustainability, fulfilling its mission, and supporting its academic offerings. The plan's guiding principles were as follows:

1. Protect the human, financial, technical, and capital resources necessary to succeed in the attainment of the UPR vision and mission.
2. Implement the UPR *Strategic Plan 2017-2022* based on its four major areas of endeavor (educational environment, research and creative work, service to diverse communities, and sustainability) to achieve student success.
3. Prioritize administrative and academic transformations that are guided by efficiency and effectiveness criteria.
4. Reorganize administrative and academic support services into 4 main campus hubs: Hub 1: Mayagüez, Aguadilla, Arecibo, and Utuado; Hub 2: Medical Sciences Campus; Hub 3: Río Piedras, Carolina, and Bayamón; and Hub 4: Cayey, Ponce, and Humacao.
5. Exercise financial responsibility regarding specific revenues and expenditure measures to support achievement of strategic and sustainable management goals.
6. Implement expense reduction measures at the UPR Central Administration, including operating and general expenses, and system service costs.
7. Diversify revenues through tuition increase, patents, government and UPR contractual agreements (Executive Order 2017-021), online academic offerings, collaborative agreements with the Department of Education and with local municipalities, and other initiatives such as the medical cannabis project.

The UPR is undertaking a substantial restructuring of its operations and identifying a number of revenue generating initiatives and expense containment measures to address the reduction in government appropriations and funding. Thus far, and by implementing all the above stated measures, the UPR will be in a position to accomplish its mission and continue to serve the people of Puerto Rico (See Appendix 1 of this report for a detailed discussion of the UPR's budget and *Fiscal Plan*).

## **UPRM's Financial Overview**

Due to the budget cuts that were evident to the UPRM based on Puerto Rico's fiscal situation, the Chancellor, together with the Budget Officer, created a committee to analyze the budget cuts and how to run the day by day operations without affecting academic offerings. It is important to highlight that since the very beginning of the fiscal situation, it was clear to the administration that academia was a priority.

The committee was named the Institutional Efficiency Committee (IEC) and they took into consideration the following information to optimize the fiscal and human resources at UPRM:

- 2015-2016 cost analysis per unit
- Analysis of teaching loads
- Estimated program analysis of teaching and administrative resources per student
- Teaching schedules
- Human Resources System

The committee also interviewed the academic and administrative directors of all units as well as the deans to explain the internal fiscal situation pertaining to the Mayaguez Campus (See Appendix 2 for the entire IEC report and presentation to the Administrative Board). The committee submitted a report and stated that

- The high cost of various programs identified inefficient management in the preparation of academic offerings.
- An equivalent of 90 professors (FTE) were assigned other tasks. The reduction of other tasks for these professors would allow them to return to their teaching and reduce the number of professors hired by contract.
- There is an excess of graduate assistantships funded by the institution.
- The areas of opportunities here mentioned are attended to by Certifications 307 and 309 from the Administrative Board (See Appendix 3).

Once the documents were analyzed, the IEC proceeded to suggest budgetary adjustments which were accepted by the Chancellor. The adjustments included:

- Assigning \$2.9 million in assistantships versus \$3.7 million last year.
- Assigning \$1.28 million in extra compensations versus \$1.9 last year.
- Lowering temporary contracts from \$3.5 million to \$1.7 million.
- Reducing the library databases to \$600,000 less this year.
- Reducing the athletic activity funds to \$300,000.
- Eliminating student workers ("jornales") from the budget.
- Adjusting general operating costs.
- Consolidating personnel tasks in administrative positions to lower costs.
- Consolidating offices to lower costs (e.g. Institutional Research and Planning now includes the Assessment Office).

## Internal Evaluation of the UPRM

The UPR suffered a \$150 million budget cut, which represents a 10.31% reduction for UPRM. For the 2016–2017 academic year, the UPRM’s budget was \$150,650,166. This budget was distributed as follows (Certified by the Administrative Board, 14-15-378- See Appendix 4).

UNIT	BUDGET	TOTAL
Research and Development Center	\$1,937,014	
Chancellor’s Office	6,858,797	
General Accounts	14,383,580	
Deanship of Administration	23,558,558	
Deanship of Academic Affairs	10,206,612	
Deanship of Students	5,065,366	
Faculty of Arts and Sciences	48,754,158	
Faculty of Business Administration	5,144,697	
Faculty of Engineering	26,625,653	
Faculty of Agricultural Sciences	8,115,731	
Sub-Total		\$150,650,166
Agricultural Extension Station	20,007,473	
Agricultural Experimental Station	16,627,337	
TOTAL- Recurring Budget UPRM		187,284,976

The 10.31% budget cut left \$135,113,000 for the UPRM to operate. Keeping this in mind, and analyzing the inevitable costs that the Campus needs in order to operate, the committee evaluated the areas of opportunity to reduce costs while not risking student services.

All these components led to the creation of bylaws to optimize the academic and research resources and the functionality of the institution (Certified by Administrative Board- 16-17-307 (teaching), 16-17-309 (research)- See Appendix 3). The total budget for the 2017–18 academic year is \$167,272,014 (See Appendix 5 for Certification 17-18-001). The following shows the distribution of the current budget by deanships and faculties. At UPRM, faculties are the academic colleges and they are in charge of the course offerings.

UNIT	BUDGET	TOTAL
Research and Development Center	\$1,475,491	
Chancellor's Office	5,653,253	
General Accounts	12,608,184	
Deanship of Administration	19,682,123	
Deanship of Academic Affairs	8,608,162	
Deanship of Students	4,242,504	
Faculty of Arts and Sciences	45,012,969	
Faculty of Business Administration	4,408,977	
Faculty of Engineering	26,043,813	
Faculty of Agricultural Sciences	7,377,608	
Sub-Total		<b>\$135,113,085</b>
Agricultural Extension Station*	17,453,219	
Agricultural Experimental Station*	14,705,710	
<b>TOTAL- Recurring Budget UPRM</b>		<b>\$167,272,014</b>

\*Central Administration sends these funds directly to the Stations.

The IEC mainly focused on optimizing the fiscal and human resources of the academic faculty. They also highlighted the research resources and requested adjustments, not affecting research, but utilizing funds better. Thanks to this exercise, the current budget has allowed for the 2017-2018 academic year to run well. Course offerings were granted to all students, and full-time incoming students received 12–15 credit hour loads this semester.

The fiscal situation for this year together with student services, academia, and research are stable and operating. The following table shows the funds projection for the next three years. The Agricultural Stations receive their funds per year and these are established by Central Administration. Therefore, the total general funds for this academic year is \$135,113,085 as shown in the table below.

**University of Puerto Rico  
Mayaguez Campus**

**Budget Distribution - Summary  
General Fund - UPR**

		Allocated Budget	Multiannual Projection		
		2017-18	2018-19	2019-20	2020-21
<b>University of Puerto Rico - Mayaguez Campus</b>		<b>\$135,113,085.00</b>	<b>\$ 134,420,167.67</b>	<b>\$ 133,738,768.68</b>	<b>\$ 133,039,278.32</b>
<b>Personnel Services</b>		84,692,652.24	84,228,992.63	83,774,426.21	83,329,371.11
5020	Salaries - Faculty	150,000.00	150,000.00	150,000.00	150,000.00
5021	Salaries - Faculty Full Time	48,940,095.72	48,940,095.72	48,940,095.72	48,940,095.72
5023	Salaries - Irregular Faculty	1,665,361.00	1,665,361.00	1,665,361.00	1,665,361.00
5040	Compensations - Faculty	1,382,120.00	1,382,120.00	1,382,120.00	1,382,120.00
5060	Bonuses - Faculty	500,000.00	500,000.00	500,000.00	500,000.00
5101	Salaries - Non Faculty Personnel	30,331,477.68	29,876,818.07	29,431,251.65	28,994,596.55
5103	Salaries - Irregular Non Faculty Personnel	125,614.00	125,614.00	125,614.00	125,614.00
5130	Compensations - Non Faculty Personnel	120,000.00	120,000.00	120,000.00	120,000.00
5160	Other payments - Faculty and Non Faculty	293,000.00	293,000.00	293,000.00	293,000.00
5164	Christmas Bonus	989,400.00	980,400.00	971,400.00	963,000.00
5190	Jornales a Estudiantes	195,583.84	195,583.84	195,583.84	195,583.84
<b>Employer's Share and Other Benefits</b>		30,856,905.60	30,627,647.88	30,400,815.31	30,146,380.05
5200	Employer's Share - Federal and State	118,382.00	118,382.00	118,382.00	118,382.00
5221	Employer's Share - Federal Social Security	4,976,185.03	4,934,356.35	4,893,364.24	4,853,191.97
5222	Employer's Share - Federal Medicare	1,163,783.59	1,157,191.03	1,150,730.31	1,144,398.81
5245	Employer's Share - State Incapacity Insurance	1,163,786.73	1,157,194.17	1,150,733.46	1,144,401.96
5261	Employer's Share - Pension Fund	11,549,868.24	11,483,624.33	11,418,705.31	11,317,905.31
5263	Employer's Share - Health Insurance	11,872,800.00	11,764,800.00	11,656,800.00	11,556,000.00
5300	Other Benefits	12,100.00	12,100.00	12,100.00	12,100.00
<b>Services, Supplies and Other Expenses</b>		19,563,527.16	19,563,527.16	19,563,527.16	19,563,527.16
6020	Materials	2,669,557.00	2,669,557.00	2,669,557.00	2,669,557.00
6040	Health care supplies	200.00	200.00	200.00	200.00
6070	Library's reference material	1,500,616.00	1,500,616.00	1,500,616.00	1,500,616.00
6080	Parts and accessories for equipment repairment	138,220.00	138,220.00	138,220.00	138,220.00
6083	Equipment supplies	500.00	500.00	500.00	500.00
6100	Maintenance expenses	843,448.00	843,448.00	843,448.00	843,448.00
6140	Leasing expenses	296,447.16	296,447.16	296,447.16	296,447.16
6160	Communications Services	39,100.00	39,100.00	39,100.00	39,100.00
6163	Mailing	100.00	100.00	100.00	100.00
6171	Telephone	281,176.00	281,176.00	281,176.00	281,176.00
6200	Professional and non-prof services, consulting	539,420.00	539,420.00	539,420.00	539,420.00
6300	Other services and miscellaneous expenses	184,290.00	184,290.00	184,290.00	184,290.00
6364	Student health insurance	1,044,907.00	1,044,907.00	1,044,907.00	1,044,907.00
6370	Insurance premiums	28,848.00	28,848.00	28,848.00	28,848.00
6371	Other insurance premiums	1,980.00	1,980.00	1,980.00	1,980.00
6381	Electricity	7,047,497.00	7,047,497.00	7,047,497.00	7,047,497.00
6382	Water and sewer	870,552.00	870,552.00	870,552.00	870,552.00
6383	Gas	4,800.00	4,800.00	4,800.00	4,800.00
6384	Fuels	281,350.00	281,350.00	281,350.00	281,350.00
6385	Garbage pick-up	184,700.00	184,700.00	184,700.00	184,700.00
6400	Travel expenses in official trips	146,460.00	146,460.00	146,460.00	146,460.00
6500	Institutional projects and campus activities expenses	14,600.00	14,600.00	14,600.00	14,600.00
7300	Equipment Non-Capital (\$200<=Cost<\$1,000)	122,595.00	122,595.00	122,595.00	122,595.00
7600	Capital Equipment (Costo=> \$1,000)	167,867.00	167,867.00	167,867.00	167,867.00
8010	Scholarships, stipends and special projects	2,969,297.00	2,969,297.00	2,969,297.00	2,969,297.00
9980	Fund transfers (in/out) - Budget office exclusive use	185,000.00	185,000.00	185,000.00	185,000.00

In an attempt to reduce the impact of the upcoming budget cuts, UPRM will continue optimizing the funds as established by the IEC and observe the following measures during this academic year:

- Optimize administrative costs.
- Donations- In order to handle the private and public sectors in seeking funding, the Chancellor has hired a person to manage the request for funds. This person will be developing strategies to request funds.
- Government Agency Services- The Puerto Rican agencies utilize an amount of their funds to train personnel. The UPR system can provide these trainings to the different employees. Various directors of these agencies have already met with the different UPR chancellors and soon, these services will be offered at a cost for each campus to receive funding.
- Private/Public Alliances are established to receive funding for construction and parking spaces. Various buildings throughout the UPR system are being discussed; at UPRM, the Darlington, a building which has been the hub for administrative work during student stoppages, is one of the buildings already in this process.
- Online programs- UPRM, as established by the UPR Strategic Plan is already creating two online graduate programs for Agricultural and Engineering students. These programs will generate some funding for the institution.
- Extramural Activities- UPRM has aggressively activated an extramural committee to seek funds for the University. Various activities are being discussed and researched to acquire funding.
- Assess academic programs to ensure their cost effectiveness. Also, UPRM is currently in the process of reassessing the amount of credits per academic program to determine if these can be lowered. Lowering these will help with the budget as well as retention and graduation rates.

As previously mentioned, after the 2016 MSCHE visit, the UPRM MSCHE Committee met to discuss the plan of action to follow in order to respond to the suggestions and recommendations presented by MSCHE. The last column of the following table shows the suggestion or recommendation. The first column is the action discussed to follow and the person in charge is also included. Some of these actions are already in process.



Send to the Academic Senate and Administrative Board the current report related to the proportion of students per campus and the budget per student per campus, and notify the intention of request a proportional budget assignment. Submit a communication to Presidency requesting such budgetary assignment.	Chancellor; Prof. Mercedes Ferrer, OPIMI	Submit document to Administrative Board	3		3		Rec	<i>UPRM should work with UPR's central administration to increase the percentage of the general fund allocated to UPRM to be proportionate to the percentage of students enrolled.</i>
Continue the budget allocation – strategic plan process and publish on the UPRM webpage	Prof. Mercedes Ferrer, OPIMI; Administrative Board	Follow up to Victor Diaz?	3		1		Rec	<i>UPRM, in consultation with appropriate constituents, should develop a comprehensive plan to address further budget reductions that may be implemented in the near future in order to: protect the funds that will allow it to continue to fulfill its mission of serving the citizens of the Commonwealth; protect the academic offerings to the students; protect its accredited programs; and protect its research mandate.</i>
Evaluate academic programs costs to, eventually, consider actions to programs. Determine marginal cost of programs.	Deans of Academic Affairs and OPIMI	In process OPIMI	3		4		Rec	<i>UPRM, in consultation with appropriate constituents, should develop a comprehensive plan to address further budget reductions that may be implemented in the near future in order to: protect the funds that will allow it to continue to fulfill its mission of serving the citizens of the Commonwealth; protect the academic offerings to the students; protect its accredited programs; and protect its research mandate.</i>
Reactivate budget committee and request the final report. The report should include budgetary suggestions based on de UPR fiscal situation.	Chancellor	Letter to Chancellor?	3		4		Rec	<i>UPRM, in consultation with appropriate constituents, should develop a comprehensive plan to address further budget reductions that may be implemented in the near future in order to: protect the funds that will allow it to continue to fulfill its mission of serving the citizens of the Commonwealth; protect the academic offerings to the students; protect its accredited programs; and protect its research mandate.</i>
Hire temporary faculty to guarantee the academic offer	Academic Directors	Done: as needed	3		2		Rec	<i>UPRM, in consultation with appropriate constituents, should develop a comprehensive plan to address further budget reductions that may be implemented in the near future in order to: protect the funds that will allow it to continue to fulfill its mission of serving the citizens of the Commonwealth; protect the academic offerings to the students; protect its accredited programs; and protect its research mandate.</i>
Enforce communication with graduates and involve them in fund raising activities. Update alumni database to promote fund raising.	Chancellor	Letter to Chancellor and Alumni Office Director	3		3, 7		Sug	<i>The University should continue its efforts to attract external funds, not only through grants and contracts, but also through fund-raising activities and donations.</i>
Combine University Home Coming with the Job Fair	Chancellor, Placement and Alumni offices	Letter to Chancellor	3		7		Sug	<i>The University should continue its efforts to attract external funds, not only through grants and contracts, but also through fund-raising activities and donations.</i>
Coordinate an activity for distinguished graduates (UPRM Graduate Hall of Fame)	Chancellor	Letter to Chancellor	3		7		Sug	<i>The University should continue its efforts to attract external funds, not only through grants and contracts, but also through fund-raising activities and donations.</i>
Continue to involve all administrative personnel in assessment activities.	Prof. Nancy Méndez, OPIMI	In process	3		1, 4		Sug	<i>The University administration should investigate why such a low percentage of faculty and non-teaching personnel believe that assessment is part of the resource allocation process.</i>
Develop improvement projects for personnel needs, in order to motivate them and increase their performance level	Prof. Nancy Méndez, OPIMI	Individual projects. Ex. Internal mail	3		4, 7		Sug	<i>The University administration should investigate why such a low percentage of faculty and non-teaching personnel believe that assessment is part of the resource allocation process.</i>
Develop online methods to disseminate assessment initiatives and results.	Prof. Nancy Méndez, OPIMI	Update electronic page	3		1, 4		Sug	<i>The University administration should investigate why such a low percentage of faculty and non-teaching personnel believe that assessment is part of the resource allocation process.</i>
Establish incentives to acknowledge evident improvement based on assessment (e.g. periods for competitive proposals evaluations, which the approval criteria will be based on assessment results and initiatives for improvement)	Chancellor	Letter to Chancellor	3		1, 7		Sug	<i>The University administration should investigate why such a low percentage of faculty and non-teaching personnel believe that assessment is part of the resource allocation process.</i>
Create workshops for teaching and non teaching personnel regarding assessment and resource allocation.	Faculty Deans	Staff meeting	3		1, 2		Sug	<i>The University administration should investigate why such a low percentage of faculty and non-teaching personnel believe that assessment is part of the resource allocation process.</i>

## Conclusion

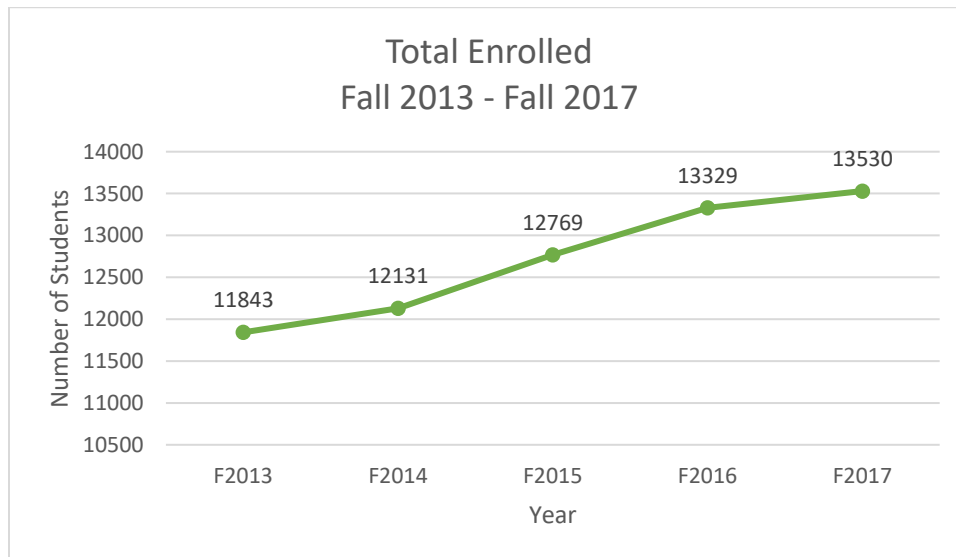
Overall, it is important to reiterate that, at all times, the focus has been to continue offering the best education possible within our budget limits. We continue to meet our UPRM mission which is,

To provide excellent service to Puerto Rico and to the world by:

- Forming educated, cultured, capable, critical thinking citizens professionally prepared in the fields of agricultural sciences, engineering, arts, sciences, and business administration so they may contribute to the educational, cultural, social, technological and economic development.
- Performing creative work, research and service to meet society's needs and to make available the results of these activities.

We provide our students with the skills and sensibility needed to effectively address and solve current challenges and to exemplify the values and attitudes that should prevail in a democratic society that treasures and respects diversity.

UPRM has been responsible for analyzing the resources available to better serve our students. An example of this is our current academic offerings. The following table shows the amount of students registered from the academic year 2013 until this current fall, 2017 academic year. The number of students registered has increased during these years. It is important to highlight that the 2017 student unrest did not significantly affect the number of newly admitted students. For the 2015 academic year, UPRM admitted 2,372 students. The amount of newly admitted in 2016 were 2,336 and this 2017 academic year the number only lowered by 32 students (N= 2,304).



The increase shows that, although we have had budget cuts, we continue to offer a robust academic offering to our students. The following table shows a comparison of academic years 2016 and 2017 in terms of amount of spaces available, used, number of sections, percent occupied, and graduate and undergraduate student enrollment. It also highlights the average amount of students per section and the average amount of courses the student is registered in. The numbers show that there are spaces available for students to register and the percentage of occupied has not reached 100% allowing spaces for students to enroll in a variety of courses.

CATEGORY	2017	2016
Spaces available	81018	79528
Used spaces	74165	71333
Number of sections	3887	3661
% Occupied	91.5	89.7
Undergraduate students	12551	12299
Graduate students	979	1030
Total amount of students	13530	13329
Average students per section	19.1	19.5
Average amount of registered courses	5.5	5.4

All UPR campuses are under extreme financial constraints due to the Puerto Rican fiscal situation. UPRM is experiencing this constraint; yet, we have remained accountable by optimizing funds to provide students with the courses they need to continue and complete their academic degrees. Therefore, UPRM will continue to adjust its finances in order to “support its educational purposes and programs and to assure financial stability.”

# **APPENDIX 1**

**This appendix was prepared by the University of Puerto Rico Central Administration staff and is included in the Monitoring Reports of all UPR campuses.**

## **University of Puerto Rico System Financial Overview**

### **Institutional Profile**

Founded in 1903, the University of Puerto Rico (UPR) is the only state-supported university system in Puerto Rico. The University was comprehensively reorganized as a system by Law No. 1 of January 20, 1966. Law 1 (as amended) states that the University's mission is to serve the people of Puerto Rico as a higher education institution, true to democratic ideals and within the framework of academic and scientific freedom. As such, it must transmit and increase knowledge in the arts and sciences for the benefit of the community through the work of its faculty, researchers, students, and alumni. In addition, it must contribute to the development and enjoyment of the ethical and esthetic values of culture (Law 1 of January 20, 1966, Article 2, Section A).

The University System comprises 11 institutional units with the following Carnegie Classifications: Río Piedras (Doctoral Universities: Higher Research Activities); Mayagüez (Master's Colleges & Universities: Medium Programs); Medical Sciences (Special Focus Four-Year: Medical Schools & Centers); Cayey (Baccalaureate Colleges: Arts & Sciences Focus); Aguadilla, Arecibo, Bayamón, Carolina, Humacao, and Ponce (Baccalaureate Colleges: Diverse Fields); and Utuado (Baccalaureate/Associate's Colleges: Mixed Baccalaureate/Associate's).

Since its founding, the UPR has educated the majority of Puerto Rico's academics and professionals. It confers approximately 9,000 degrees yearly. Out of the approximately 35,000 high school students who take the Puerto Rico College Entrance Examination, 60% apply for admission to the UPR. The University enrolls approximately 60,000 students, system-wide. One out of every 3 university students in the Island pursues studies at the UPR and 1 out of every 5 university degrees is conferred by the UPR (AY 2016-2017). At present, the UPR System offers degrees in the arts, sciences, business, engineering, health fields, and technology, including 34 doctor of philosophy and professional doctorates, 119 master's degrees, 15 graduate certificates, 239 baccalaureates, and 38 associate degrees, many of which are unique in the Island.

Fifty-eight percent (58%) of all programs are eligible for professional accreditation. Out of those, 87% are accredited (AY2017-2018).

## *Accrediting Agencies - University of Puerto Rico Programs*

- Accreditation Commission for Programs in Hospitality Administration (ACPHA)
- Accreditation Council for Business Schools and Programs (ACBSP)
- Accreditation Council for Education in Nutrition and Dietetics
- Accreditation Council for Pharmacy Education
- Accreditation Council for Occupational Therapy Education, American Occupational Therapy Association
- Accrediting Council on Education in Journalism and Mass Communications (ACEJMC)
- American Alliance of Museums
- American Bar Association
- American Chemical Society
- American Dental Association
- American Physical Therapy Association
- American Psychological Association
- American Society of Cytopathology
- American Speech-Language-Hearing Association
- American Veterinary Medical Association
- Association of American Law Schools
- Association of College and Research Libraries, American Library Association
- Association to Advance Collegiate Schools of Business
- Commission on Accreditation for Health Informatics and Information Management Education
- Commission on Accreditation of Healthcare Management Education
- Commission on Accreditation of Ophthalmic Medical Programs
- Commission on Collegiate Nursing Education
- Computing Accreditation Commission, ABET, Inc.
- Council for the Accreditation of Educator Preparation
- Council on Accreditation of Nurse Anesthesia Educational Programs

- Council on Education for Public Health
- Council on Rehabilitation Education
- Council on Social Work Education
- Engineering Technology Accreditation Commission, ABET, Inc.
- International Association of Counseling Services
- Joint Commission on Allied Health Personnel in Ophthalmology and Commission on Accreditation of Allied Health Education Programs
- Joint Review Committee on Education in Radiologic Technology
- Joint Review Committee on Educational Programs in Nuclear Medicine Technology
- Liaison Committee on Medical Education
- National Accrediting Agency for Clinical Laboratory Sciences
- National Architectural Accrediting Board
- National Association for the Education of Young Children
- National Association of Schools of Public Affairs and Administration
- National League for Nursing Accrediting Commission
- National Council for Accreditation of Teacher Education (NCATE)
- Planning Accreditation Board

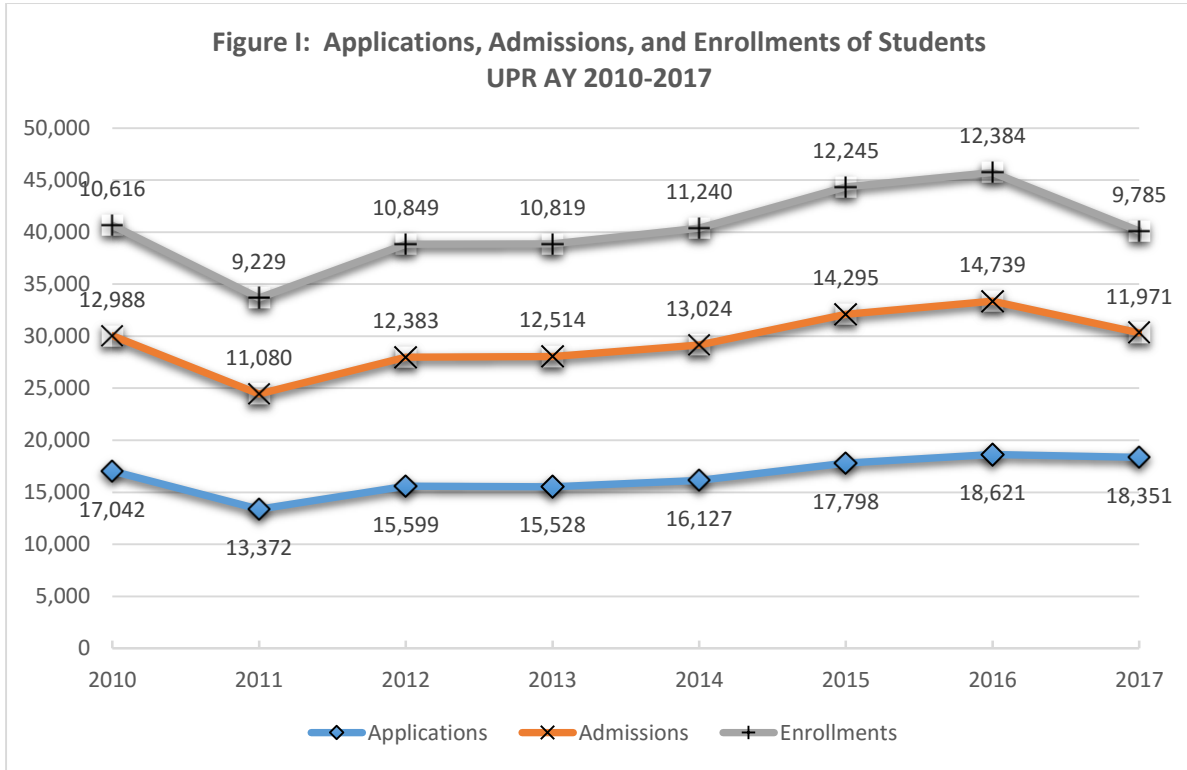
The UPR has conferred over 487 doctoral degrees in the last 5 years, close to 50% in science and technology. Over 90% of research and scholarly articles published in indexed and peer reviewed journals in Puerto Rico are produced by UPR faculty and students.

The UPR ranks 1<sup>st</sup> out of 37 higher education institutions in Puerto Rico (WEBOMETRICS, 2017), 589<sup>th</sup> out of 11,999 ranked globally (WEBOMETRICS, 2017) and 18<sup>th</sup> out of 228 universities ranked in Latin America (SCIMAGO, 2017).

### *UPR System Student Profile*

The UPR admits an annual average of 13,000 students out of approximately 50,000 high school graduates in Puerto Rico. Fifty-seven percent (57%) are female and 43% male. For academic year 2017-2018, the number of applicants has remained close to the annual average of 18,000 students. Nevertheless, the effects of a recent 70-day student strike in 9 out of 11 campuses is seen in a decrease in admissions to 9,787 as of August 1, 2017. This decrease is similar to the effect seen after the 2010 student strike. The University System usually recovers within the next couple of years, as shown in Figure I.

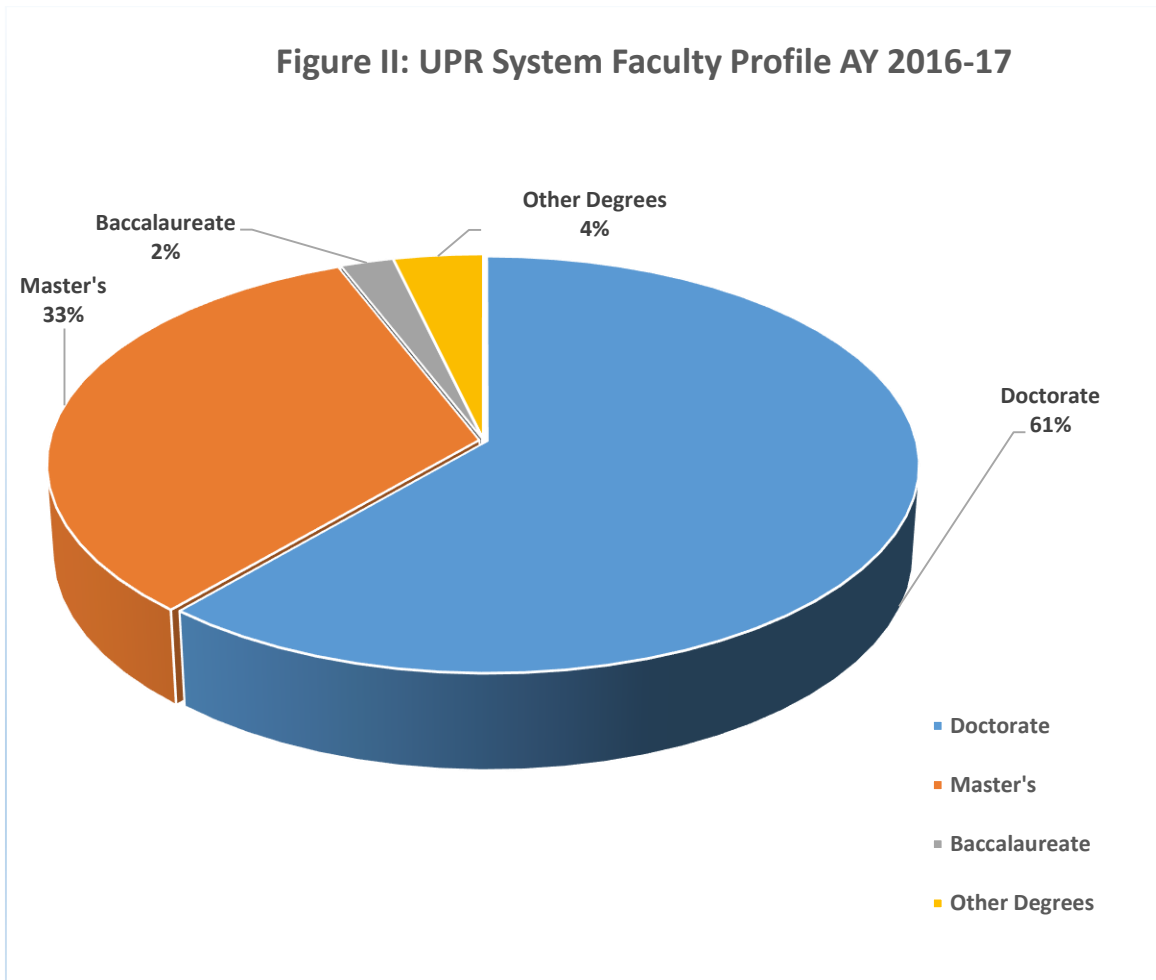
**Figure I: Applications, Admissions, and Enrollments of Students  
UPR AY 2010-2017**





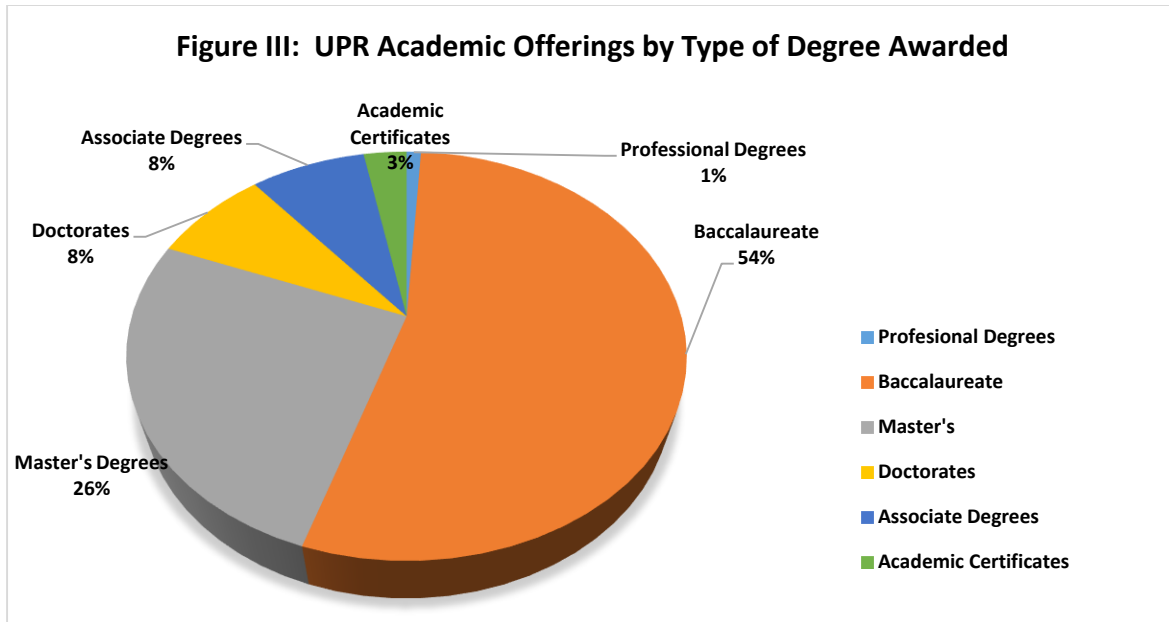
### UPR System Faculty Profile

The UPR stands out for the quality and diverse credentials, as well as the scholarly and professional experience of its faculty. Out of 4,887 faculty members, 61% hold doctoral degrees, 33% master's degrees, 2% baccalaureate, and 4% other degrees.



### Academic Offerings

As stated above, the University of Puerto Rico System offers 34 doctor of philosophy and professional doctorates, 119 master's degrees, 15 graduate certificates, 239 baccalaureates, and 38 associate degrees.



### Unique Academic Offerings

The University is the sole provider in the Island of education in numerous fields in which it grants the following degrees: Associate degrees in agricultural production technology, livestock industry technology, and aerospace and aeronautics technology; baccalaureate degrees in athletic therapeutics, marine biology, education with concentration in English and multimedia technology, materials management, and multidisciplinary studies in tourism culture; master of science in chemical engineering and in mathematical statistics; doctor of philosophy with specialty in physics-chemistry, and master's and doctor of philosophy in bioengineering. In the health fields, the following stand out: Associate degree in ophthalmic technology, bachelor of science in nuclear medicine, and doctorates in audiology, physical therapy, public health with specialty in health systems and management, public health with specialty in social determinants of health, public health with specialty in environmental health, and doctor of dental medicine with five postdoctoral programs.

## *Strategic Planning 2017-2022*

On December 19, 2016, the Board of Governors approved the *University of Puerto Rico Strategic Plan 2017-2022: A New Era of Innovation and Transformation for Student Success*. The plan reaffirms the University's vision, mission, and fundamental values, as well as its commitment to assessment and continuous improvement and to the highest standards of quality, ethics, and institutional integrity. It seeks to guide the institution in a time of financial constraints and adverse changes in the external environment.

With the approval of the *Puerto Rico Oversight, Management, and Economic Stability Act* (PROMESA) in 2016, the Island entered a challenging debt restructuring and economic development process under the purview of the Puerto Rico Oversight Board. The University of Puerto Rico, as a state-supported, higher education institution, was among the agencies targeted for a considerable funding reduction. Change must come swiftly in order to emerge from the crisis. The *Strategic Plan* contemplates fostering less dependence on government funds, partnerships with government and the private sector to secure additional funding, sale of services, use of technology to increase efficiency, and transforming its educational offering to respond to the Island's new reality and a new generation of students.

The University projects itself as an active partner in the search for alternatives by innovating and transforming itself and the Island. The new *Strategic Plan* proposes academic and administrative activities in four priority areas focusing on student success: Educational Environment, Research and Creative Work, Technological Culture, Service to Diverse Communities, and Sustainable Management. The *Strategic Plan* will be implemented in conjunction with the *University Fiscal Plan 2017-2026* (**Appendix A**).

## Financial Overview

### *The UPR System and the Socio-economic Development of Puerto Rico*

The economic impact of the UPR System is reflected in the generation of production, employment, and income, as well as in the generation of human, scientific, and technological capital in the Island. The multiplier effect of the UPR System's spending on the economy of Puerto Rico is 1.56, which means that for every million dollars injected by the UPR into Puerto Rico's economy, \$560,000 are generated in other segments of the economy.

The total expenditure of the UPR System during the period from 2010 to 2015 has had the effect of generating \$7,824.9 million in salary income in the Island (at constant 2013 prices). The multiplier effect on wages is 2.46, which means that \$1 million generated in wages by the University generates \$1,460,000 in the rest of the country's economic system. The total spending of the UPR System during the 2010 to 2015 period generated 68,384 jobs throughout the economy of Puerto Rico, of which 25,881 were direct, 14,785 indirect, and 27,718 induced. The total multiplier effect of employment is 2.64, which means that out of every 100 jobs generated in the UPR, 164 additional jobs are created in the rest of Puerto Rico's economy. A UPR graduate receives an average of \$25,857 more annually in income than a high school graduate. This represents an additional \$775,708 in the average living wage. The Puerto Rican society receives a benefit of 20 cents for every dollar invested in the individuals who study at the UPR System.

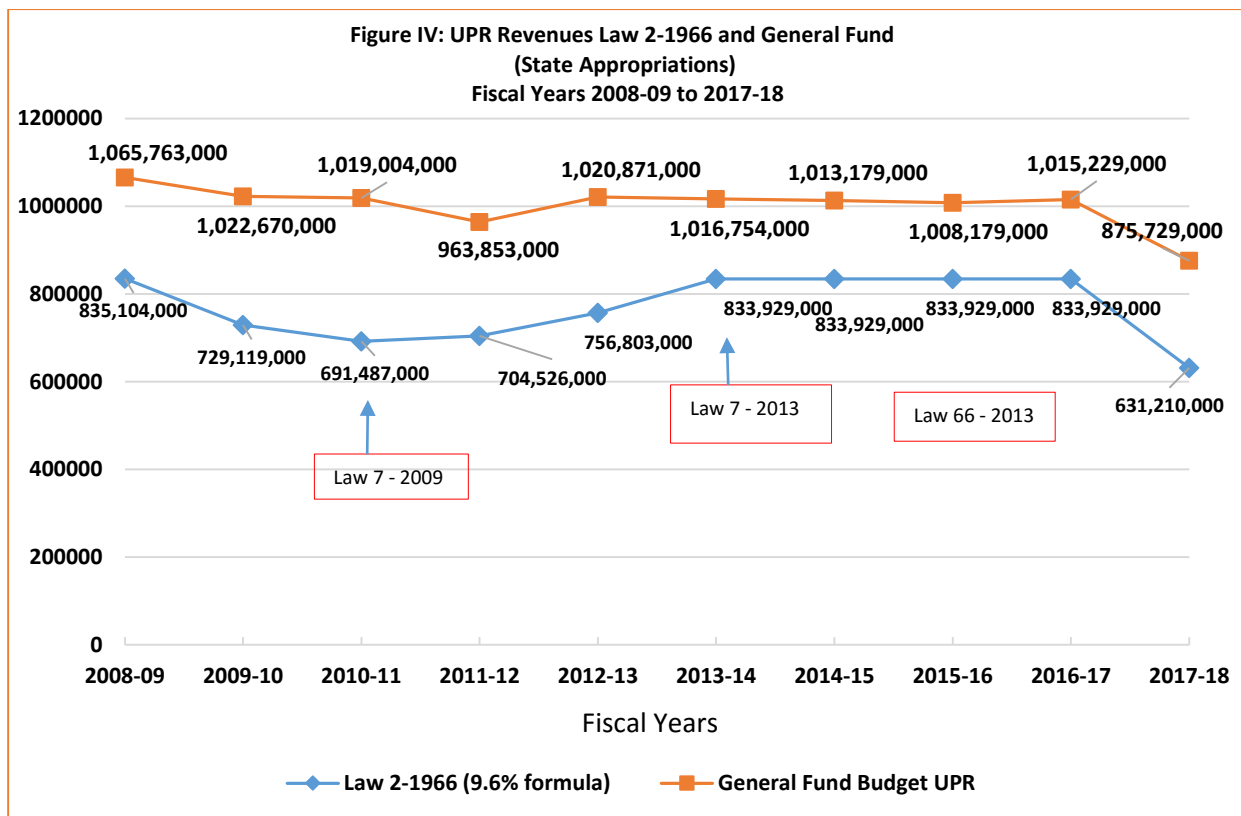
The UPR has 36 patents issued by the US Patent and Trademark Office (USPTO); 4 signed licenses; 2 licenses and 27 new patents under review, as well as 2 inventions under evaluation. According to the World Intellectual Property Organization, patents promote innovation and economic development, promote investments to market new inventions, and seek to disseminate knowledge and information so that the public can enjoy them. These are assets that impact the world economy. The number of patents held by the University of Puerto Rico increased from 3 to 36 between 2007 and 2016. The institution is working hard to commercialize these patents so that they will be translated into income for the UPR and in benefit for the Island.

As the leading Hispanic Serving Institution in the United States, the UPR is among the first 45 institutions with the lowest tuition costs in the United States and Puerto Rico and is the institution that provides the highest quality education at the lowest cost in the Island. In 2015-2016, over 68% of its students benefited from the \$187 million Federal Scholarship and Financial Aid Program.

### UPR System Budget

The University of Puerto Rico is in the third year of the implementation of Law 66 of 2014. This law amended Law 2 of 1966, which had established a formula by which the University would receive 9.6% of the average of the government's net income for the two previous fiscal years. Law 66 established a fixed government allocation of \$833,929,000 for three (3) fiscal years based on the amount received for fiscal year 2013-2014. As stated in Law 66, the 2016-2017 fiscal year would be the last of the three years.

Figure IV shows the effect of Law 66 on income levels and its relation to the total budget of the general fund for the fiscal period 2013-2014 through 2016-2017.



### *UPR Budget Constraints*

In 2009, Directive R-0809-16 issued by the President of the UPR established a set of cautionary measures to address the effect on the University of the economic recession in Puerto Rico, which began to impact the UPR in 2006. The expected outcome of these measures was to reduce the impact of a foreseeable reduction in the funds allocated to the UPR.

Initially, in order to adjust for budget reductions, the campuses implemented the mandatory cost containment measures, including: a freeze on salary increases, promotions in rank, and vacant positions; non-payment of excess sick leave; and very limited reimbursement of faculty travel expenses. However, due to the burden on teaching personnel and the backlog of promotions, the Board of Governors lifted the freeze on promotions in rank effective July 2013. Other measures included reducing operating expenses such as paper usage, supplies and equipment, and utilities' expenses. Furthermore, in 2013, the Governor of the Commonwealth of Puerto Rico issued Directive OE-2013-003 that called for additional austerity measures and budgetary constraints, which included all state agencies besides the UPR.

The UPR Governing Board approved a set of guidelines to counteract the effect of the reductions in state funds for the UPR system. These include: strategies to increase retention; increasing graduation rates in minimum time; increasing the number of underrepresented students admitted to UPR; teaching and research wage compensation; increasing the retirement age from 55 to 58 years; increasing by 1% the current employee contributions to the pension plan; a 12% pension plan contribution for new employees; strengthening UPR internal protocols for administrative efficiency; and increasing external funds to become less dependent on state appropriations.

Puerto Rico continues to experience a historic fiscal crisis. According to data from the Federal Treasury Department, the cumulative economic contraction in the Gross National Product is 14.6%, with a prediction of an additional contraction of 3% for the next two years. The University of Puerto Rico is directly affected by this economic scenario. The Government of Puerto Rico's budget draft for fiscal year 2017-2018 recommends an allocation of \$668.3 million for the UPR from special assignments and \$40 million from other appropriations for a total of \$709.7 million, representing a reduction of \$164 million (-18.81%) from government allocations compared to fiscal year 2016-2017. These reductions are in compliance with amounts indicated by the Puerto Rico Oversight Board established by the Puerto Rico Oversight and Management Stability Act (PROMESA) enacted by the United States Congress in 2016.

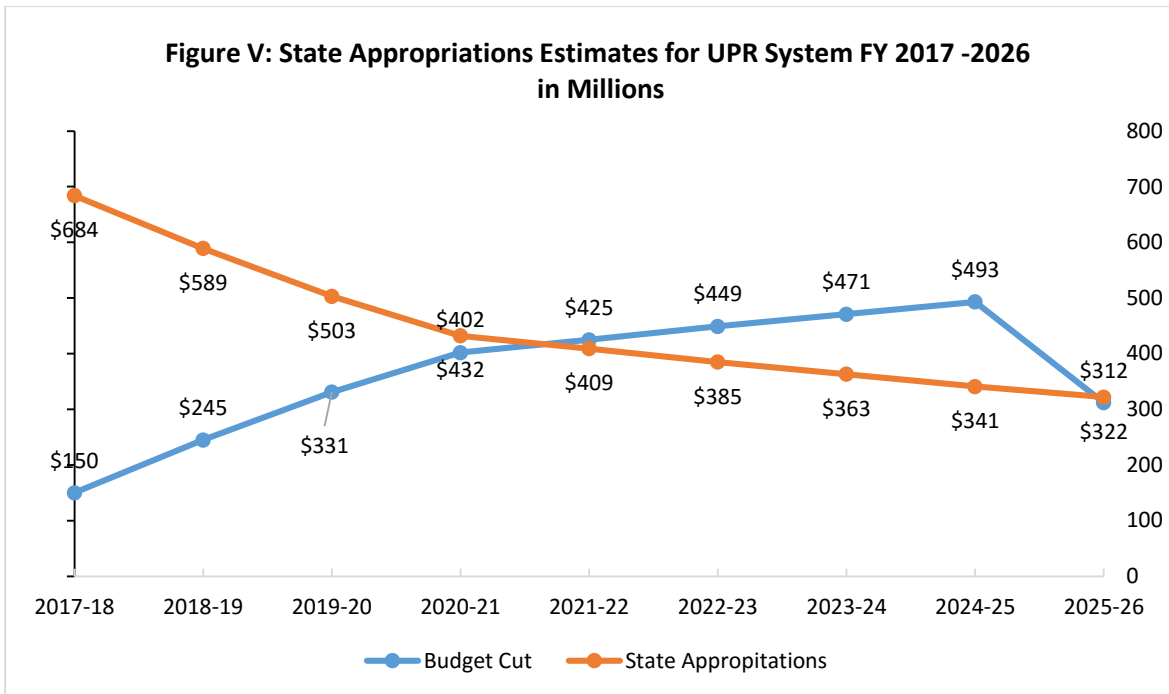


Table I illustrates the main sources of funds assigned to the University by the Government of Puerto Rico for fiscal year 2016-2017 and current year 2017-2018.

**Table I: UPR State Appropriations from the Government of Puerto Rico  
Fiscal Years 2016-2017 and 2017-2018**

Amount in Thousands

Sources of Funds	1	2	3
	Fiscal Year 2016 - 2017	Fiscal Year 2017 - 2018	Change (Col 2-1)
Revenues by Formula 9.6% UPR, Law 2 of 1966	833,929	631,210	(202,719)
Joint Resolutions	38,503	37,111	(1,392)
Other Revenues Government of PR	\$ -	\$ 40,048	\$ 40,048
<b>Total appropriations from Government of PR to UPR</b>	<b>\$ 872,432</b>	<b>\$ 708,369</b>	<b>\$ (164,063)</b>

-18.81%

**Notes:**

1. *State Special Funds are not included since the UPR does not receive these funds from State Special Assignments directly. The estimated budget refers to projects where the UPR is subcontracted by another Agency or Municipality through the reimbursement mechanism.*

2. *Other Income It does not include funds from the Gambling Law that come to UPR through the Tourism Company*

The UPR must meet its responsibility as the Island's public higher education institution by restructuring and redefining itself in ways that will not jeopardize its mission and its role as a driving force within the Island. The summary of the UPR Consolidated Budget for FY 2017-2018 by sources of funds is shown in the following table:

**Table II: UPR Preliminary Consolidated Budget by Resource Sources (Updated June, 2017)**

Sources of Funds	Amount in Thousands		
	1 Fiscal Year 2016 - 2017	2 Fiscal Year 2017 - 2018	3 Change (Col 2-1)
<b>I. Budget for Operating Expenses:</b>			
<b>Special Assignments (RC from C 187):</b>	\$ 872,432	\$ 668,321	\$ (204,111)
<b>Formula Financing UPR, Act No. 2 of 1966</b>	<b>833,929</b>	<b>631,210</b>	<b>(202,719)</b>
<b>Joint Resolutions:</b>	<b>38,503</b>	<b>37,111</b>	<b>(1,392)</b>
- Payment Payroll Residents and Interns of the Medical Sciences Campus (MSC) - Law 299 of 2003	20,900	20,900	-
- Scholarships and Economic Aid to Students (Legislative Scholarships) - Law 170 of 2002	9,500	9,500	-
- Training Residents Dept. Surgery and Trauma MSC - Law 106 of 2013	2,500	2,500	-
- Serv. Rendered Medical Population Indigent RC 1527 of 2004	1,719	1,719	-
- Operating Expenses Seismic Network and Strong Movements - Law 106 of 2002	1,392	-	(1,392)
- Operating Expenses Puerto Rico Technology Assistance Program - Law 236 of 2000	855	855	-
- Operational Expenses Centro Advanced Studies Staff Medical Emergencies - Law 235 of 2004	500	500	-
- Creation Center for Integrated Services for Minor Victims of Sexual Abuse - Law 158 of 2013	500	500	-
- Granting of Scholarships Students of Medicine, Dentistry and Veterinary - Law 17 of 1948	500	500	-
- Strengthening Services of the Ponceño Autism Center	87	87	-
- Postmortem Cerebral Biopsy Record for Alzheimer Patients - Law 237 of 1999	50	50	-
<b>State Special Funds 1 /</b>	<b>\$ 15,899</b>	<b>\$ 16,795</b>	<b>\$ 896</b>
- Subsidized Inter-Agency Contract Programs	15,899	16,795	896
<b>Federal Funds (Scholarships, Stipends to Students and Research and Teaching Projects)</b>	<b>\$ 283,969</b>	<b>\$ 283,969</b>	<b>\$ -</b>
- Research and Teaching Projects	94,881	94,881	-
- Scholarships and Stipends to Students	189,088	189,088	-
<b>Own Income (Tuition, Fees, Indirect Costs, Intramural Practice Plan, Revolving Accounts, etc.)</b>	<b>\$ 149,318</b>	<b>\$ 159,729</b>	<b>\$ 10,411</b>
- Tuition, Fees, Indirect Costs, Intramural Practical Plan, Revolving Accounts and Other Income	149,318	159,729	10,411
<b>Other income</b>	<b>\$ 50,891</b>	<b>\$ 78,280</b>	<b>\$ 27,389</b>
- Donations or Services Contracted with Corporations and Individuals	13,891	26,280	12,389
- Gambling - Law No. 36 of 2005	37,000	37,000	-
- Other Income (New Government Allocation of PR for Operational Expenses)	-	15,000	15,000
<b>Subtotal Budget for Operating Expenses</b>	<b>\$ 1,372,509</b>	<b>\$ 1,207,094</b>	<b>\$ (165,415)</b>
<b>II. Permanent Improvement Program</b>	<b>\$ 11,457</b>	<b>\$ 61,790</b>	<b>\$ 50,333</b>
- Federal Funds	920	1,845	925
- Special Funds Government of PR	928	5,911	4,983
- Own Revenue (AF 2018 includes \$ 32 million non-recurring)	9,120	38,986	29,866
- Other income	489	-	(489)
- Other Revenues (New PR Government Allocation for Permanent Improvements)	-	15,048	15,048
<b>Subtotal Budget for Operating Expenses and Permanent Improvements</b>	<b>\$ 1,383,966</b>	<b>\$ 1,268,884</b>	<b>\$ (115,082)</b>
<b>III. Budget Debt Payment (Bonds and Lines of Credit)</b>	<b>\$ 64,415</b>	<b>\$ -</b>	<b>\$ (64,415)</b>
- Own Income: Tuition, Fees	\$ 39,415		(39,415)
- Other Income: Gaming - Law No. 36 of 2005	\$ 25,000		(25,000)
<b>Total Consolidated Budget UPR (According to data published by the JSF on June 30, 2017))</b>	<b>\$ 1,448,381</b>	<b>\$ 1,268,884</b>	<b>\$ (179,497)</b>
<b>Reconciliation with OGP Data 2 /</b>	<b>\$ -</b>	<b>\$ 75,807</b>	<b>\$ 75,807</b>
- Payment of Public Debt (Bonds and Lines of Credit) 2 /	\$ -	\$ 64,415	64,415
- Other Income: Training Public Employees - Law 8 of 2017 (New Assignment) 3 /	-	10,000	10,000
- Special Asig.: Operating Expenses Seismic Network and Strong Movements - Law 106 of 2002 4	-	1,392	1,392
<b>Consolidated Budget UPR</b>	<b>\$ 1,448,381</b>	<b>\$ 1,344,691</b>	<b>\$ (103,690)</b>

**Notes:**

- 1/ UPR does not receive these funds from State Special Assignments directly. It refers to projects where the UPR is subcontracted through the reimbursement mechanism.
- 2/ The OGP did not include the Allocations for Debt Payment in the Budget Posted on June 1, 2017.
- 3/ In the Budget of the Government of PR (CR of C 187) was included as "Assignments Under Custody of OGP". The UPR will access them through the reimbursement mechanism.
- 4/ In the Budget of the Government of PR (RC of the C 187) was included under the State Agency for Emergency Management and Disaster Management (AEMEAD). They are expected to be transferred later to the UPR.
- 5/ The amounts budgeted for Fiscal Year 2017-2018 for Special State Funds, Federal Funds, Own Revenues and Other Income are based on the income and expenses recorded for these items in the Financial System of the UPR during Fiscal Year 2015-2016.



The distribution of the General Fund Budget for fiscal year 2017-2018 for each of the academic and administrative units of the UPR System is presented below. The allotted amounts for each unit were based on the guidelines issued by the Office of the Interim President. The budget (presented here as recommended) was approved by the Board of Governors on July 26, 2017 (Certification 21).

**Table III: UPR RECOMMENDED PRELIMINARY BUDGET - GENERAL FUND  
FISCAL YEAR 2017-2018**

1	2	3	4	5	6	7	8
UNITS	Number of students (August 2016)	Employees General Fund (February, 2017)	Square Feet Construction	Original Budget Fiscal Year 2016-2017	Recommended Budget Fiscal Year 2017-2018	Change (Col. 6 - Col 5)	% (Col. 7 / Col. 5)
Río Piedras Campus	16,872	2,814	5,978,726	\$ 241,505,251	\$215,806,542	\$ (25,698,709)	-10.64%
Mayagüez Campus	13,316	1,977	2,133,316	\$ 150,650,166	\$135,113,085	\$ (15,537,081)	-10.31%
Agricultural Extension Service		241	Not Available	\$ 20,007,473	\$ 17,453,219	\$ (2,554,254)	-12.77%
Agricultural Experimental Station		223	Not Available	\$ 16,627,337	\$ 14,705,710	\$ (1,921,627)	-11.56%
Medical Sciences Campus	2,711	1,198	1,249,379	\$ 123,090,983	\$114,182,051	\$ (8,908,932)	-7.24%
UPR - Cayey	3,755	475	522,742	\$ 36,912,660	\$ 33,535,182	\$ (3,377,478)	-9.15%
UPR - Humacao	4,037	595	599,238	\$ 45,470,475	\$ 41,132,119	\$ (4,338,356)	-9.54%
UPR - Aguadilla	3,396	343	249,968	\$ 22,792,180	\$ 20,638,097	\$ (2,154,083)	-9.45%
UPR - Arecibo	4,150	494	352,959	\$ 33,622,330	\$ 30,597,778	\$ (3,024,552)	-9.00%
UPR - Bayamón	4,927	519	452,714	\$ 40,629,794	\$ 36,565,352	\$ (4,064,442)	-10.00%
UPR - Carolina	3,919	419	314,505	\$ 28,202,924	\$ 25,508,546	\$ (2,694,378)	-9.55%
UPR - Ponce	3,630	387	333,362	\$ 26,239,292	\$ 23,696,379	\$ (2,542,913)	-9.69%
UPR - Utuado	1,469	252	155,024	\$ 15,450,665	\$ 14,155,888	\$ (1,294,777)	-8.38%
Public Debt Payment				\$ 48,265,000	\$ 48,196,250	\$ (68,750)	-0.14%
Governing Board		18	Not Available	\$ 1,821,660	\$ 1,464,112	\$ (357,548)	-19.63%
Internal audit		31	Not Available	\$ 1,957,200	\$ 1,751,950	\$ (205,250)	-10.49%
University System Administration		189	63,833	\$ 14,804,879	\$ 12,983,892	\$ (1,820,987)	-12.30%
Molecular Sciences Research Center		8	152,000	\$ 2,500,000	\$ 2,200,000	\$ (300,000)	-12.00%
University System Service Activities (SASU)		120	Not Available	\$ 50,677,764	\$ 44,111,006	\$ (6,566,758)	-12.96%
University of Puerto Rico Editorial		12	30,168	\$ 1,043,689	\$ 789,510	\$ (254,179)	-24.35%
AT - Assignments to Transfer				\$ 42,957,278	\$ 41,142,332	\$ (1,814,946)	-4.23%
AT - UPR Contingency Reserve				\$ 50,000,000	\$ 5,000,000	\$ (45,000,000)	-90.00%
<b>TOTAL</b>	<b>62,182</b>	<b>10,315</b>	<b>12,587,934</b>	<b>\$ 1,015,229,000</b>	<b>\$880,729,000</b>	<b>\$ (134,500,000)</b>	<b>-13.25%</b>

Based on a reduction of \$ 139.5 million in the FY 2016-17 Budget + increase in own income of \$ 1MM per increase in enrollment for the incoming class 2017 (Cert. 135, JG, 2016-16), \$ 5.5 MM miscellaneous income per Initiatives to support the UPR and \$ 40 MM non-recurring from the Budget Reserve of FY 2016-2017 in the form of a Bridge Fund)

*Adjustment measures recommended in the budget guidelines that will apply to the 11 campuses*

1. The net cut in government funds allocated to the UPR for general operating expenses is \$187.7 million compared to fiscal year 2016-2017.
2. Update the estimates of incomes from the General Fund for each unit. Review revenue estimates for enrollment considering only the increase due to inflation for the incoming class of 2017, as provided by Certification 135, of the Board of Governors 2016-2017, which rules out a budget distribution based on the review of revenue-adjusted enrollment charges, the recovery of indirect costs, and miscellaneous income, as discussed with the Central Administration Finance Office.

3. Continue, in coordination with the units, the process of internal evaluation of administrative, academic, and service operations with the purpose of improving efficiency in the use of public funds.

*Cost control measures and savings strategies  
already implemented that will be maintained*

1. Reduction of 5% in the payment of teaching and non-teaching part-time and contract staff.
2. Reduction of 5% in the payment of additional compensations.
3. Reduction of 5% in the payment of all bonuses for administrative functions that are paid to teaching and non-teaching staff.
4. Reduction of 3% in the payment of salaries of individuals in trust positions
5. Elimination of payments for excess vacation leave.
6. Academic assignment of three (3) credits *ad honorem* to teaching staff with full discharge in administrative functions.
7. Elimination of payment of excess sick leave.
8. Elimination of yearly professional development bonuses to teaching staff.

*New cost control measures and savings  
strategies to be implemented*

New measures and savings strategies, in addition to continuing those stated above, will be implemented:

1. Reduction or elimination of the budget allocated to vacant positions
2. Reduction of at least 20% in the number of trust positions
3. Review of release time to perform administrative tasks
4. Review of the budget allocated for operational expenses (purchases, leasing contracts, professional services contracts, travel expenses, replacement of equipment, etc.)
5. Elimination of allowance for non-teaching employees' uniforms

6. Reduction in the employer's contribution to employees' health insurance plan from \$695 to \$600 per month
7. Reduction of 47% in the Christmas bonus (from \$1,125 to \$600)
8. Reduction or elimination of employer financial aid for employee studies
9. Review of appropriations for electric power, water and sewage, fuel, insurance premiums, security and surveillance services, student health insurance, communication services, recording of funds according to the actual recurrent expenditure, and projection of the expected expenditure in the next fiscal year
10. No temporary employees will be appointed for recurrent tasks, in compliance with Section 30.1.5 of the *University Bylaws*. This will apply to both government and external funds.
11. All campuses will maximize class size in classrooms and amphitheatres in order to optimize the use of resources.

*New commitments, expenditures, and other internal adjustments*

Systemic and unit level measures will be subsidized through the process of internal redistribution of the existing budget.

1. In compliance with laws and regulations, the unit's projections of expenditures, obligations, and commitments will not exceed the resources allocated in the operational budget, as well as in the budgets of external funds and in the restricted funds that generate income. This implies that all actions and decisions will be made upon previous verification and certification of the availability funds, prior to their implementation.
2. Promote actions that generate new and greater sources of income for the operational fund with special emphasis on the measures stipulated in Law 21 of 2017. Establish a strong and constant relationship with alumni and other friends of the University to foster their support through initiatives such as donating the coin change generated in monetary transactions and purchases, and issuing commemorative license plates, as stated in Law 41 of 2017 (Financial Support Law of the University of Puerto Rico).
3. Consolidate the functions of the three vice presidencies in a single vice presidency as a cost-efficient measure and transfer the monies saved to the UPR System reserve fund.

4. Evaluate the operating costs of UPR preschool centers for the children of employees in order to maximize administrative efficiency, reduce costs, and generate savings, and explore the possibility of closing such facilities and offering employees vouchers to enroll their children in private centers.
5. Evaluate the cost of services to students such as transcripts, degree certifications, academic records, and other documents in order to generate additional income for the University.
6. Review expenses associated with faculty and student travel without affecting official academic activities, as determined by each campus needs and priorities with approval of the chancellors and the UPR President.

In compliance with the Puerto Rico Oversight Board requirements, the University of Puerto Rico Board of Governors approved the *UPR Fiscal Plan* on July 31, 2017, Certification 29 2017-2018 (Appendix A) to meet its fiduciary responsibility while maintaining institutional integrity, financial sustainability, fulfilling its mission, and supporting its academic offerings. The plan's guiding principles were:

1. Protect the human, financial, technical, and capital resources necessary to succeed in the attainment of the UPR vision and mission.
2. Implement the UPR *Strategic Plan 2017-2022* based and its four major areas of endeavor (educational environment, research and creative work, service to diverse communities, and sustainability) to achieve student success.
3. Prioritize administrative and academic transformations that are guided by efficiency and effectiveness criteria.
4. Reorganize administrative and academic support services into 4 main campus hubs: Hub 1: Mayagüez, Aguadilla, Arecibo, and Utuado; Hub 2: Medical Sciences Campus; Hub 3: Río Piedras, Carolina, and Bayamón; and Hub 4: Cayey, Ponce, and Humacao.
5. Exercise financial responsibility regarding specific revenues and expenditure measures to support achievement of strategic and sustainable management goals.
6. Implement expense reduction measures at the UPR Central Administration, including operating and general expenses, and system service costs.
7. Diversify revenues through tuition increase, patents, government and UPR contractual agreements (Executive Order 2017-021), online academic offerings, collaborative agreements with the Department of Education and with local municipalities, and other initiatives such as the medical cannabis project.

Enrollment in all university programs in Puerto Rico declined from 217,358 in 2013 to 204,275 in 2016. Nevertheless, during this period, enrollment at the UPR increased from 55,911 to 62,182, while enrollment in private universities declined by almost 10%. Since 2006-2007, the student participation in the Federal Pell Grant program has been over 60%. The UPR's current tuition rates are well below local private university averages. Cost per credit is currently \$56.0 for undergraduate degrees. Additionally, approximately 70% of undergraduate students receive Pell Grants. As stated in *Financial Letter 18-01, 2017*, tuition fees will increase as a measure to increase revenues in view of budget cuts, but will still be lower when compared to private universities in Puerto Rico and will not impact the students receiving financial assistance. Tuition and fees at the UPR are in line with in-state tuition at public universities in the United States after adjusting for the difference in either salary levels or household income between Puerto Rico and the United States. As a last resort, the UPR will need to increase its tuition in order to cover the operational deficiencies it will encounter within the next 10 years. The UPR will proactively continue to analyze cost measures as well as new revenue sources in order to ameliorate the impact to students. It will create a new scholarship fund that will further mitigate the increase of tuition for the most vulnerable student population. For 2019, the fund will amount to \$50 million, resulting in a weighted average per student tuition and fees increase of \$804, or an annual cost of \$2,917 instead of \$3,765. With the new means-based Scholarship Fund, 45% of the student population (or 28,000 students) will see an increase of \$14.75 per credit, or \$413 annually beginning in FY 2019.

The UPR System acknowledges that with the reduction of central government appropriations the UPR will have operational deficits starting in 2018 and increasing through 2026. The institution has taken a proactive approach in order to identify and develop a *Fiscal Plan* that ameliorates the impact on the University and its student population. Federal Grants and contracts will be a high priority. The UPR's federal funding is below that of other higher education peer institutions, but can increase by tailoring research and processes for public research grants. The UPR's federal funding per student is ~35% lower than that of a set of comparable US state university systems. An annual increase of 20% in federal funding will result in approximately \$22 million by 2026. Current fees and charges at the University amount to \$17.9 million annually. The new fee structure will provide \$6.4 million in additional revenues for the University.

On March 20, 2017, the Governor of Puerto Rico sent a letter to the Puerto Rico Financial Oversight Board detailing additional measures that would mitigate budgetary cuts to the UPR. The UPR has taken a conservative approach regarding these measures. For the *Fiscal Plan*, it is incorporating amounts that have already been identified in the budget and/or it considers reasonably achievable. Any additional amounts received or produced will help support any increase in tuition. The Puerto Rico Office of Management and Budget (OMB) has included a \$10 million allotment in the FY 2018 budget to cover a comprehensive continuing education and training program for government employees to be offered by UPR. Instead of hiring private companies to offer such services, the government will offer the University the opportunity to generate additional income by

becoming the training provider. The amount will be held by OMB and requested by each agency as training sessions are offered by the University. The UPR has identified additional revenue seeking initiatives that will mitigate medium and long-term impact on budget reductions (see **Appendix A**, *UPR Fiscal Plan*).

Strict institutional expenses control measures will be implemented and closely monitored. A 2.0 % annual attrition rate has been calculated for all UPR campuses and administration. An additional 4.0% attrition is assumed for future fiscal years in which transformational enhancements will be implemented. Human resources optimization will result in a more leveled benefit program compared to central government employees, while providing opportunity for current full-time employees to transfer into certain positions currently held by trust and temporary employees. The measure will result in \$33 million in savings by 2026. The UPR will implement an initiative to reduce health insurance expenses by either reducing employer contribution and/or co-payment benefits by a minimum of 14% for 2018, increasing to 20% by 2019. The reduction will result in \$14.4 million in savings by 2026. Reducing employer contributions to the plan from \$695 a month to \$600 a month or similar reductions in co-payments will result in a 14% reduction in health insurance expenses. Employees will still keep a high quality health insurance plan as a fringe benefit.

Procurement control measures will result in \$19 million by 2026. A 30% reduction in the UPR Central Administration within the next five years will reduce the burden of budget cuts on the 11 campuses. A central procurement office will benchmark contracts, control demand, and ensure purchase orders are expeditiously processed.

The UPR System will review tuition exemptions criteria and special scholarships as a cost containment measure. A merit-based review of exemptions and a minor reduction in special scholarships will result in approximately \$5.6 million in savings by 2026.

Administrative reengineering will be a priority to reduce expenses. Since the elimination of the Regional Colleges Administration and operating the six units under its purview as separate units, the UPR System has duplicated several administrative structures throughout the system. This has increased costs by \$3.0 million and added 215 employees. Consolidation of the 11 units in four campus hubs (Río Piedras, Mayagüez, Medical Sciences, and Cayey) will reduce general services, finance, budget, and human resources offices.

The assessment of its academic offering will be essential to safeguard the University's achievement of its mission. The UPR is currently conducting a system-wide evaluation of its curricula and programs. This assessment will also provide tools to better serve the student population by reducing redundant programs. The process will also assure that programs are offered in stronger academic hubs better positioned to comply with accreditation and compliance issues.

The UPR is undertaking a substantial restructuring of its operations and identifying a number of revenue generating initiatives and expense containment measures to address the reduction in government appropriations and funding. Thus far, and by implementing all the above stated measures, the UPR will be in a position to accomplish its mission and continue to serve the people of Puerto Rico.

## Appendix A

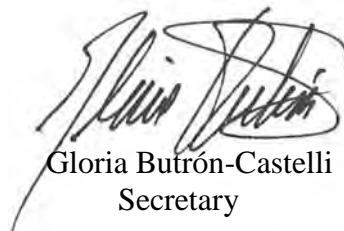


I, Gloria Butrón-Castelli, Secretary of the Governing Board of the University of Puerto Rico, DO HEREBY CERTIFY THAT:

The Governing Board, in its extraordinary meeting held on July 31, 2017 considered the recommendations of the interim President of the University of Puerto Rico and its Finance Committee regarding new income and expense reduction measures to adjust the University the Puerto Rico finances due to expected reduction in subsidies from Puerto Rico Government presented in the proposal, UNIVERSITY OF PUERTO RICO FISCAL PLAN, for years 2018-2026. The recommendations to adopt the proposal were **Approved**.

IN WITNESS WHEREOF, issued under the seal of the University of Puerto Rico, this July 31, 2017.



  
Gloria Butrón-Castelli  
Secretary



# FISCAL PLAN: University of Puerto Rico

San Juan, Puerto Rico

August 1, 2017

# Disclaimer

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The Puerto Rico Fiscal Agency and Financial Advisory Authority (“AAFAF”), the University of Puerto Rico (the “University”), the Government of Puerto Rico (the “Government”), and each of their respective officers, directors, employees, agents, attorneys, advisors, members, partners or affiliates (collectively, with AAFAF, the University and the Government, the “Parties”) make no representation or warranty, express or implied, to any third party with respect to the information contained herein and all Parties expressly disclaim any such representations or warranties. The University has had to rely upon preliminary information and unaudited financial statements for fiscal year 2016. Accordingly, some information included in this document is preliminary, unaudited and can materially change upon completion of the University’s audit processes.

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This document does not constitute an audit conducted in accordance with generally accepted auditing standards, an examination of internal controls or other attestation or review services in accordance with standards established by the American Institute of Certified Public Accountants or any other organization. Consequently, the Parties do not express an opinion or any other form of assurance on the financial statements or any financial or other information or the internal controls of the University and the information contained herein.

Any statements and assumptions contained in this document, whether forward-looking or historical, are not guarantees of future performance and involve certain risks, uncertainties, estimates and other assumptions made in this document. The economic and financial condition of the University is affected by various financial, social, economic, environmental and political factors. These factors can be very complex, may vary from one fiscal year to the next and are frequently the result of actions taken or not taken, not only by the University and its instrumentalities, but also by entities such as the Government and the Government of the United States. Because of the uncertainty and unpredictability of these factors, their impact cannot be included in the assumptions contained in this document. Future events and actual results may differ materially from any estimates, projections, or statements contained herein.

Nothing in this document should be considered as an express or implied commitment to do or take, or to refrain from taking, any action by the University, or any government instrumentality in the Government or an admission of any fact or future event. Nothing in this document shall be considered a solicitation, recommendation or advice to any person to participate, pursue or support a course of action or transaction, to purchase or sell any security, or to make any investment decision, and nothing in this document should be considered as an express or implied commitment to do or take, or to refrain from taking, any action by University, the Government, or any government instrumentality in the Government or an admission of any fact or future event.

By receiving this document, the recipient shall be deemed to have acknowledged and agreed to the terms of these limitations.



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9. UPR Retirement System

10. Debt Sustainability



## Guiding Principles of the UPR Fiscal Plan

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1. Seeks to meet the fiduciary responsibility of the University with Puerto Rico while maintaining institutional integrity and financial stability.
2. Protects the necessary human, financial, technical, and capital resources needed to support the sustained achievement of the UPR mission.
3. Centers on the strengthening of the diversity and uniqueness that characterizes the UPR System for the successful attainment of the UPR 2017-2022 Strategic Plan.
4. Recognizes the complexities of the external environment aiming to position itself as a key contributor to the development of local economies.
5. Aims to champion social, cultural, and economic growth in alignment with the needs and priorities of the private and public sectors while strengthening the academic experience.
6. Commits to its fiscal responsibility with specific revenues and expenditures measures to support the achievement of its strategic sustainable management goal.
7. Nurtures the innovation and transformation of academic endeavors, research and the creation of knowledge, as well as its technological structures.
8. Reinforces institutional capacities without affecting access, social responsibility, quality of services and professional and vocational success of its constituents.
9. Prioritizes administrative and academic transformations that are guided by efficiency and effectiveness criteria.
10. Allows for the development of capacity and creativity among teaching and non-teaching personnel to implement the necessary changes.



# Our Commitment to Puerto Rico

## UPR Strategic Plan 2017-2022

### Educational Environment

To enhance and differentiate academic programs according to higher learning trends

### Research and Creative Work

To increase sources of external funding and to secure patents

### Service to Diverse Communities

To promote growth in local economies and to value cultural and artistic expressions

### Sustainability

To attain operational efficiencies and to secure fiscal stability

**STUDENT  
SUCCESS**



# UPR Overview

The University is the largest institution



of higher education in Puerto Rico



Government of Puerto Rico appropriations are the main source of the University revenues.



Additional revenues are derived from:

- Tuition and fees
- Federal grants
- Patient services
- Interest income
- Other sources

Tax Exempt



The University is exempt from the payment of taxes on its revenues and properties.



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## Organic Law

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### Founded in 1903

The University of Puerto Rico (the University) is a state supported university system created by Law No. 1 of January 20, 1966, **“Law of the University of Puerto Rico”** (“Act No. 1”), as amended.

### Mission

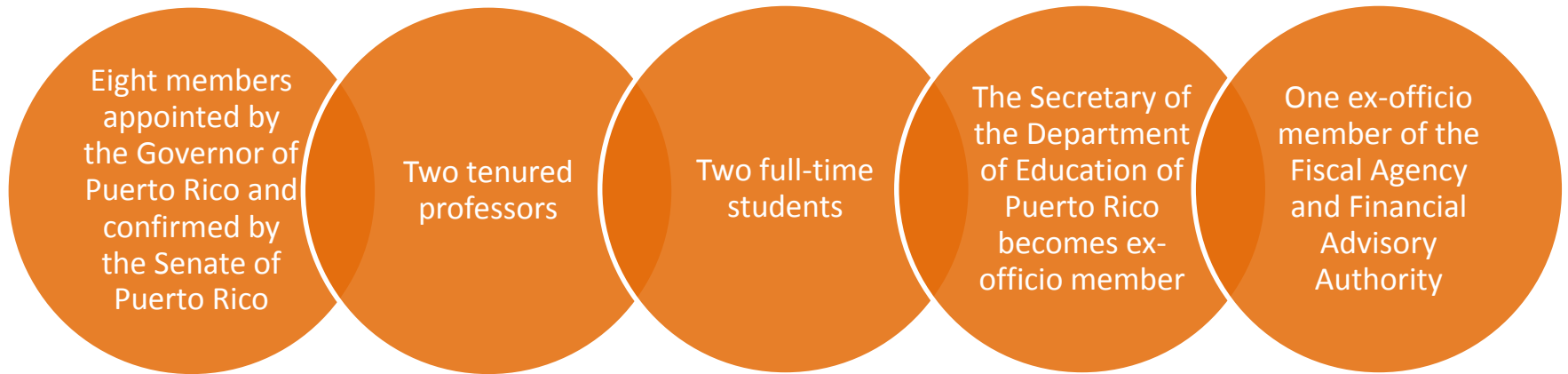
- To serve the people of Puerto Rico and contribute to the development and enjoyment of the fundamental, ethical and esthetic values of Puerto Rican culture, and committed to the ideals of a democratic society.
- To advance its mission, the University strives to provide high quality education and create new knowledge in the Arts, Sciences and Technology.



## Governing Board



The University is a public corporation of the Government of Puerto Rico governed by a fourteen-member **Governing Board** composed of:

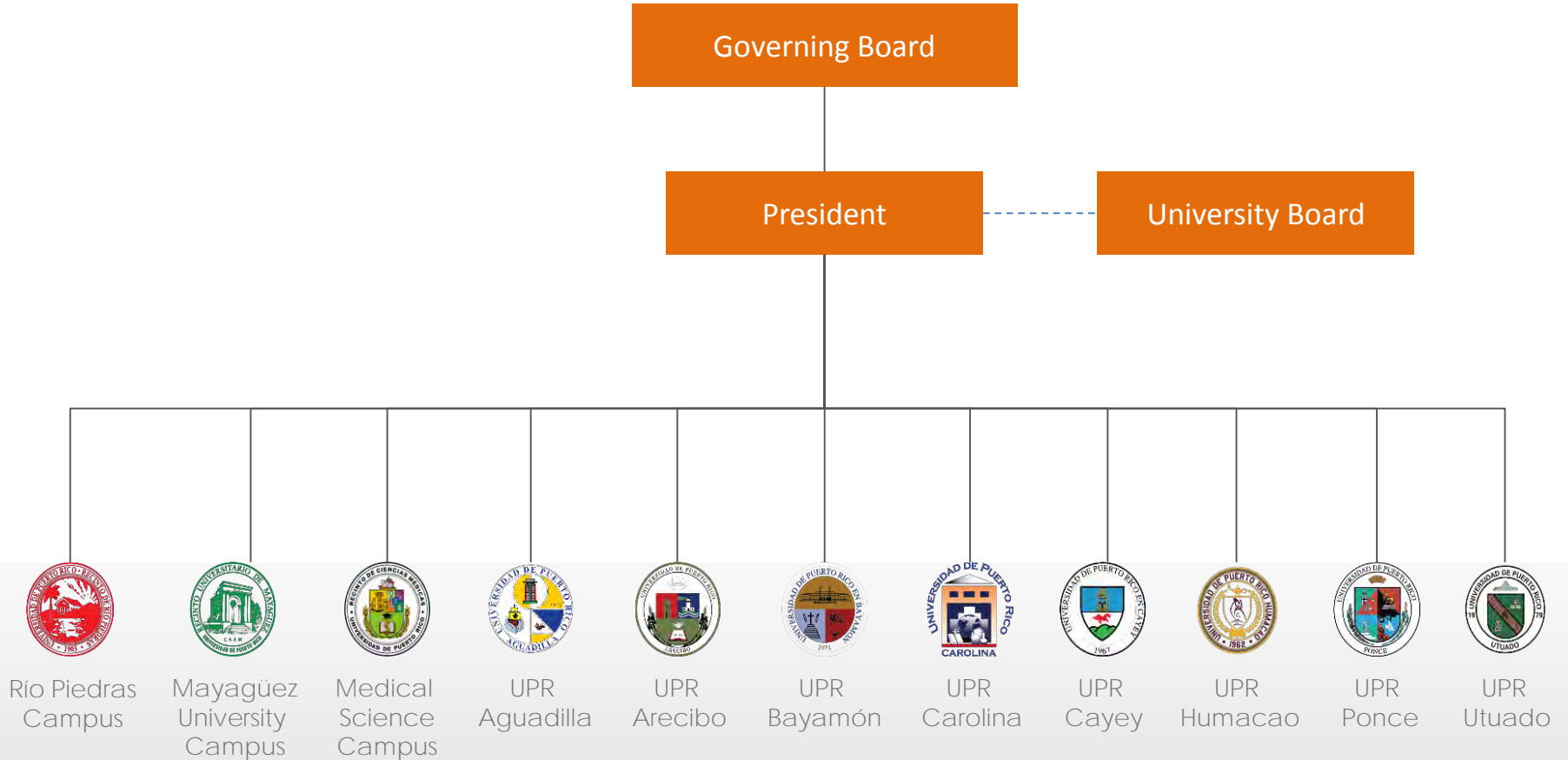


- The President of the University, appointed by the Board of Governors, is the Chief Executive Officer (CEO) of the Institution.

- The Chancellors, appointed by the Board of Governors following the recommendation of the President of the University, under the President's oversight.

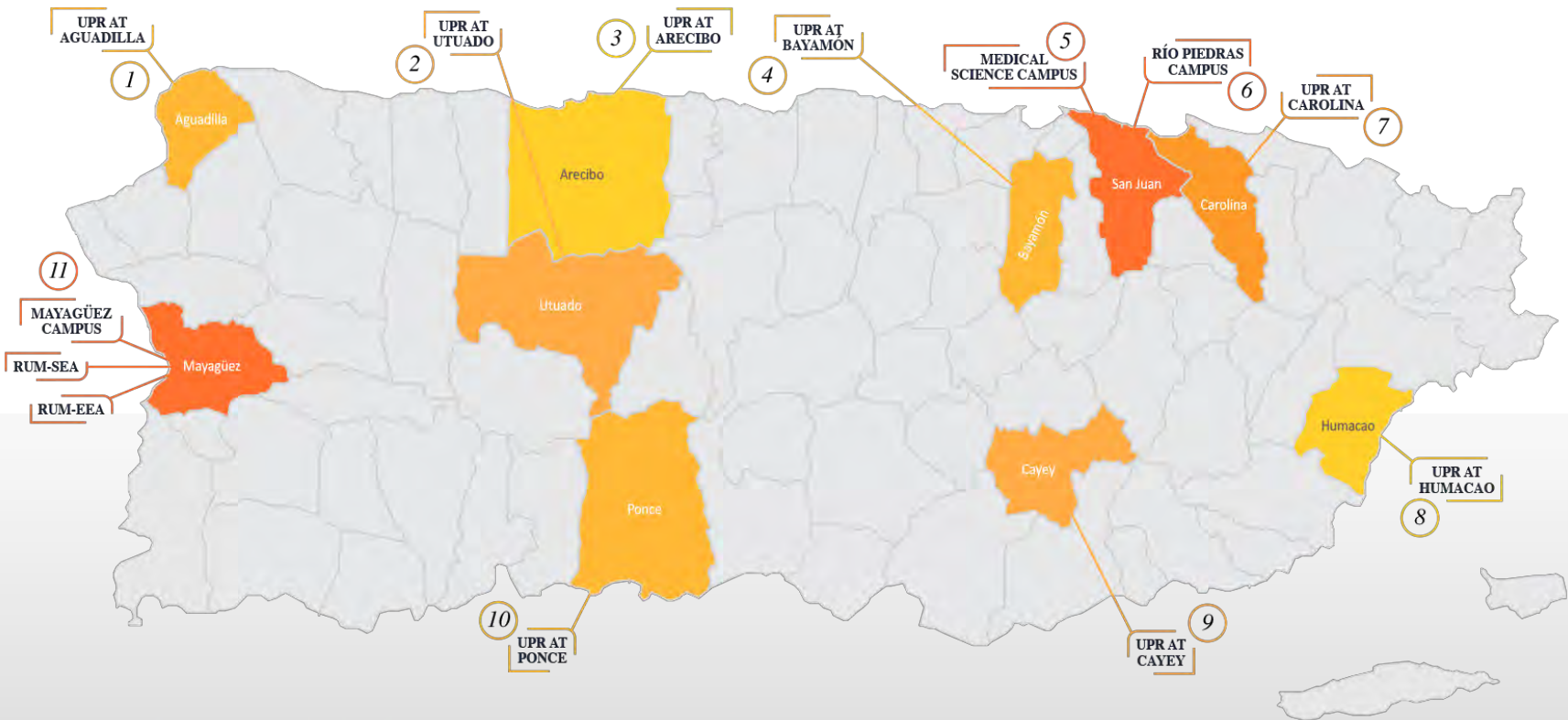


# Organization and Governance



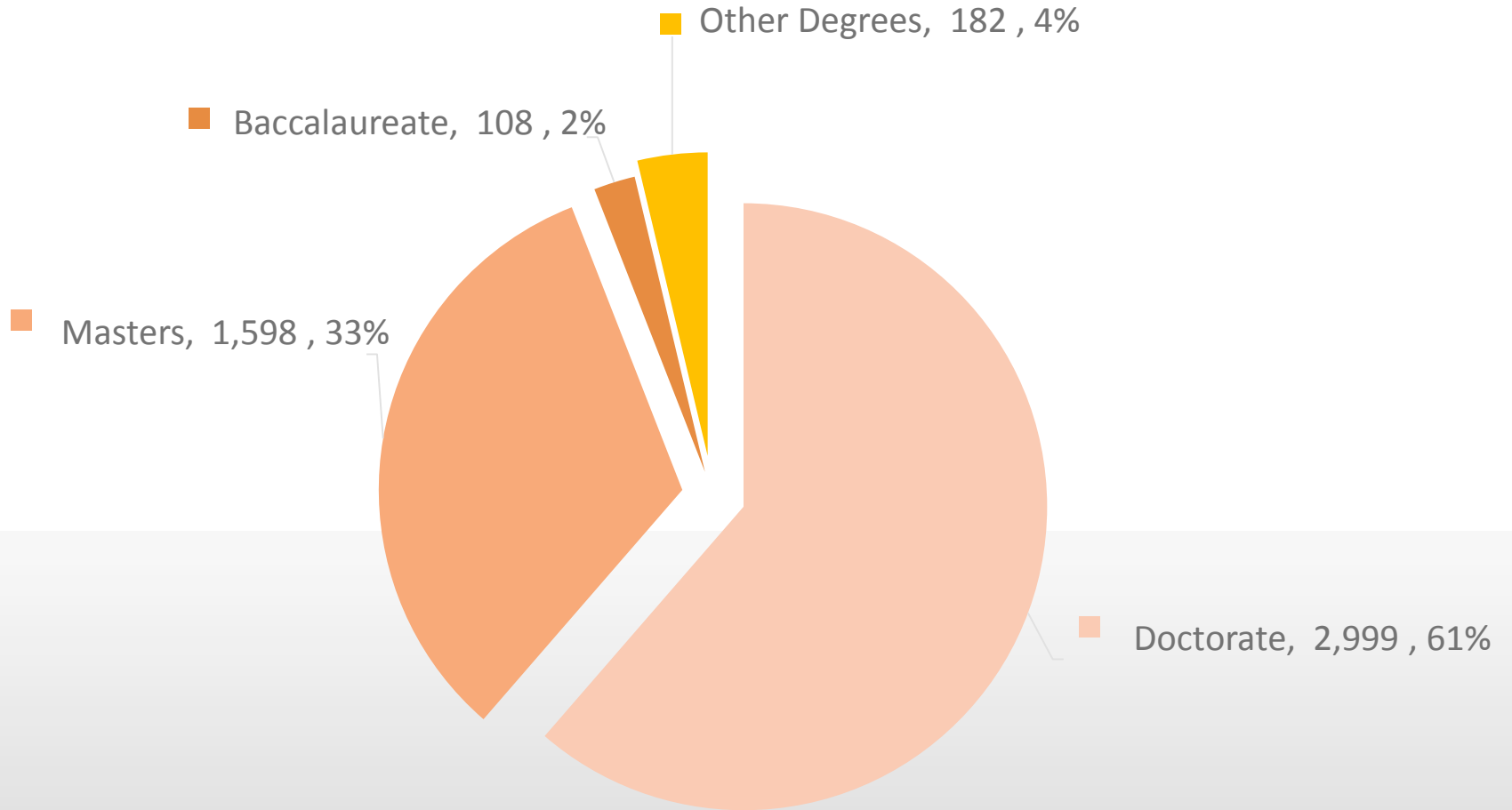
## Institutional Units: Location

Founded in 1903, UPR is the only state supported university system, comprised of **11 campuses** located throughout the Island of Puerto Rico, encompassing three Carnegie Classifications



## Faculty Profile

**4,887** faculty members



## Academic Offerings Across the UPR System

Undergraduate	Graduate
<ul style="list-style-type: none"> <li>✓ <b>38</b> Associate Degrees</li> <li>✓ <b>239</b> Baccalaureates</li> <li>✓ <b>200</b> Articulated Transfer Programs between campuses leading to Baccalaureate Degrees</li> </ul>	<ul style="list-style-type: none"> <li>✓ <b>6</b> First Professional Level Degrees: J.D., M.D., D.M.D., PharmD and Au.D.</li> <li>✓ <b>15</b> Graduate Certificates</li> <li>✓ <b>119</b> Masters</li> <li>✓ <b>34</b> Ph. D.'s and Professional Doctorates</li> <li>✓ <b>41</b> Medicine and Dental Medicine Residency Programs</li> </ul>

### Certifications and other specializations

**694** degree granting academic programs and professional certification programs in:

- Arts
- Sciences
- Business
- Engineering
- Technology

**58%** of academic programs are susceptible to professional accreditation.

Of these **87%** are already accredited.

Examples:

The Business Administration School at the Río Piedras Campus is accredited by the Association to Advance Collegiate Schools of Business (AACSB), making it the first public business school to achieve this distinction in the Caribbean Region.

**Less than 5% of the 13,000** business schools worldwide have achieved this prestigious recognition.



## List of Specialized Accreditations

- ✓ ABET – CAC
- ✓ ABET - ETAC
- ✓ Accreditation Commission for Midwifery Education
- ✓ Accreditation Commission for Programs in Hospitality Administration (ACPHA)
- ✓ Accreditation Council for Business Schools and Programs (ACBSP)
- ✓ Accreditation Council for Education in Nutrition and Dietetics
- ✓ Accreditation Council for Pharmacy Education
- ✓ Accreditation Council for Occupational Therapy Education, American Occupational Therapy Association
- ✓ Accrediting Council on Education in Journalism and Mass Communication (ACEJAC)
- ✓ American Alliance of Museums
- ✓ American Bar Association
- ✓ American Chemical Society
- ✓ American College of Nurse Midwives
- ✓ American Dental Association
- ✓ American Physical Therapy Association
- ✓ American Psychological Association
- ✓ American Society of Cytopathology
- ✓ American Speech-Language-Hearing Association
- ✓ American Veterinary Medical Association
- ✓ Association of American Law Schools
- ✓ Association of College and Research Libraries, American Libraries Association
- ✓ Association to Advance Collegiate Schools of Business
- ✓ Commission on Accreditation for Health Informatics and Information Management Education
- ✓ Commission on Accreditation of Healthcare Management Education
- ✓ Commission on Accreditation of Ophthalmic Medical Programs
- ✓ Commission on Collegiate Nursing Education
- ✓ Computing Accreditation Commission, ABET, Inc.
- ✓ Council for the Accreditation of Educator Preparation.
- ✓ Council on Accreditation of Nurse Anesthesia Educational Programs
- ✓ Council on Education for Public Health
- ✓ Council on Rehabilitation Education
- ✓ Council on Social Work Education
- ✓ Engineering Technology Accreditation Commission, ABET, Inc.
- ✓ International Association of Counseling Services
- ✓ Joint Commission on Allied Health Personnel in Ophthalmology and Commission on Accreditation of Allied Health Education Programs
- ✓ Joint Review Committee on Education in Radiologic Technology
- ✓ Joint Review Committee on Educational Programs in Nuclear Medicine Technology
- ✓ Liaison Committee on Medical Education
- ✓ National Accrediting Agency for Clinical Laboratory Sciences
- ✓ National Architectural Accrediting Board
- ✓ National Association for the Education of Young Children
- ✓ National Association of Schools of Public Affairs and Administration
- ✓ National League for Nursing Accrediting Commission
- ✓ National Council for Accreditation of Teacher Education (NCATE)
- ✓ Planning Accreditation Board



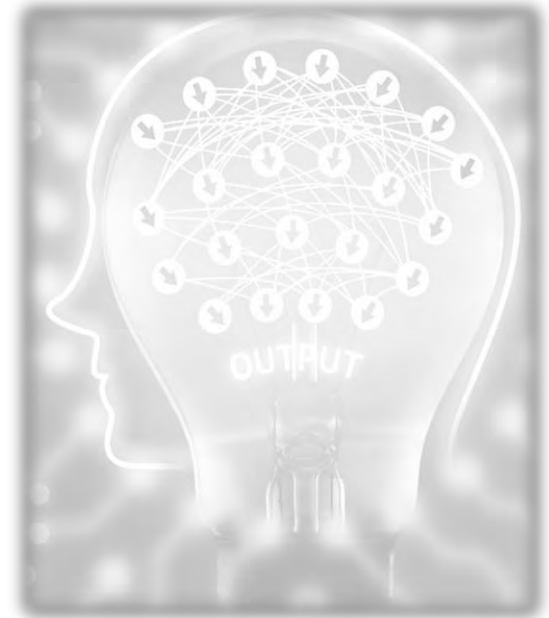
## Across Components

### Graduate Academic Programs

- Conferring over **487** Ph.D.'s in the last 5 years, close to **50%** in Science and Technology.

### Research

- More than **90%** of research and scholarly articles published in indexed and peer reviewed in Puerto Rico produced by the UPR faculty and their students.





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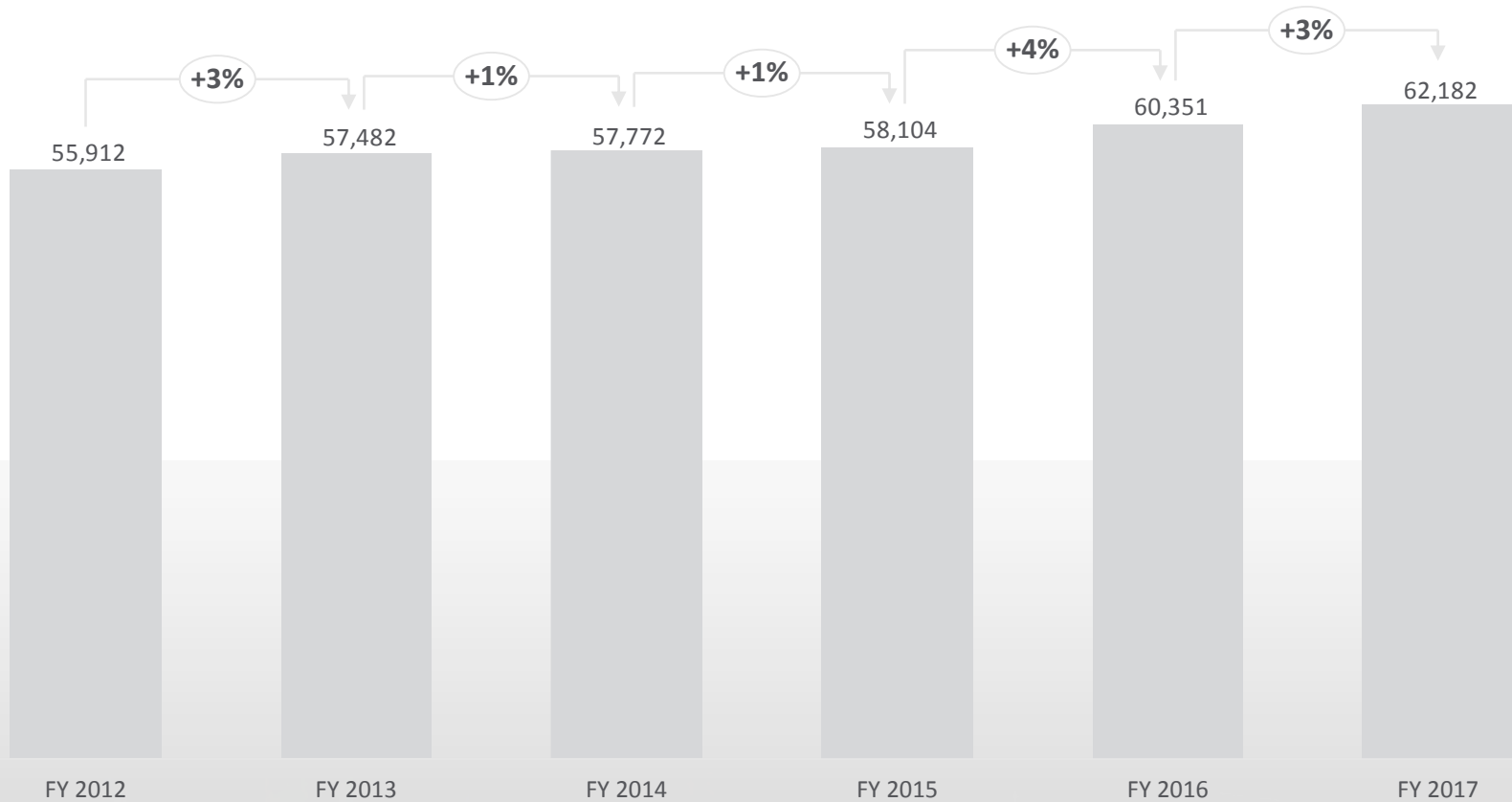
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# Student Enrollment

Enrollment in university programs in Puerto Rico declined from 217,358 in 2013 to 204,275 in 2016. **During this period, enrollment at the UPR increased from 55,911 to 62,182 while enrollment in private universities declined by almost 10%.**

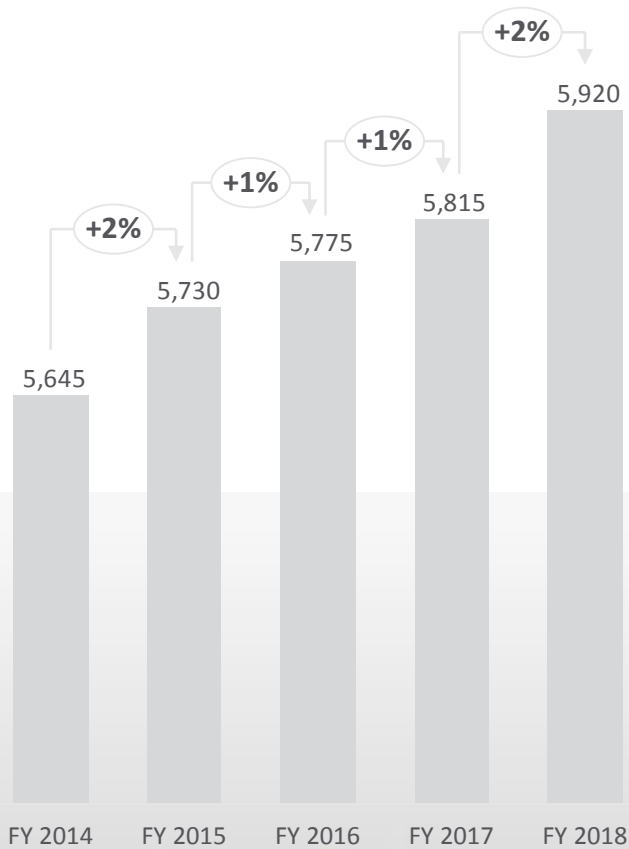
## Historical Student Enrollment



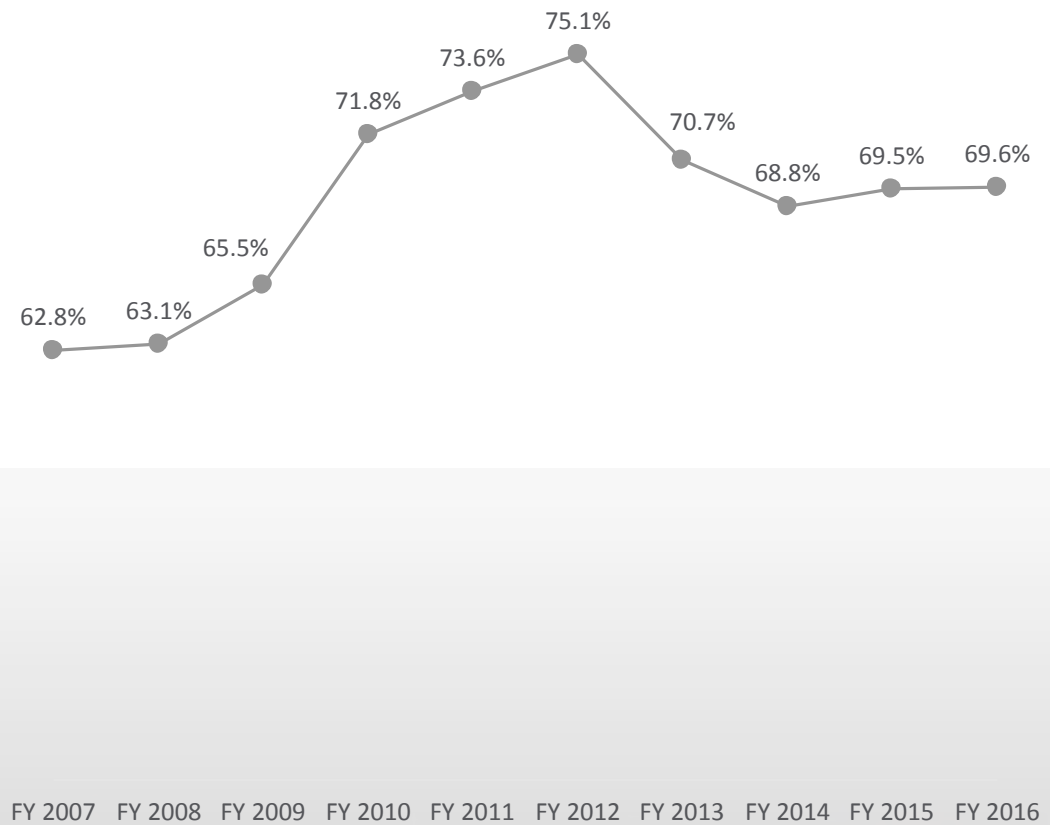
## Tuition and Academic Costs: Federal Pell Grant Program Amounts

Since 2006-2007, the participation of students receiving financial assistance from the Federal Pell Grant has been **over 60%**. The highest Pell Grant participation percentage was **75.1%** in 2011-2012.

Annual maximum Pell Grant Award



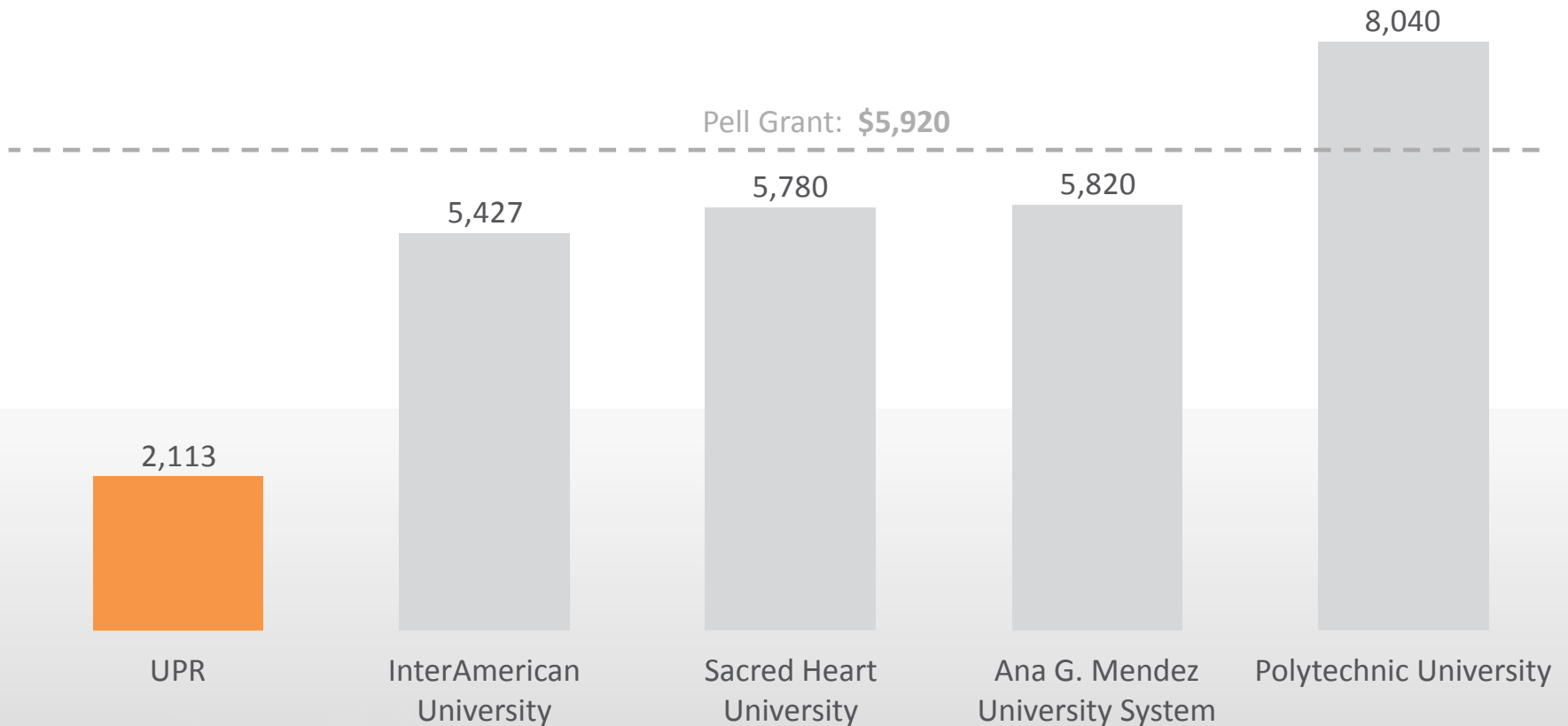
Percentage of Pell Grant Participation



## Tuition and Fees Puerto Rico private university comparison

The UPR current tuition rates are well below local private university averages. Cost per credit is currently \$56.0 for undergraduate degrees. Additionally, undergraduate students receiving Pell Grants is approximately 70% of student enrollment.

Average Tuition & Fees per Undergraduate Student, \$MM



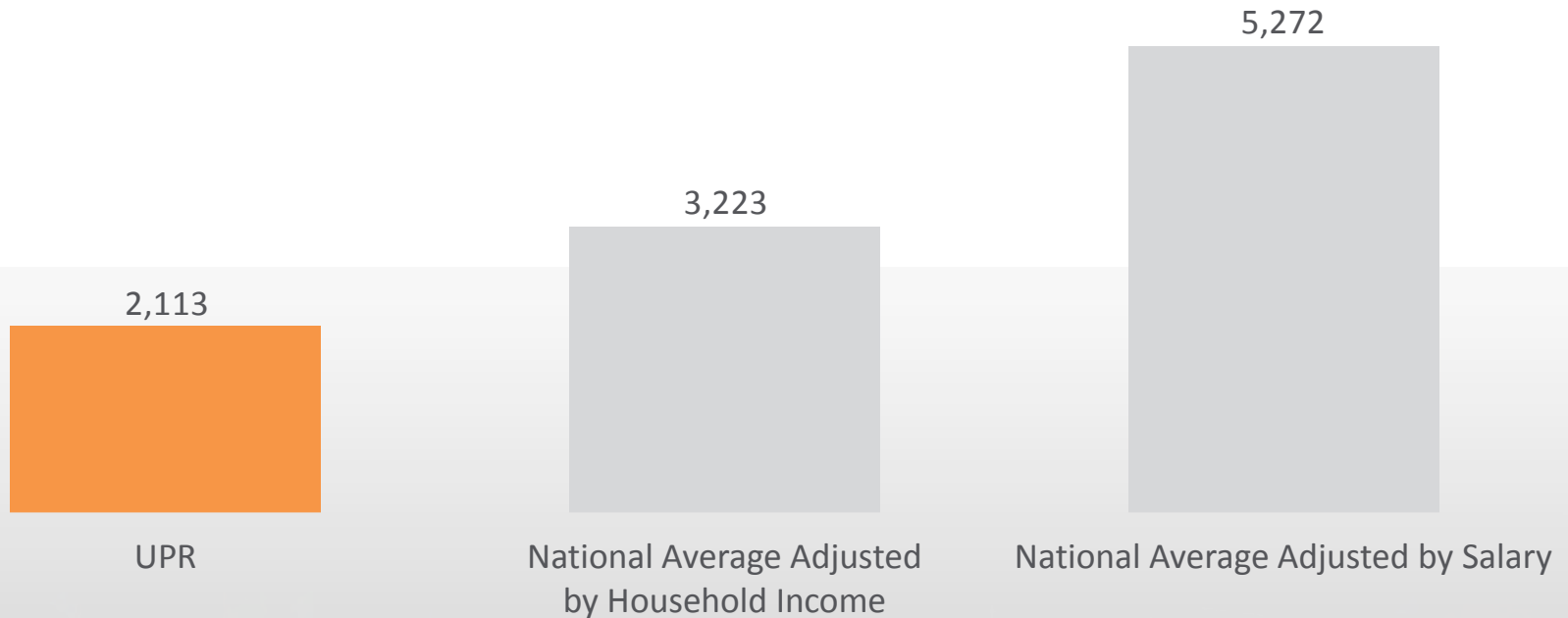
## Tuition and Fees Comparison – US university comparison

Tuition and Fees at the UPR are in line with in-state tuition at public universities in the United States after adjusting for the difference in either salary levels or household income between Puerto Rico and the United States

Average Tuition & Fees per Undergraduate Student, \$MM

Unadjusted National Average: \$9,650

Pell Grant: \$5,920



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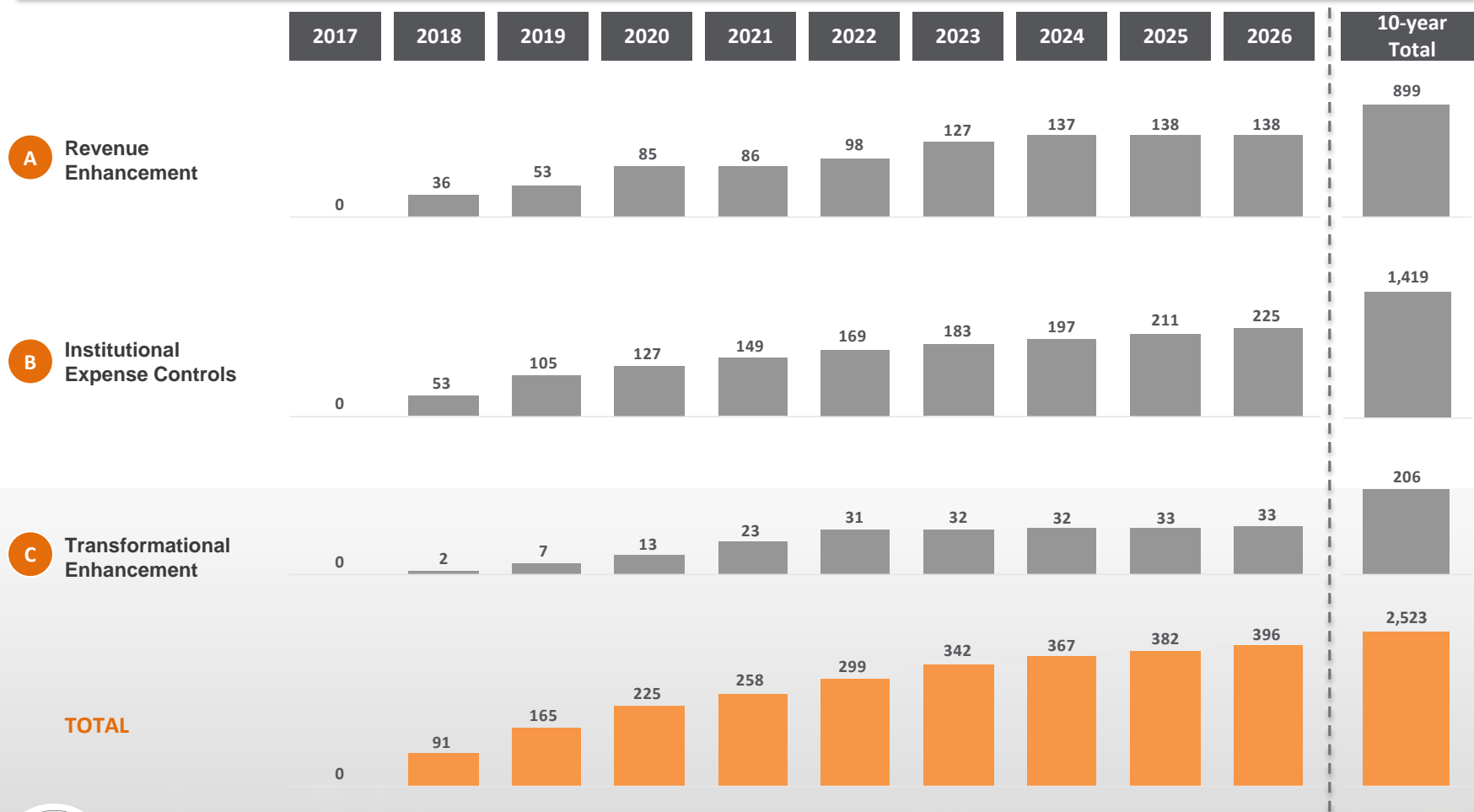
# UPR Fiscal Plan Baseline

With the reduction of Central Government Appropriations the UPR will have operational deficits starting 2018 and increasing through 2026.



## Fiscal Plan measures over the next 10 years

The UPR has taken a proactive approach in order to identify and develop a Fiscal Plan that limits the impact for the UPR Academic System and its student population. Recommendations have been provided by all stakeholders / campuses of the UPR.





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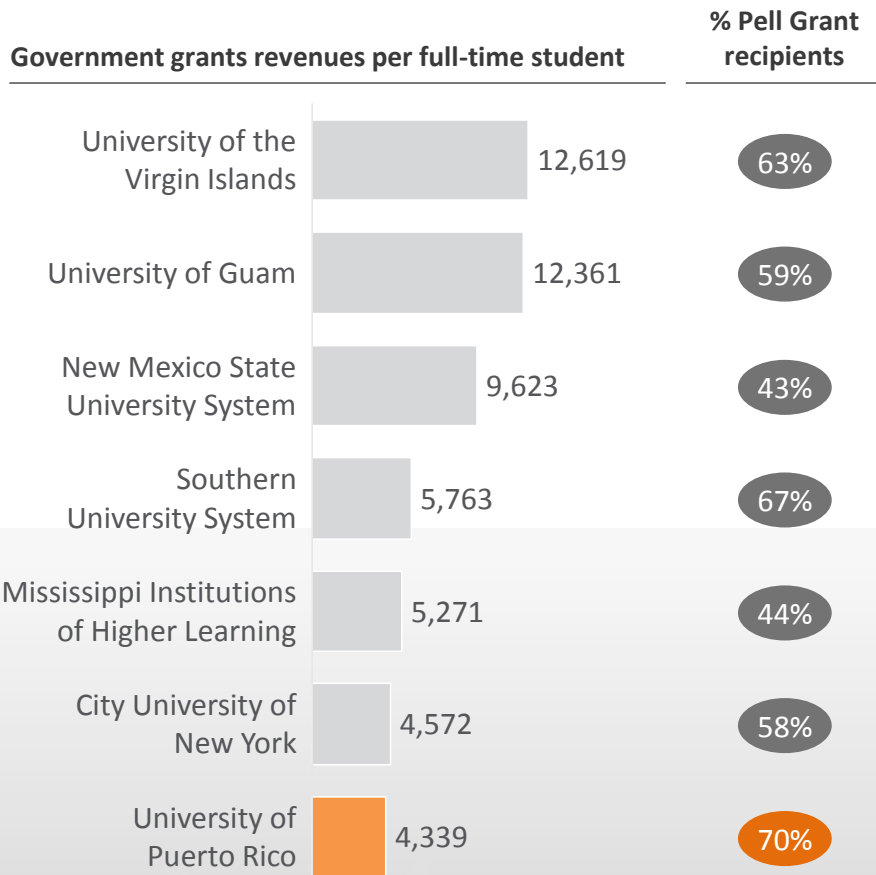
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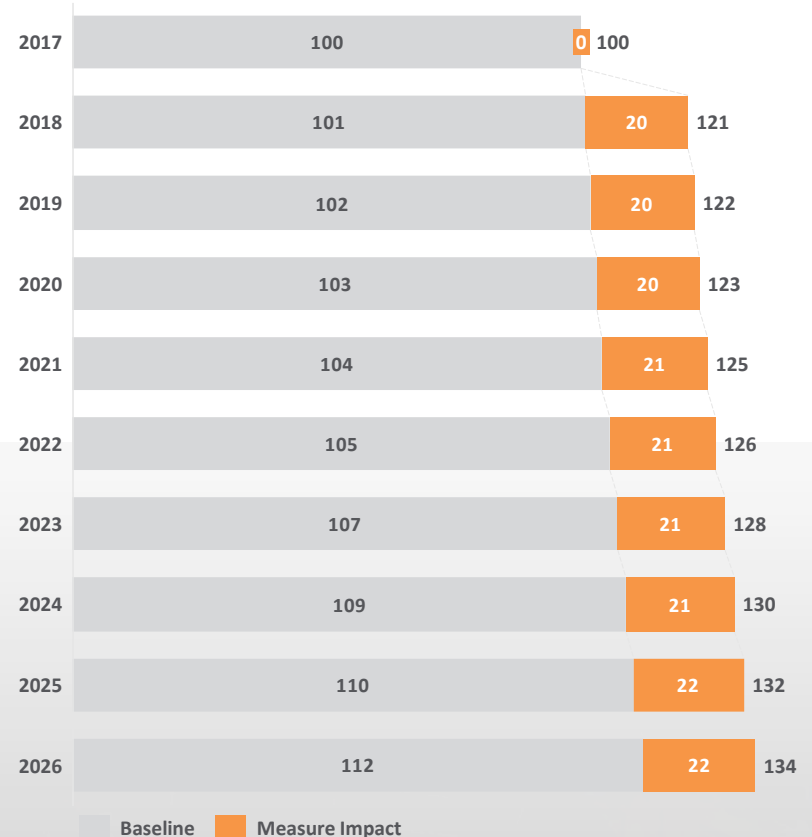


# Federal Grants and Contracts

UPR’s federal funding is below US public peers, but can increase by tailoring research and processes for public research grants. UPR’s federal funding per student is ~35% lower than a set of comparable US state systems.  
**An annual increase of 20% in federal funding will result in approximately \$22.00 MM by 2026.**



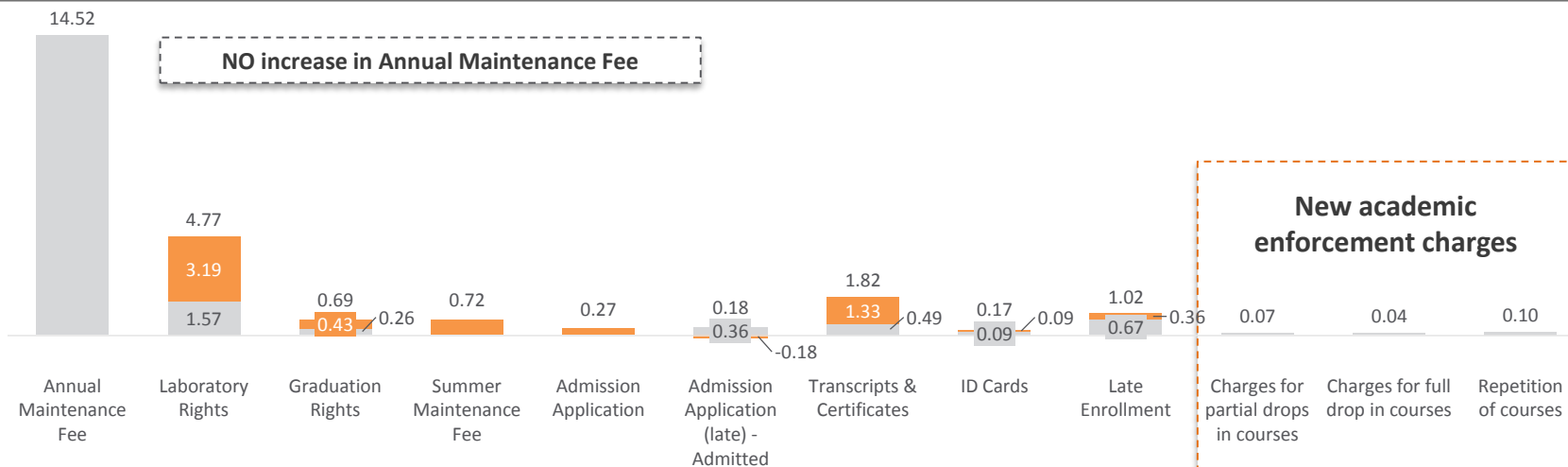
Federal Grants and Contract Revenues, \$MM



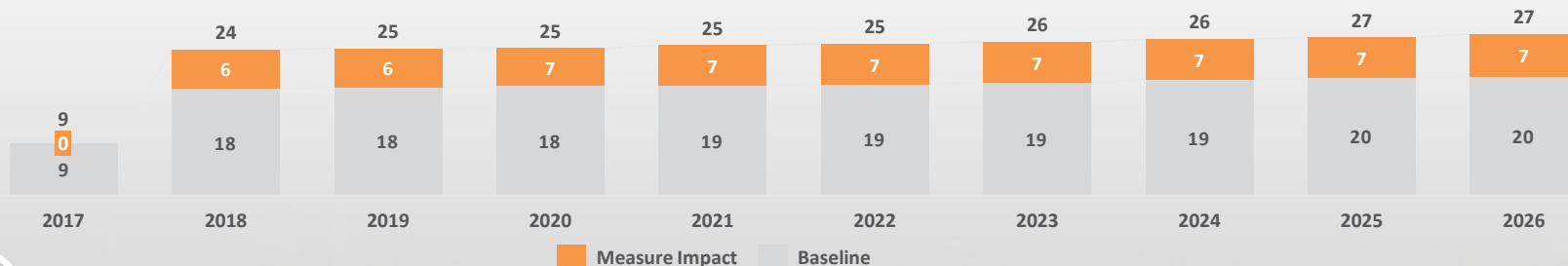
# Increase in Dues & Charges

Current Dues & Charges for the University amount to \$17.9 MM in annual fees. **The new fee structure will provide with \$6.4 MM in additional revenues for the University**

Current & Proposed Dues & Charges, \$MM



Dues & Charges Revenues, \$MM



## Training & Technical Support Initiatives

On March 20, 2017 the Governor of Puerto Rico sent a letter to the Financial Oversight and Management Board detailing additional measures that would mitigate budgetary cuts to the UPR.



### Executive Order No. 2017-021

The Central Government and the UPR will enter into agreements to provide technical trainings for public employees. The UPR may receive **\$50.0 MM** by 2018 and should increase to **\$100.00 MM** by 2021.



### New Healthcare Model

Additional savings from the New Healthcare Model would result in **\$50.0 MM** that will be transferred to the UPR by 2021.



### Department of Education Trainings

The Department of Education will retain the services of UPR to provide both trainings to teachers as well as tutoring for students. Such agreements will entail up to **\$25.0 MM** in additional revenue to the UPR.



### Municipalities Technical Trainings

The Government will request all municipalities to enter into technical agreements, similar to those with the Central Government for their employees. This would represent an additional **\$30.0 MM** in revenues for 2018.



### PR Science Trust Patent Monetization

Through an agreement with the Puerto Rico's Science and Technology Trust, the UPR will be able to effectively monetize their approved patents. This initiative may produce an additional **\$4.0 MM** in revenues by 2021.

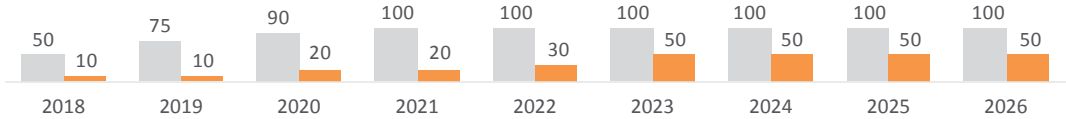
The UPR has taken a conservative approach when considering these measures. For the Fiscal Plan it is incorporating amounts that have already been identified in the budget and/or it considers reasonably achievable. Any additional amounts received or produced will help support any increase in tuition.



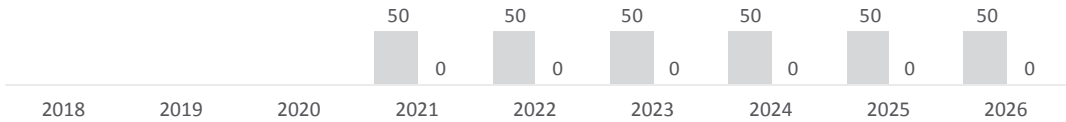
# Training & Technical Support Initiatives

The Office of Management and Budget has included for the approved FY 2018 Budget a **\$10.0 MM budgetary item for the initial Central Government’s Training & Support programs**. The amount will be held by OMB and requested by each agency engaged with the UPR.

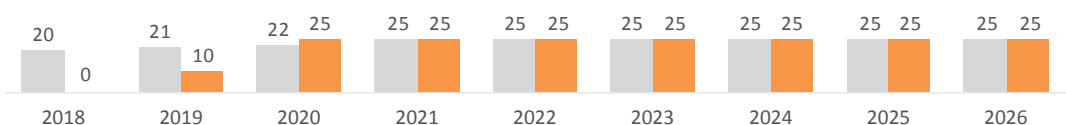
## Executive Order No. 2017-021



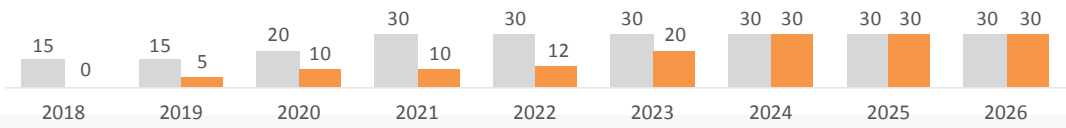
## New Healthcare Model



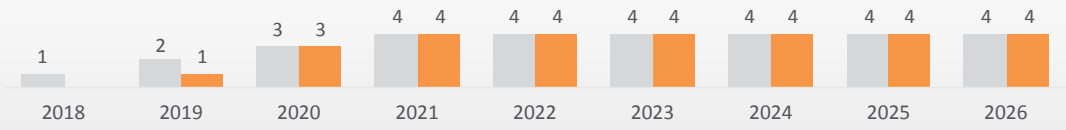
## Department of Education Trainings



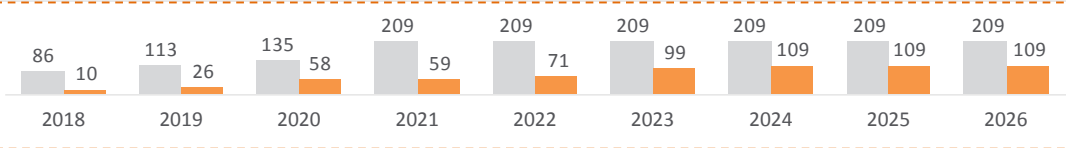
## Municipalities Technical Trainings



## PR Science Trust Patent Monetization



## Total Measures Impact



■ Proposed In March 2017 Letter    ■ Amount considered in Fiscal Plan



# Additional Revenue Initiatives

The UPR has identified additional revenue initiatives that will mitigate medium & long term impact on tuition increases. **The impact of these initiatives has not been considered on the Fiscal Plan.**

<p>✓ <b>Virtual University</b></p>	<p>Current global academic trends and local demographics are pushing for new ways to capture students</p>	<p>Programs for local residents &amp; students abroad (i.e. PR Diaspora) - <b>\$3MM in revenues</b></p>
<p>✓ <b>Evening &amp; Summer Programs</b></p>	<p>UPR currently offers limited academic programs for part time students and course availability over the summer term is limited</p>	<p>Evening courses &amp; summer programs would result in higher &amp; faster graduate completions</p>
<p>✓ <b>Recruit Non-Resident Students</b></p>	<p>Non-resident students comprise ~1% of the student body</p>	<p>Focus on attracting non-resident students, especially in medicine and engineering</p>
<p>✓ <b>Private Gifts, Grants, and Contracts</b></p>	<p>UPR has a short history seeking alumni gift-giving, and its private gift rate is ~60% lower than a set of comparable public peers</p>	<p>New UPR Foundation &amp; Molecular Science are levers increase sources of private revenue - <b>\$25MM in revenue</b></p>
<p>✓ <b>Additional Federal Fund Grants</b></p>	<p>UPR’s federal funding is below US public peers, but can increase by tailoring research and processes for public research grants</p>	<p>Measures include 20% increase, the UPR is expected in increase federal funding by 50%</p>
<p>✓ <b>Legislated Revenue Package</b></p>	<p>License Plate, Vehicle Registration Sticker (Marbete), Medical Cannabis Project measures already legislated</p>	<p>Estimates include an additional \$5.5MM from miscellaneous income</p>
<p>✓ <b>UPR’s Parking Revenues</b></p>	<p>UPR has lower parking revenue per student than US public schools despite a comparable # of spots</p>	<p>Monetization of parking system can provide additional revenues to the UPR</p>
<p>✓ <b>Non-core Real Estate Portfolio</b></p>	<p>The UPR currently holds non-core real estate (residential &amp; commercial)</p>	<p>Disposition plan is underway and is expected to be completed by Q2’18</p>
<p>✓ <b>Medical Service Clinics</b></p>	<p>UPR provides medical services to insured students, but lacks proper billing guidelines or structure</p>	<p>Train personnel and implement billing guidelines to generate revenue</p>



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# General Attrition Analysis

**A 2.0 % annual attrition rate is included throughout all UPR Campuses and Administration. An additional 4.0% attrition is assumed for Fiscal Years where Transformational Enhancements are being implemented**

## Academic Units

## Administration & Support Units

UPR Rio Piedras		UPR Mayaguez		UPR Ciencias Médicas		UPR Cayey		Government Board		Central Administration		Internal Audit	
FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%
FY' 19	2.0%	FY' 19	2.0%	FY' 19	2.0%	FY' 19	2.0%	FY' 19	2.0%	FY' 19	2.0%	FY' 19	2.0%
FY' 20	2.0%	FY' 20	2.0%	FY' 20	2.0%	FY' 20	2.0%	FY' 20	2.0%	FY' 20	2.0%	FY' 20	2.0%
FY' 21	2.0%	FY' 21	2.0%	FY' 21	2.0%	FY' 21	2.0%	FY' 21	2.0%	FY' 21	2.0%	FY' 21	2.0%
FY' 22	2.0%	FY' 22	2.0%	FY' 22	2.0%	FY' 22	2.0%	FY' 22	2.0%	FY' 22	2.0%	FY' 22	2.0%
FY' 23	2.0%	FY' 23	2.0%	FY' 23	2.0%	FY' 23	2.0%	FY' 23	2.0%	FY' 23	2.0%	FY' 23	2.0%
FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%
FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%
FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%

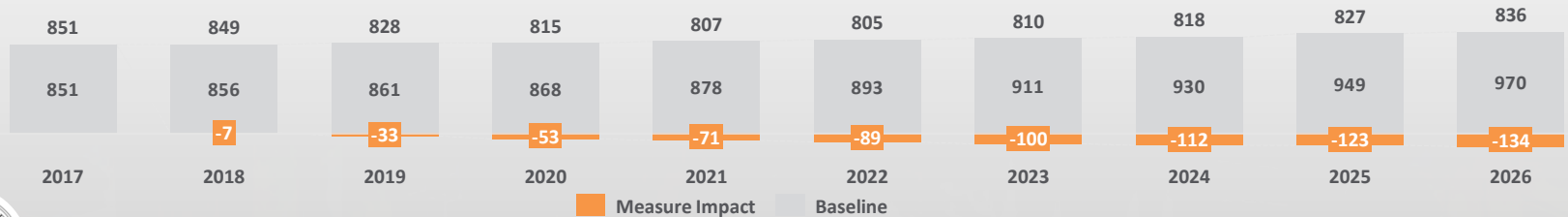
  

UPR Humacao		UPR Aguadilla		UPR Arecibo		UPR Bayamón		Extensión Agrícola		Experimental Agrícola		Molecular Science	
FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%
FY' 19	6.0%	FY' 19	6.0%	FY' 19	6.0%	FY' 19	6.0%	FY' 19	2.0%	FY' 19	2.0%	FY' 19	2.0%
FY' 20	6.0%	FY' 20	6.0%	FY' 20	6.0%	FY' 20	6.0%	FY' 20	2.0%	FY' 20	2.0%	FY' 20	2.0%
FY' 21	6.0%	FY' 21	6.0%	FY' 21	6.0%	FY' 21	6.0%	FY' 21	2.0%	FY' 21	2.0%	FY' 21	2.0%
FY' 22	6.0%	FY' 22	6.0%	FY' 22	6.0%	FY' 22	6.0%	FY' 22	2.0%	FY' 22	2.0%	FY' 22	2.0%
FY' 23	2.0%	FY' 23	2.0%	FY' 23	2.0%	FY' 23	2.0%	FY' 23	2.0%	FY' 23	2.0%	FY' 23	2.0%
FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%
FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%
FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%

UPR Carolina		UPR Ponce		UPR Utuado		Total		SASU		UPR Editorial		Total	
FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%	FY' 18	2.0%
FY' 19	6.0%	FY' 19	6.0%	FY' 19	6.0%	FY' 19	3.1%	FY' 19	2.0%	FY' 19	2.0%	FY' 19	2.0%
FY' 20	6.0%	FY' 20	6.0%	FY' 20	6.0%	FY' 20	3.1%	FY' 20	2.0%	FY' 20	2.0%	FY' 20	2.0%
FY' 21	6.0%	FY' 21	6.0%	FY' 21	6.0%	FY' 21	3.0%	FY' 21	2.0%	FY' 21	2.0%	FY' 21	2.0%
FY' 22	6.0%	FY' 22	6.0%	FY' 22	6.0%	FY' 22	2.9%	FY' 22	2.0%	FY' 22	2.0%	FY' 22	2.0%
FY' 23	2.0%	FY' 23	2.0%	FY' 23	2.0%	FY' 23	2.0%	FY' 23	2.0%	FY' 23	2.0%	FY' 23	2.0%
FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%	FY' 24	2.0%
FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%	FY' 25	2.0%
FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%	FY' 26	2.0%

## HR Expenses, \$MM





# HR Optimization measures

HR Optimization will result in a more leveled benefit program compared to Central Government employees, while providing opportunity for current full time employees to transfer into certain positions held by trust positions and temporary positions. **The measure will result in \$33.00 MM in savings by 2026.**

### Reduction in Bonuses

- The UPR employees Christmas Bonus will be reduced to the amount established by law of **\$600 per employee**
- An additional non-recurring Special Bonus will be eliminated

#### Christmas Bonus

Current Christmas Bonus =  
**\$1,125**

Revised Christmas Bonus =  
**\$600**

47%  
Reduction =  
**\$5.5 MM**

#### Special Bonus

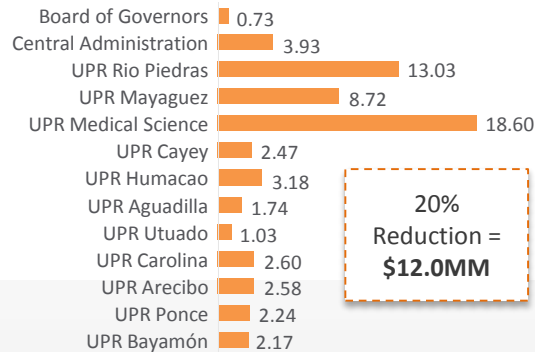
A Special Bonus for uniform purchases is given to non-faculty staff

100%  
Reduction =  
**\$7.5 MM**

### Reduction in trust positions

- The UPR System has **878 trust positions**
- The University must transition from a pyramidal structure to a “flatter” one with significantly less hierarchical levels

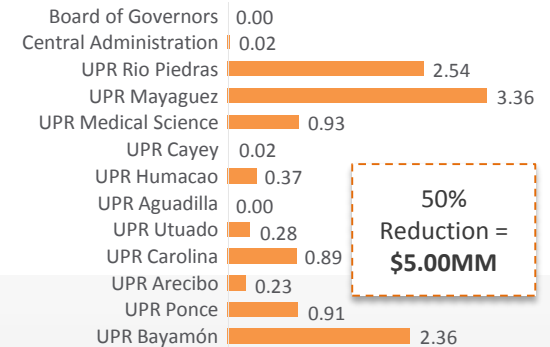
#### Payroll Expense by Unit, \$MM



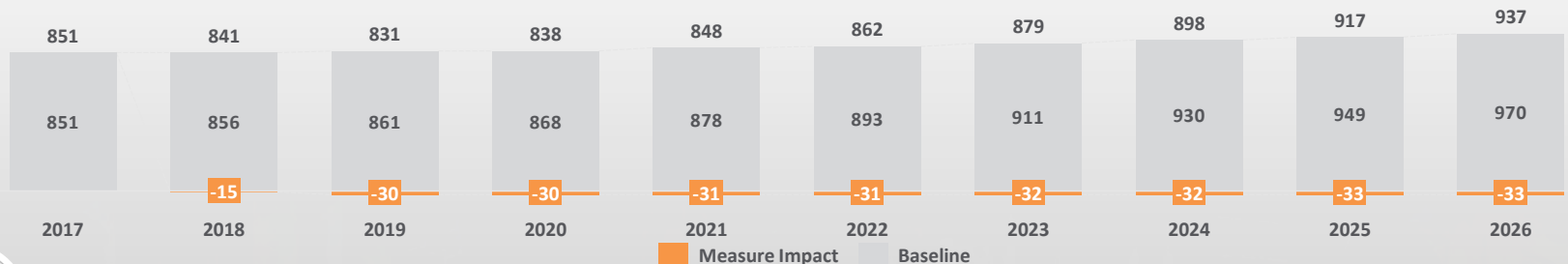
### Reduction in temporary positions

- The UPR System has **332 temporary positions**
- The Transformational Enhancement measures will provide with the reallocation of full time employees, limiting the use of temporary positions

#### Temporary Payroll Expense by Unit, \$MM

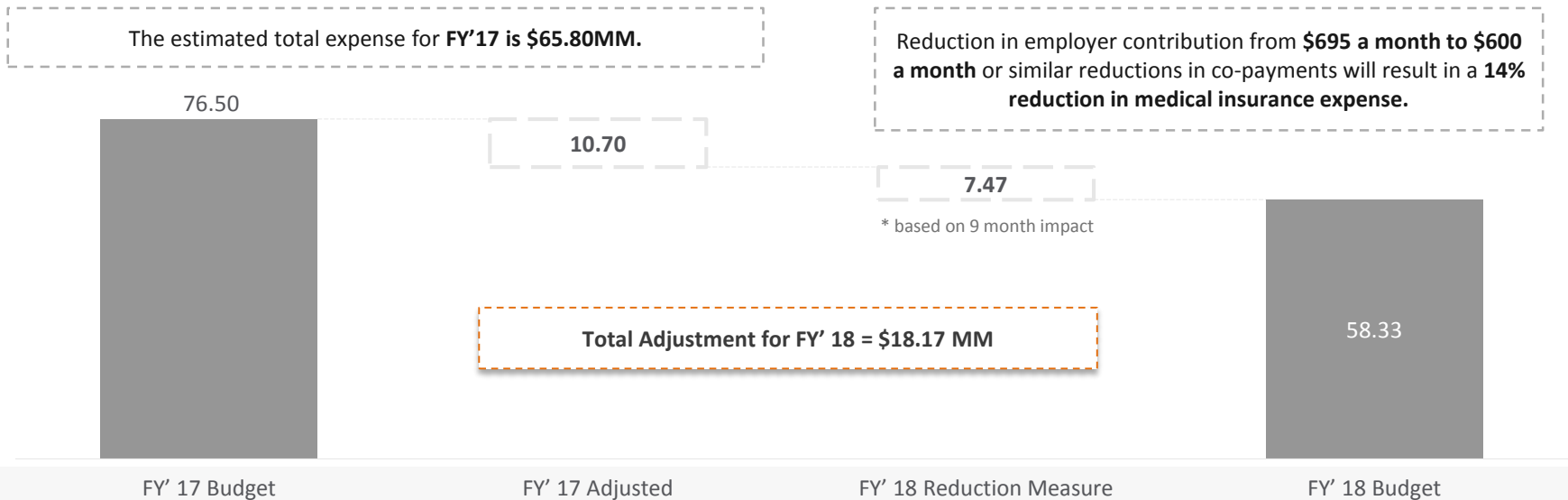


### HR Expenses, \$MM

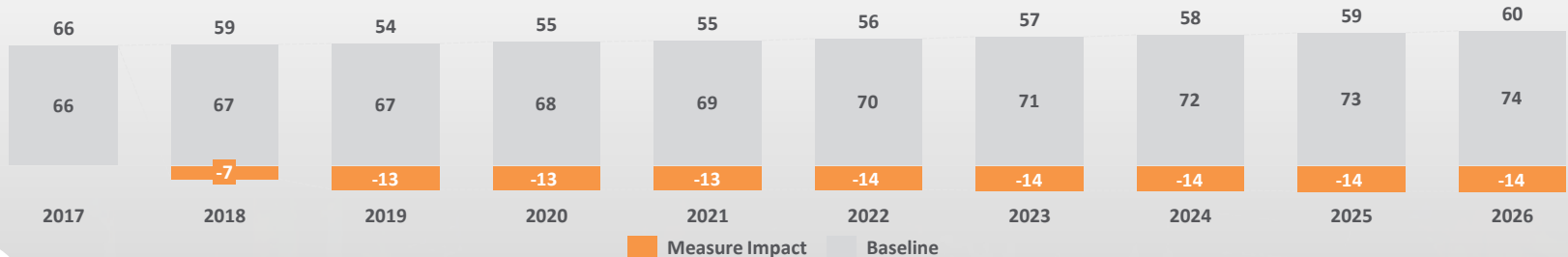


## Reduction in Medical Insurance expense

The UPR will implement an initiative to reduce medical insurance expense by either reducing employer contribution and/or co-payment benefits by a minimum of 14% for 2018, increasing to 20% by 2019. **The reduction will result in \$14.4 MM in savings by 2026.**



### Medical Insurance Expense, \$MM



# Procurement Controls will further reduce non-essential expenses and provide a more efficient procurement process

**The Procurement Control measures will result in \$19.0 MM by 2026.** Focus on reduction in Central Administration and other Systemic Service Costs. Aspiration to reduce a minimum of 30% of total expenses in Central Administration in the next five years

### Procurement Efforts

- The UPR spends approximately \$148 MM in procurement of materials and supplies and purchased services.
- A centralized procurement office will benchmark contracts, control demand and ensure purchase orders are rapidly processed.
- Utilities: UPR will implement an institutional policy based on a sustainable energy model. This will promote long term savings and minimize environmental impacts.

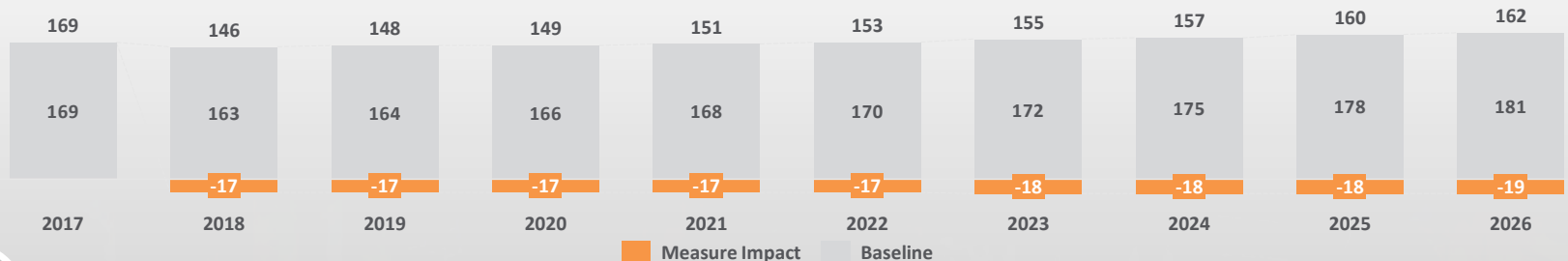
### Reduction in CAPEX

- The UPR Capital Expenditure Program is approximately \$13.00 MM annually.
- A reduction measure of 25% is projected
- Preventive maintenance programs must be implemented to extend useful life of buildings and equipment.

9% Reduction = **\$13.5 MM**

25% Reduction = **\$3.25 MM**

Procurement and Other Operational Expenses, \$MM



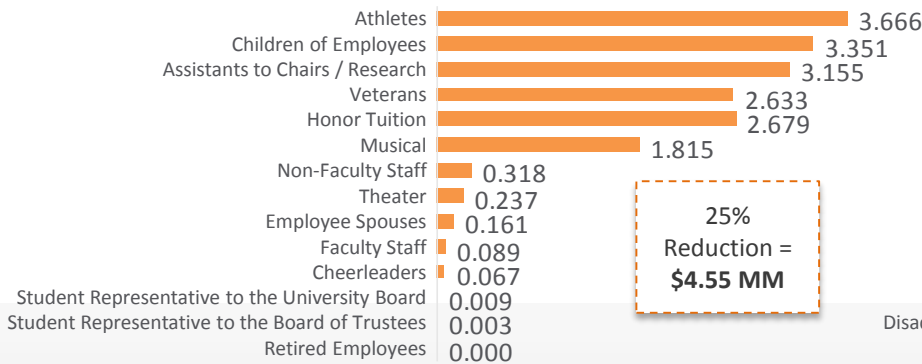
# Review of all student Exemptions and Special Scholarships

**A merit-based review of Tuition Exemptions and a minor reduction in Special Scholarships will result in approximately \$5.6 MM in savings by 2026.**

### Tuition Exemptions

- The UPR provides certain tuition exemptions. The amount of unearned revenues due to tuition exemptions amounts to \$18.2 MM.
- An accumulated 20% savings will be achieved by reviewing each tuition exemption category with its merits.

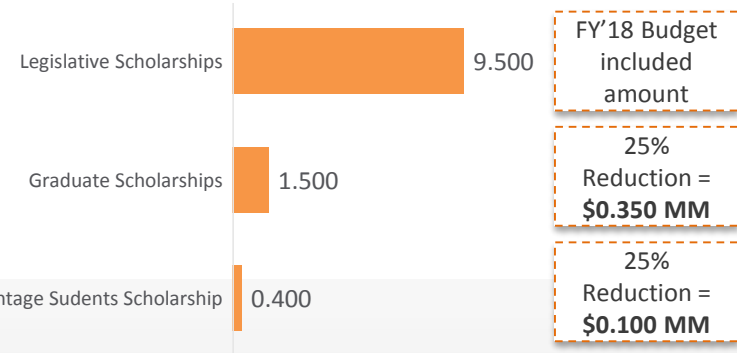
#### Unearned Revenue from Tuition Exemptions, \$MM \*



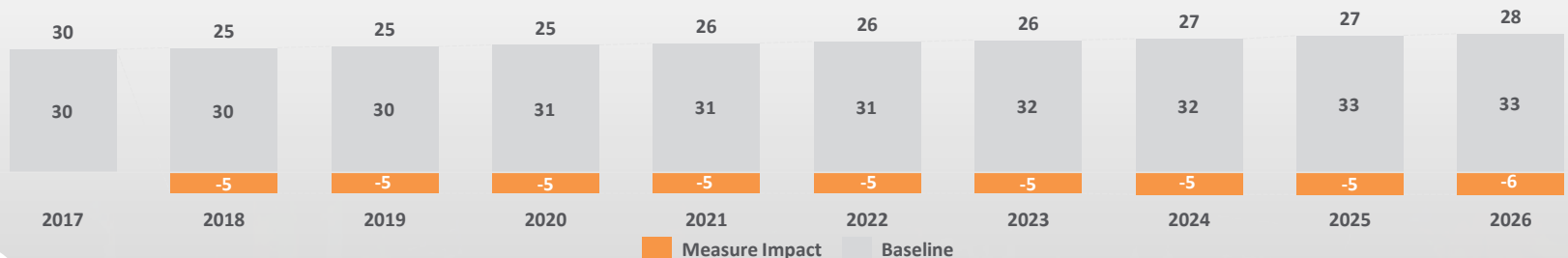
### Special Scholarships

- The UPR also provides Special Scholarships that include: (i) Legislative Scholarships, (ii) Graduate Scholarships and; (iii) Scholarships to Disadvantage students.
- Legislative Scholarships included in approved budget for FY 2018.
- 25% savings on Graduate Scholarship and Special Scholarships.

#### Special Scholarships Expense, \$MM



#### Tuition Exemptions & Special Scholarships, \$MM



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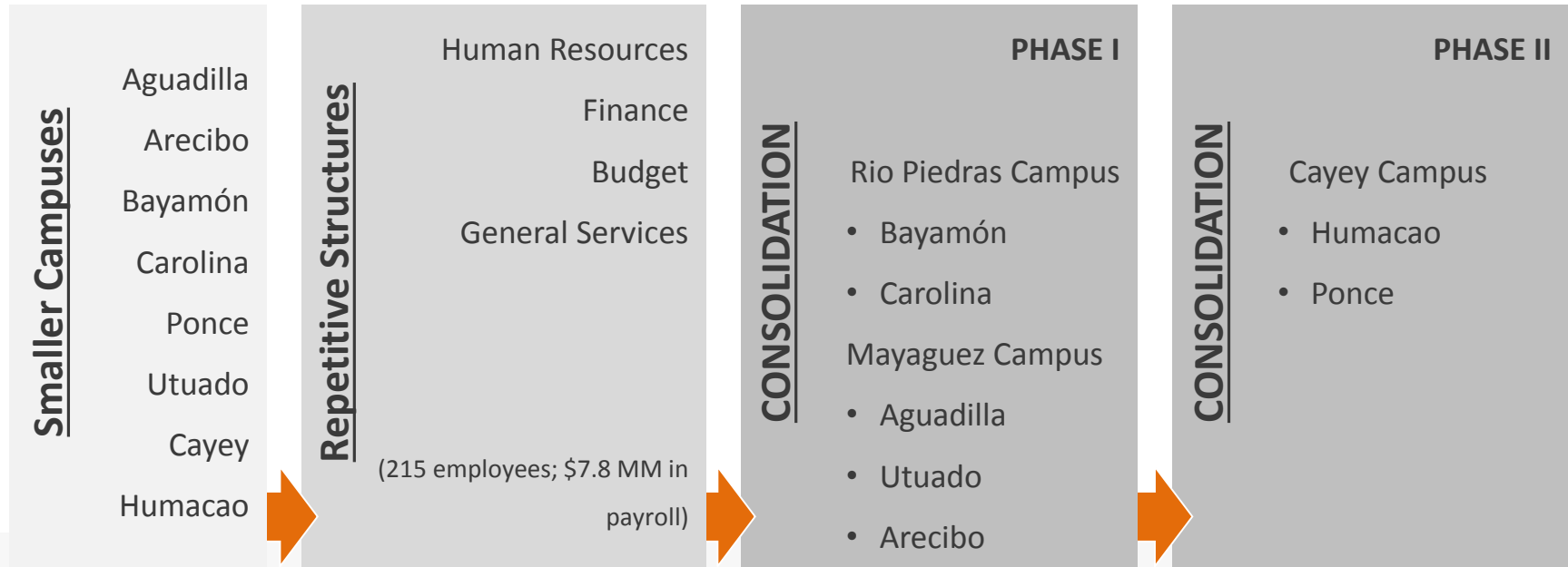
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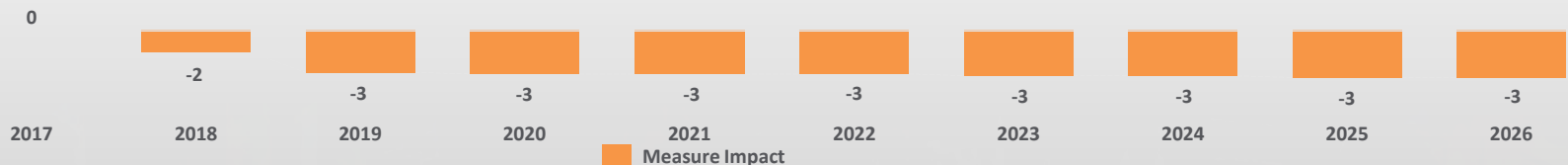
# Leaner Administrative Structure

Since the restructuring of the “Regional Colleges” the UPR System has duplicated all administrative structures throughout the system. Increasing payroll by \$3.0 MM, and 215 employees.



**STRATEGY:** (i) Enhance service capabilities by transferring “HUBS” 25% of personnel in small campuses; (ii) remaining personnel to be assigned throughout the UPR System to cover personnel needs based on skills and locations; (iii) reduction of workforce over time by attrition.

Leaner Administrative Structure Savings , \$MM



## Evaluation of the Academic Offer

**The UPR is currently conducting a system-wide effort to evaluate and score all outstanding academic curriculums. The finding will provide the tools to better serve the student population while reducing redundant expenses**

Category	Graduation Rate	Retention Rate
<b>Total Compliance (C)</b>	40% <	80% <
<b>Partial Compliance (CP), eligible for Improvement Plan</b>	26-39 %	53-79%
<b>No Compliance (NC)</b>	25% >	52% >
Implementation Decisions	Implications	
<ol style="list-style-type: none"> <li>1. Enrichment and Expansion of Highly Effective Programs</li> <li>2. Transformation of distance programs</li> <li>3. Reduction of programs / by Region College / UPR level system</li> <li>4. Close or eliminate programs</li> <li>5. Academic and administrative consolidation or restructuring</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans per campus to attend, until graduation, students enrolled in programs, declared in moratorium and gradual closing</li> <li>2. Notification to Institutional and Program Accreditation Agencies and the Puerto Rico Board of Education</li> <li>3. Relocation of the faculty according to preparation and discipline of specialty</li> <li>4. Consolidation of faculties, academic departments within an enclosure</li> <li>5. Relocation of faculties or schools and programs from one enclosure to another</li> <li>6. Reduction of trust staff and support services</li> </ol>	



# Implementation of full Academic Optimization

**The Evaluation of Academic Offer will provide the “low hanging fruit” opportunities for an academic curriculum optimization on campuses with higher compliant programs**

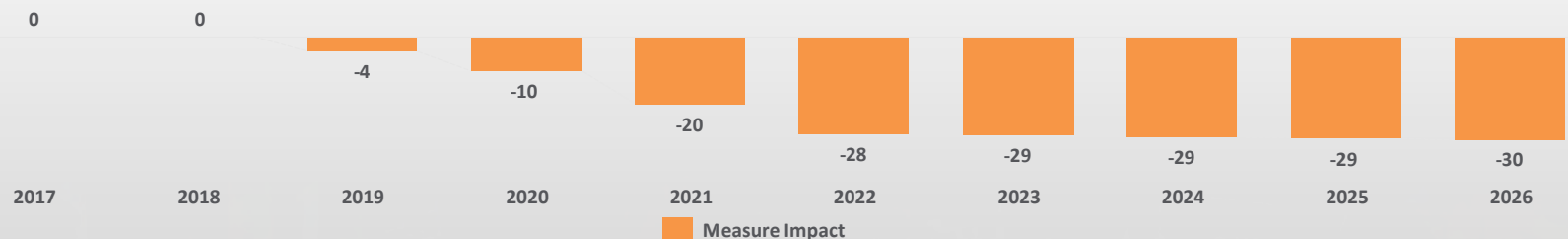
## Initial Findings

Total UPR Undergraduate Programs Evaluated	Criteria: Graduation Rate and Retention		
	Total Compliance	Partial Compliance	No Compliance
<b>271</b>	103 (38%)	96 (35%)	72 (27%)

## Full Academic Optimization of Smaller Campuses

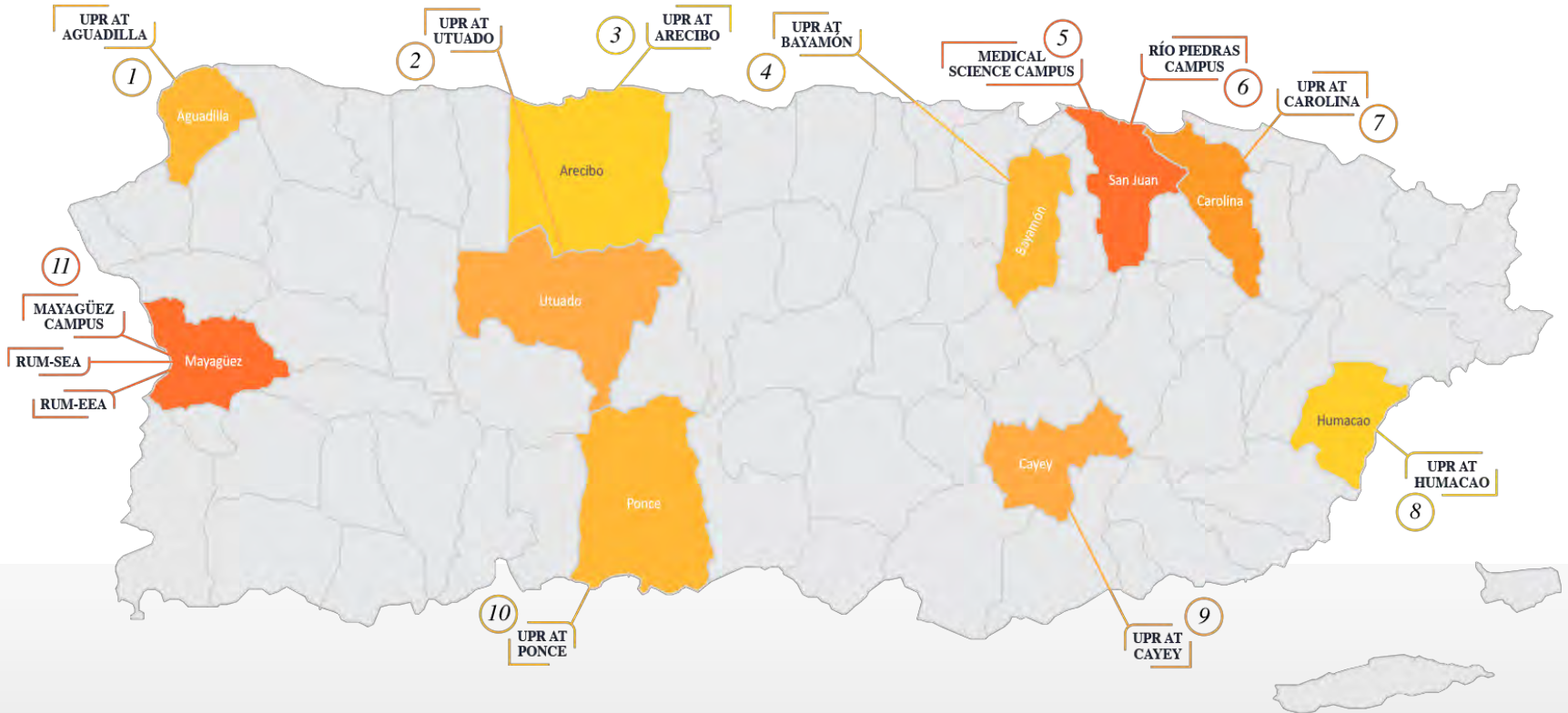
- The smaller campuses: Aguadilla, Arecibo, Bayamón, Carolina, Ponce, Utuado, Cayey, and Humacao proportionately have the highest No Compliance findings.
- The transitions into the main HUB Campuses will take some time. Fiscal Plan assumptions suggest that a full integration will be completed by 2022.
- Consolidation efforts do not necessarily result in a full closing of campuses. The consolidated campuses will become Satellite Campuses of the HUBs. Satellite Campuses will provide technical and niche academic offers where they have specific advantages. All other academic offers will be transferred to the HUBs.
- Total impact (net of all other assumed expense measures) will result in approximately \$30.0MM in savings by 2026.

## Implementation of full Academic Consolidation, \$MM

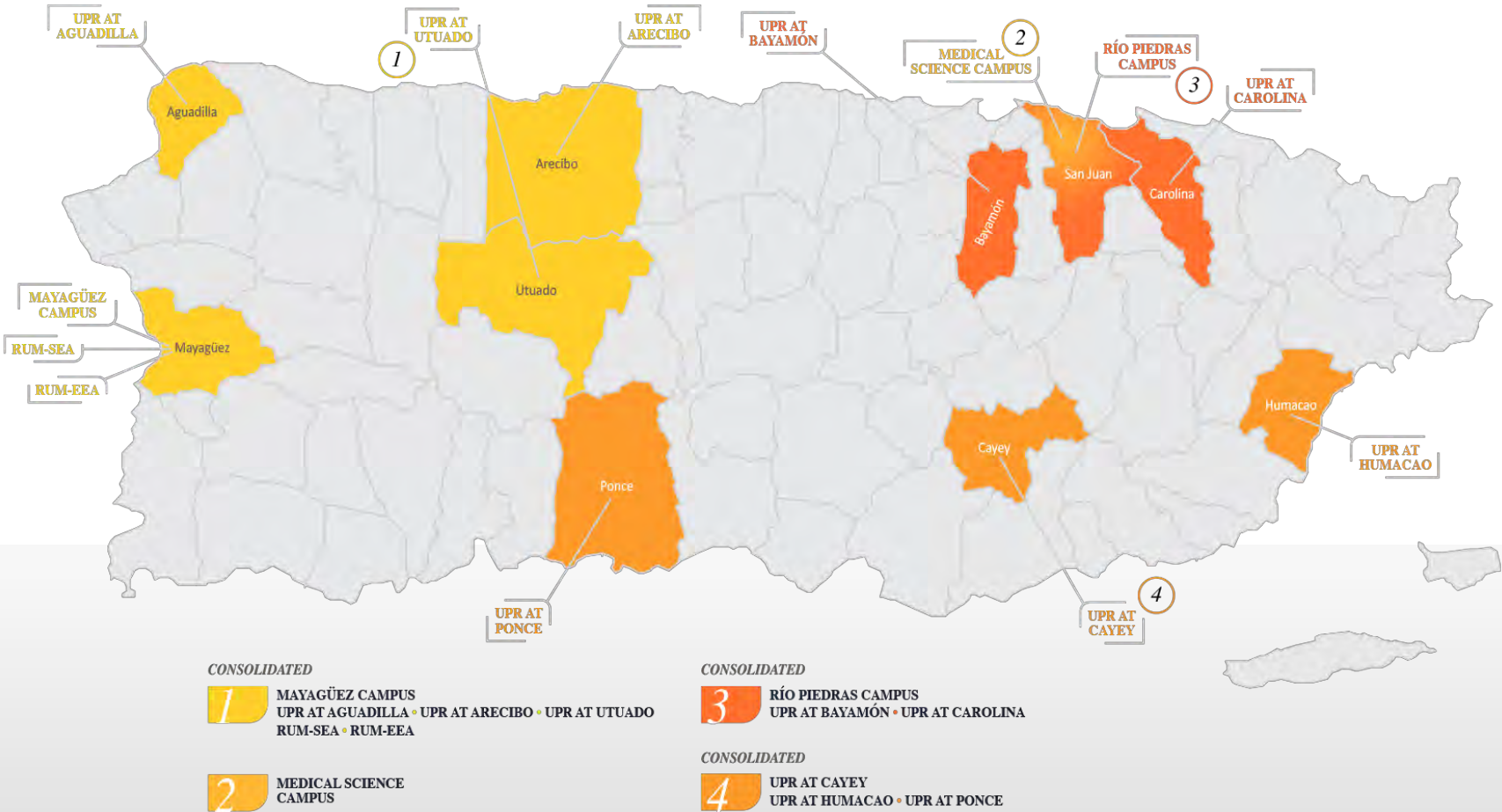




# UPR System Current Regions = 11 Campuses



# UPR System After Transformational Enhancements = 4 Campuses



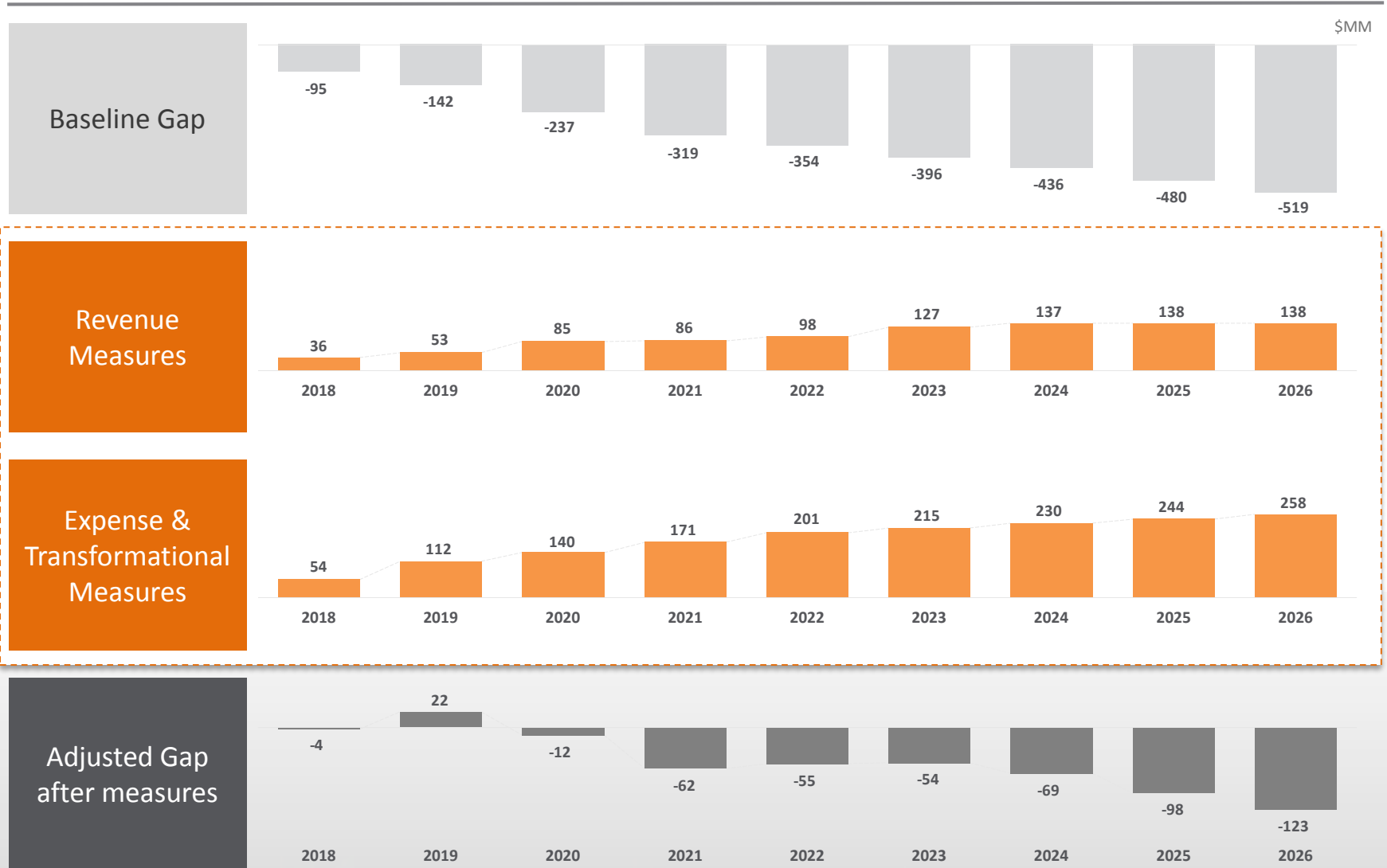
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# Summary of Fiscal Plan Adjustment Gap



## Tuition increase adjustment

As the measure of last resort the UPR will need to increase its tuition in order to cover the operational deficiencies it will encounter the next 10 years. The UPR will proactively keep analyzing cost measures as well as new revenue sources in order to mitigate the impact to students.

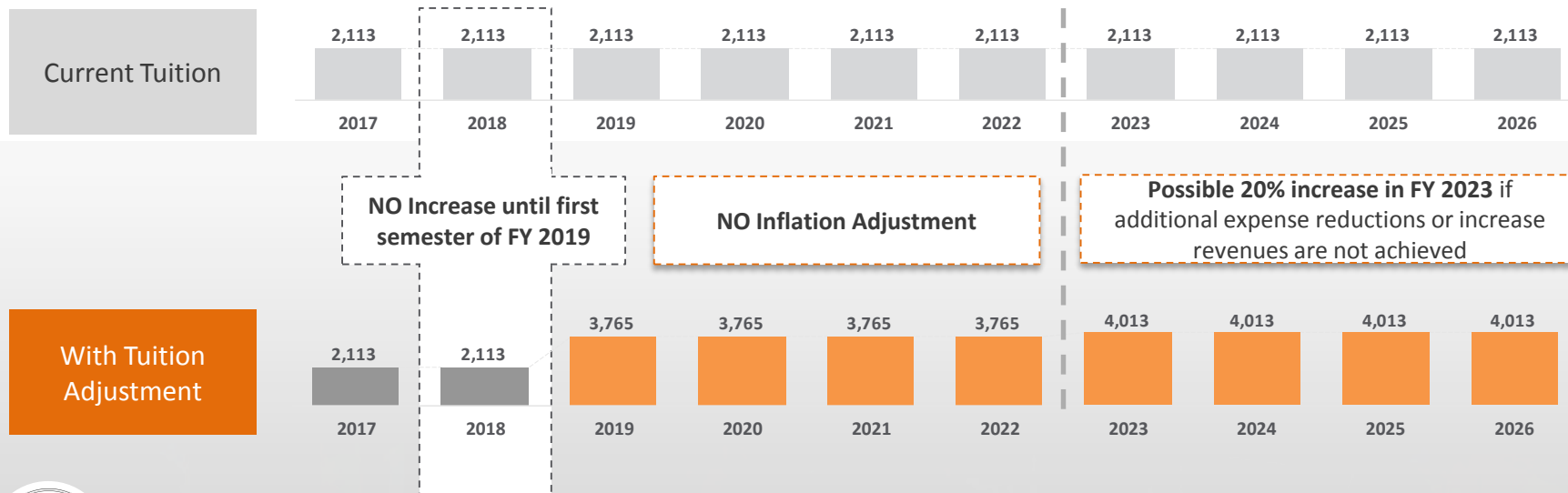
### Undergraduate Student Tuition Snapshot

	Current	Increase	Adjusted
By Credit	\$56	\$59	\$115
Average Annual Tuition & Fees	\$2,113	\$1,652	\$3,765

### Graduate Student Tuition Snapshot

	Current Avg.	Increase Avg.	Adjusted Avg.
By Credit	\$140	\$130	\$270
Average Annual Tuition & Fees	\$2,225	\$1,560	\$3,785

### Undergraduate Tuition Gross Increase Adjustment\*

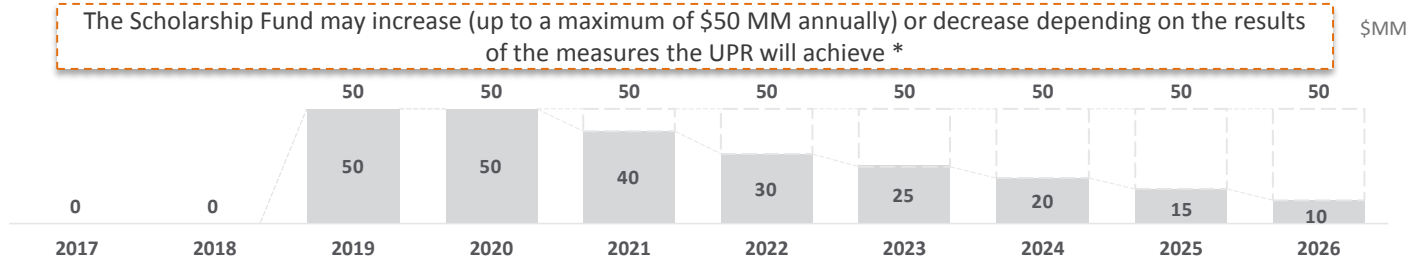


## Tuition increase will include a means-based scholarship fund

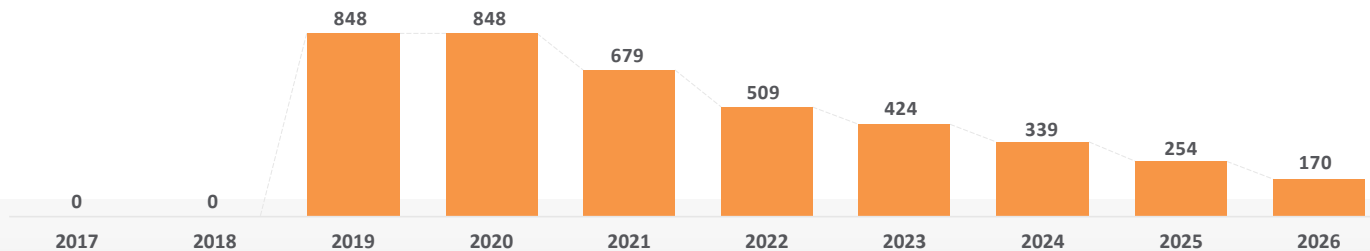
**UPR will incorporate a new Scholarship Fund that will further mitigate the increase of tuition for the most vulnerable student population. For 2019 the Fund will amount to \$50 MM, resulting in a weighted average per student Tuition & Fees increase of \$804 or an annual cost of \$2,917 v. \$3,765**

The Scholarship Fund may increase (up to a maximum of \$50 MM annually) or decrease depending on the results of the measures the UPR will achieve \*

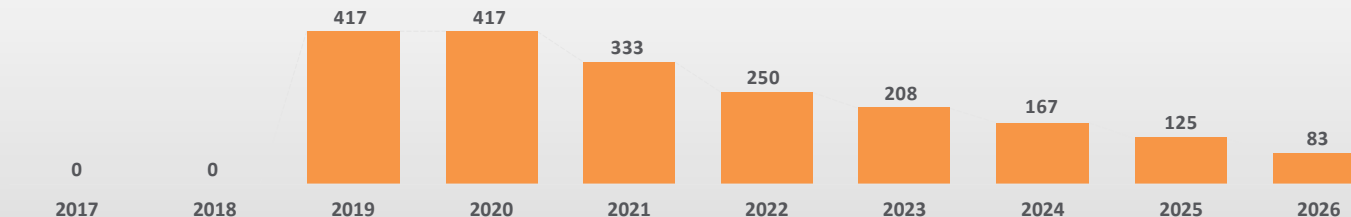
Scholarship Fund



Average Subsidy per Undergraduate Student



Average Subsidy per Graduate Student



## Means Based Tuition Matrix

With the new Scholarship Fund, based on Means-Based, 45% of the student population (or 28k students) will see an **increase of \$14.75 per credit, or \$413 annually** starting in FY 2019

### Based on \$50MM Scholarship Fund

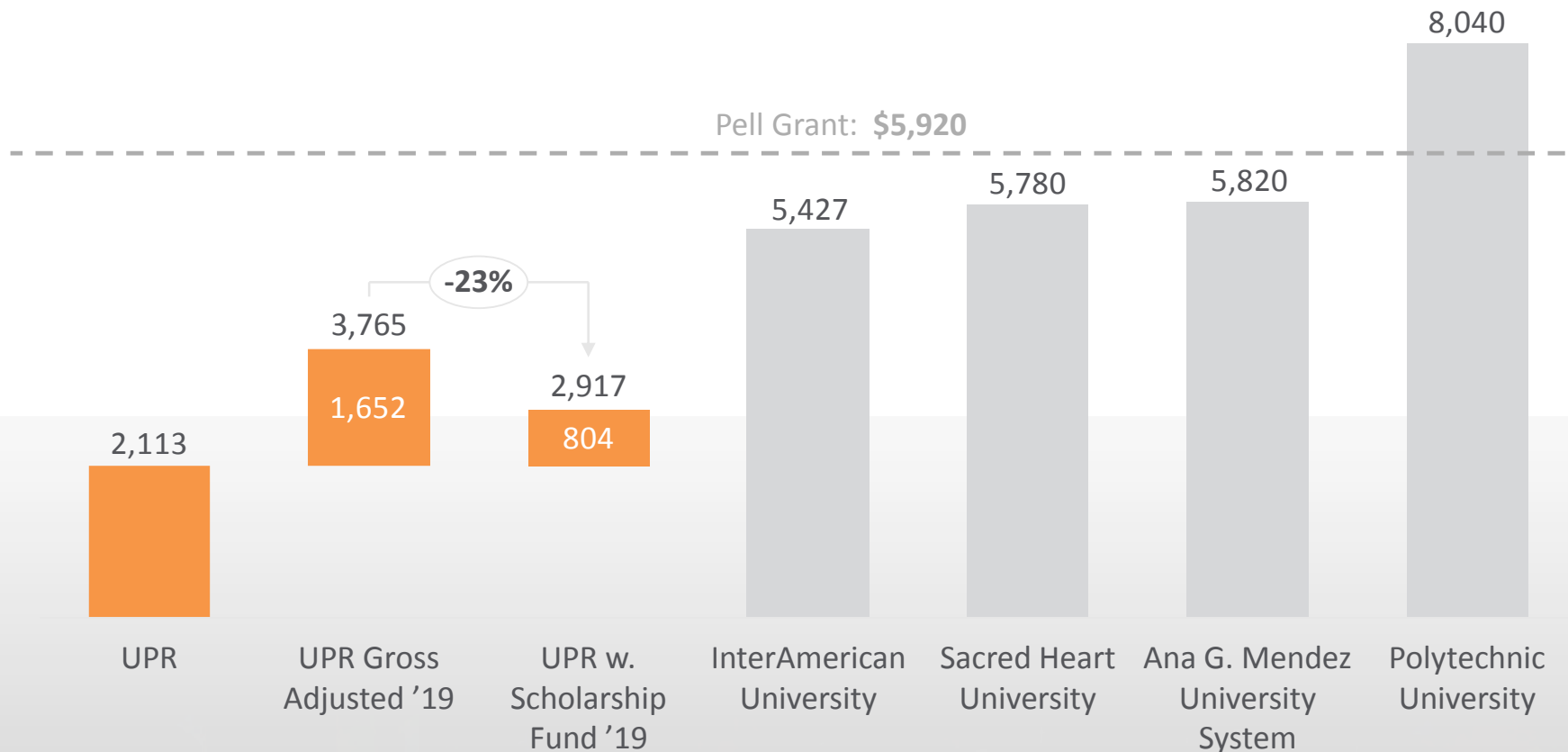
Expected Family Contribution or EFC (# that determines students eligibility for federal aid)	# of Students	% of Total Students	% of Subsidy	FY 2019		
				Annual Additional Adjusted Cost of Student	Per Credit Additional Adjusted Cost of Student	Total Subsidy
<b>0 - 499</b>	<b>28,177</b>	<b>45.45%</b>	<b>75.00%</b>	<b>413.00</b>	<b>14.75</b>	<b>\$35.0MM</b>
500 - 999	2,043	3.30%	70.00%	495.60	17.70	\$2.4MM
1000 - 1499	2,001	3.23%	65.00%	578.20	20.65	\$2.1MM
1500 - 1999	1,673	2.70%	60.00%	660.80	23.60	\$1.7MM
2000 - 2499	1,527	2.46%	55.00%	743.40	26.55	\$1.4MM
2500 - 2999	1,160	1.87%	50.00%	826.00	29.50	\$960M
3000 - 3499	900	1.45%	45.00%	908.60	32.45	\$670M
3500 - 3850	523	0.84%	40.00%	991.20	35.40	\$345M
≥ 3851	1,196	1.93%	35.00%	1,073.80	38.35	\$690M
Undergraduate Student Enrollment (w/o. Pell Grant)	16,800	27.10%	10.00%	1,486.80	53.10	\$2.8MM
Graduate Student Enrollment	6,000	9.68%	20.00%	1,239.06	103.25	\$1.9MM
<b>Total</b>	<b>62,000</b>	<b>100.00%</b>				<b>\$50MM</b>



## Tuition and Fees Comparison after Tuition Increase – PR Private Universities

After the Tuition Increase measure the UPR Tuition & Expense costs will still be proportionately lower than other private university systems.

Average Tuition & Fees per Undergraduate Student, \$MM





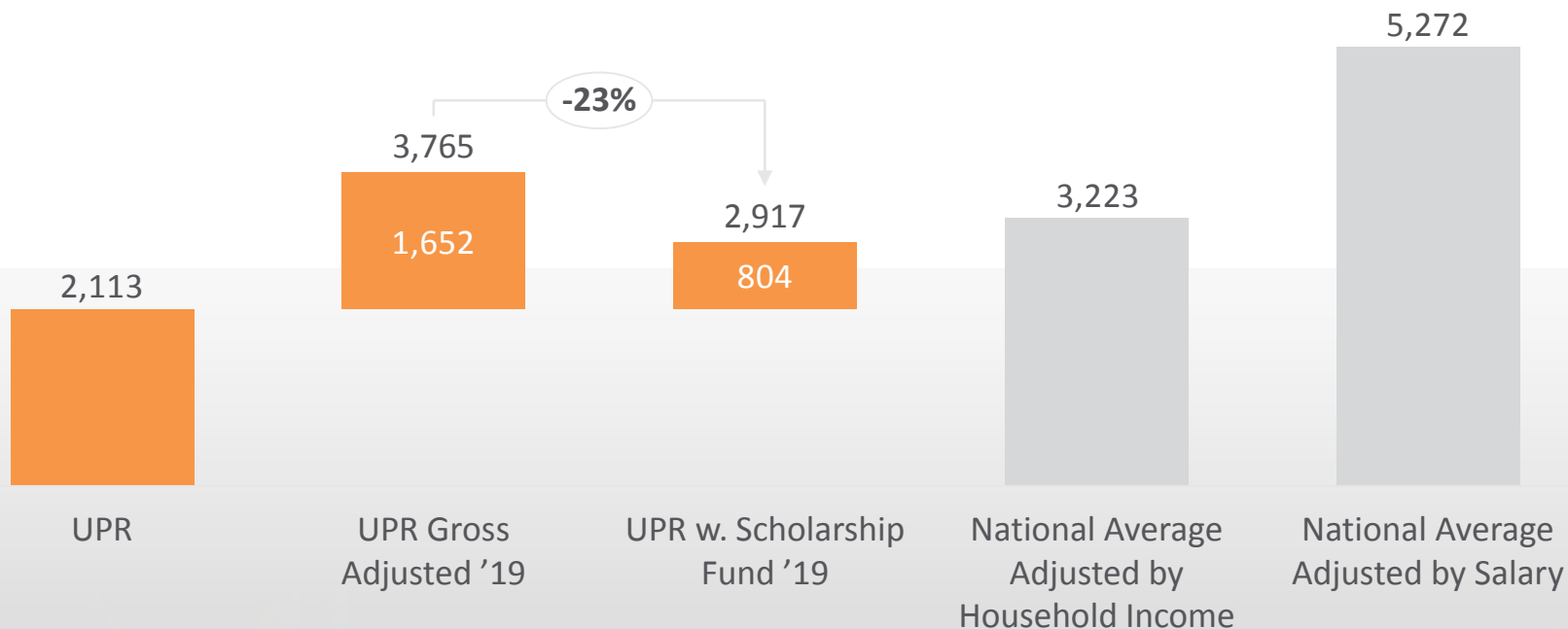
## Tuition and Fees Comparison after Tuition Increase – US university comparison

After the Tuition Increase measure the UPR Tuition & Expense costs will still be lower than the average of US stateside university systems (adjusted by Household Income and Salary)

Average Tuition & Fees per Undergraduate Student, \$MM

Unadjusted National Average: \$9,650

Pell Grant: \$5,920



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8. Extraordinary Measure – Means-Based Tuition
- 9. UPR Retirement System**
10. Debt Sustainability



## UPR Pension Plan Summary

The UPR Retirement System Funding Ratio as of June 30, 2015 was 46.6%. The UPR Governing Board approved a 40 year plan for amortizing the unfunded liability considering 3% annual active member growth and 7.75% annual interest rate. Said payments would replenish the fund in its entirety by year 2054.\*

- The Government Board, Retirement Board and the Retirement System actively pursue ways to lower pension costs and improve the monitoring of both the assets and investments of the Retirement Trust while maximizing the funding ratio and its cash flows
- The University's contribution to the Retirement System was approximately \$78 million in fiscal year 2015-16. The projected contribution for the fiscal year 2017-18 is \$78 million

### Proposed Plan vs. Fiscal Plan Baseline Projections , \$MM

	2018P	2019P	2020P	2021P	2022P	2023P	2024P	2025P	2026P	Total
<b>Pension Expense - Baseline Projections</b>	(78)	(80)	(82)	(85)	(88)	(90)	(93)	(96)	(99)	(791)
<b>Amortization Payment*</b>	(82)	(84)	(86)	(89)	(92)	(95)	(97)	(100)	(103)	(828)
<b>Variance \$</b>	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(37)
<b>Variance %</b>	-4.33%	-5.33%	-5.08%	-4.82%	-4.64%	-4.46%	-4.26%	-4.06%	-3.86%	-4.02%

\*(Valuation as of June 30, 2015)

**In light of Fiscal Plan initiatives, these amounts may vary and shall be included in a new actuarial analysis**

Sources: (i) Actuarial Valuation 2015; (ii) 2015 Audited Financial Statements of the UPR Retirement System; (iii) UPR Governing Board Certification 146, 2014-15

\* UPR Retirement System Actuarial valuation as of June 30, 2015 reflects an \$1.46Bn. Unfunded Actuarial Accrued Liability and a \$2.7Bn Actuarial Accrued Liability.



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# UPR Summary Capital Structure

## Capitalization summary, \$MM

<u>UPR Bonds</u>	<u>Amount</u>	<u>Interest</u>	<u>Maturity</u>
		<u>Rate</u>	
University System Revenue Bonds, Series P	\$204	5.00%	Aug-24
University System Revenue Bonds, Series Q	207	5.00%	Jan-29
<b>Total UPR Bonds</b>	<b>\$411</b>		
<u>AFICA Debt</u>			
AFICA Revenue Bonds, 2000 Series A (insured)	\$64	5.28%	Sep-34
<b>Total AFICA Debt</b>	<b>\$64</b>		
GDB Loans <sup>1</sup>	\$76	P + 150	Various
<b>Total UPR Debt Outstanding</b>	<b>\$551</b>		

Source: Bloomberg, TOMIS report, July 2017

Note: (1) Fiscal Plan does not assume that UPR will service or repay GDB Loans, consistent with GDB Fiscal Plan



## Debt Sustainability Considerations

**As a result of the ~\$3.5 billion reduction in appropriations to UPR from the Government of Puerto Rico, UPR is undertaking a substantial restructuring of its operations**

- 1 The new UPR Fiscal Plan identifies a number of revenue and expense measures to address the reduction in appropriations and fund operations
  - Identified measures have execution risk which may further limit excess cash flow availability
- 2 However, the Fiscal Plan, post measures, indicates that UPR still has a cash flow deficit after taking into account the scheduled debt service payments

### Fiscal Plan cash flow summary, \$MM

	2017P	2018P	2019P	2020P	2021P	2022P	2023P	2024P	2025P	2026P	Total
Total Revenue (Inc'l Appropriations)	\$1,258	\$1,262	\$1,265	\$1,267	\$1,271	\$1,274	\$1,278	\$1,283	\$1,287	\$1,292	\$12,737
Total Expenses & Capex (Exc'l Debt Service)	(1,152)	(1,154)	(1,163)	(1,175)	(1,189)	(1,204)	(1,226)	(1,249)	(1,275)	(1,300)	(12,086)
<b>Cash Flow (2016 Baseline Forecast)</b>	<b>\$106</b>	<b>\$108</b>	<b>\$102</b>	<b>\$93</b>	<b>\$82</b>	<b>\$70</b>	<b>\$52</b>	<b>\$34</b>	<b>\$12</b>	<b>(\$8)</b>	<b>\$651</b>
Reduction in Appropriations	–	(173)	(244)	(330)	(401)	(424)	(448)	(470)	(492)	(511)	(3,493)
<b>Cash Flow Post CW Appropriations Reduction</b>	<b>\$106</b>	<b>(\$65)</b>	<b>(\$142)</b>	<b>(\$237)</b>	<b>(\$319)</b>	<b>(\$354)</b>	<b>(\$396)</b>	<b>(\$436)</b>	<b>(\$480)</b>	<b>(\$519)</b>	<b>(\$2,842)</b>
1 Total Identified Measures	–	91	216	277	319	371	439	469	489	508	3,179
<b>Cash Flow Post-Measures (Pre-Debt Service)</b>	<b>\$106</b>	<b>\$26</b>	<b>\$74</b>	<b>\$39</b>	<b>\$0</b>	<b>\$17</b>	<b>\$43</b>	<b>\$33</b>	<b>\$9</b>	<b>(\$11)</b>	<b>\$337</b>
Debt Service Payments	(48)	(48)	(48)	(48)	(48)	(48)	(48)	(48)	(48)	(36)	(470)
<b>2 Surplus / (Shortfall)</b>	<b>\$58</b>	<b>(\$22)</b>	<b>\$26</b>	<b>(\$9)</b>	<b>(\$48)</b>	<b>(\$31)</b>	<b>(\$5)</b>	<b>(\$15)</b>	<b>(\$39)</b>	<b>(\$47)</b>	<b>(\$133)</b>



## Debt Sustainability Considerations

### Fiscal Plan cash flow summary, \$MM

	2017P	2018P	2019P	2020P	2021P	2022P	2023P	2024P	2025P	2026P	Total
Cash Flow Post CW Appropriations Reduction	\$106	(\$65)	(\$142)	(\$237)	(\$319)	(\$354)	(\$396)	(\$436)	(\$480)	(\$519)	(\$2,842)
Total Identified Measures	–	91	216	277	319	371	439	469	489	508	3,179
Cash Flow Post-Measures (Pre-Debt Service)	\$106	\$26	\$74	\$39	\$0	\$17	\$43	\$33	\$9	(\$11)	\$337
Debt Service Payments	(48)	(48)	(48)	(48)	(48)	(48)	(48)	(48)	(48)	(36)	(470)
Surplus / (Shortfall)	\$58	(\$22)	\$26	(\$9)	(\$48)	(\$31)	(\$5)	(\$15)	(\$39)	(\$47)	(\$133)

***In order to address the remaining shortfall, UPR intends to engage with its creditors to bridge the gap through a consensual bond modification, if possible, which is expected to include some combination of the below as may be necessary to reduce or fund debt service costs:***

- Principal and/or interest holiday
- Interest reductions
- Maturity extensions / rescheduling of amortization
- Debt forgiveness
- New capital injections

***Any necessary modification of bond debt to provide liquidity and debt sustainability will need to reduce the debt service costs over the Fiscal Plan Projection Period and also take into account (i) necessary operational cash cushions and (ii) timing and execution risks of identified measures***



# **APPENDIX 2**



**18 de julio de 2017**

**A: Dr. John Fernández VanCleve  
Rector**

**De: Comité Eficiencia Institucional**

**Asunto: Informe y Recomendaciones sobre medidas para enfrentar ajuste 2017-2018**

**Se incluyen los siguientes documentos:**

- 1. Informe**
- 2. Presentación**
- 3. Anejos:**
  - Estimado Consumo recursos por estudiante según su programa de estudio
  - Análisis distribución carga docente
  - Personal Activo (Junio 2017) - HRMS
  - Distribución gastos 2015-16 (2016-2017 aún no está listo)
  - Certificaciones 307 y 308
  - Propuesta costo diferenciado por repetición
  - Distribución recomendada fondos Ayudantías, Compensaciones y Contrataciones Temporeras

## Informe

El Comité de Eficiencia Institucional fue conformado a petición de Rector con la encomienda de evaluar la situación presupuestaria que enfrenta el recinto a raíz de las medidas que se estarán tomando en el país para paliar la crisis fiscal conocida por todos. Ante la situación actual debemos reconocer que la UPR, a fin de afrontar la situación, deberá sufrir cambios, no solo en la forma de operar sino en su estructura misma. Ante esta realidad, el comité se reafirma en los siguientes principios:

1. **La reestructuración de la UPR debe comenzar por AC.** Ante la disminución de recursos disponibles, los ajustes deben comenzar por evaluar y modificar o eliminar aquellas funciones que no añaden valor directo a los procesos de enseñanza o investigación. Muchos de estos procesos residen en Administración Central. Es una falacia la percepción de que AC le cuesta al sistema solo \$14 millones. La AC administra sobre \$50 millones en SASU (Sistemas de Apoyo al Sistema Universitario), pero el RUM se beneficia muy poco de las partidas incluidas bajo SASU. Aparte del consumo directo de recursos, AC ocasiona ineficiencias en las operaciones de los recintos y del sistema. Estas no han sido cuantificadas, pero son identificables y se sienten fuerte en la operación de los recintos. Además, consumen recursos directos de los recintos al requerir tiempo considerable de sus administradores de distintos niveles
2. **El RUM tiene que continuar insistiendo en una distribución justa del presupuesto de la UPR.** Una distribución que tome en consideración: (1) el número de estudiantes equivalentes a tiempo completo, (2) la responsabilidad y efectividad demostrada previamente en el uso de fondos y de recursos. Actualmente el RUM atiende al 94% de los estudiantes FTE que atiende RP, con solo el 62% del presupuesto de RP, y con la mitad de los decanatos.
3. El RUM debe insistir en que se revisen los reglamentos y procedimientos que desincentivan la autogestión en los recintos y el desarrollo de propiedad intelectual. Los ingresos por cuotas especiales, costos indirectos y beneficios de gestiones internas que se costean con fondos del recintos, deben permanecer en los recintos.
4. Aún haciendo en AC todos los ajustes que entendemos necesarios, es importante reconocer que a nivel local existen también múltiples oportunidades para utilizar mejor nuestros recursos fiscales y humanos, procurando en primera instancia mantener o mejorar el nivel de servicio que brindamos al estudiante.

### Evaluación Situación Interna RUM

Aunque la UPR aún no cuenta con un plan fiscal certificado, entendemos que la UPR enfrentará recortes en el orden de \$150 millones, que para el RUM posiblemente representará un recorte de

10.31% para la operación del RUM mas un corte de poco más de 12% para las agencias SEA y EEA.

El presupuesto del RUM para este año 2016-2017 fue de \$150,650,166. Las agencias agrícolas SEA y EEA reciben por separado un presupuesto que ronda los \$36.6 millones, pero la evaluación del usos de recursos de las agencias no forma parte de la encomienda del comité.

El presupuesto 2016-2017 se distribuyó en el RUM de la siguiente forma (certificación 14-15-378 JA):

<b>Unidad Presupuestaria</b>	<b>Presupuesto</b>	<b>Total</b>
Centro de Investigación y Desarrollo	\$ 1,937,014	
Rectoría	6,858,797	
Cuentas Generales	<b>14,383,580</b>	
Decanato de Administración	23,558,558	
Decanato de Asuntos Académicos	10,206,612	
Decanato de Estudiantes	5,065,366	
Facultad de Artes y Ciencias	48,754,158	
Facultad de Administración de Empresas	5,144,697	
Facultad de Ingeniería	26,625,653	
Colegio de Ciencias Agrícolas - Facultad	8,115,731	
Sub-Total		\$150,650,166
Servicio de Extensión Agrícola (SEA)	20,007,473	
Estación Experimental Agrícola (EEA)	16,627,337	
<b>T O T A L Presupuesto Recurrente RUM</b>		<b>\$187,284,976</b>

El recorte de 10.31% que está siendo considerado en este momento nos lleva a la necesidad de operar el RUM con unos \$135,113,000. Un análisis simple de los gastos ineludibles del Recinto nos arroja los siguiente:

**Gastos Ineludibles:**

Salarios Base, Aportaciones y Bono Navidad (personal regular - 1657 empleados al 29/jun/ 2017):	\$113, 063, 900
Utilidades (electricidad, agua, telefonía, comunicaciones, gas):	\$ 8, 020, 163
Seguro Médico Estudiantes*:	\$ 1,044, 000
<b>Total gastos ineludibles:</b>	<b>\$122, 128, 063</b>

Al incluir otros gastos operacionales indispensables tenemos:

**+ Otros gastos indispensables  
(según administrados hasta el momento):**

Ayudantías:	\$ 3, 716,319
Compensaciones Adicionales:	\$ 1, 611, 451
Personal Irregular:	\$ 2, 854, 045
Materiales Decanatos Académicos:	\$ 1, 019, 206
Bases Datos Biblioteca*:	\$1, 913, 409
<b>Total gastos ineludibles e indispensables:</b>	<b>\$133, 242, 493</b>

\*La cantidad más probable es \$2.1M pero puede alcanzar los \$2.9M

Otros gastos recurrentes importantes son:

**+ Otros gastos recurrentes cubiertos con fondo general (según administrados hasta el momento):**

Arrendamiento (fotocopiadoras y flota)*:	\$ 573, 513
Materiales Unidades No Académicas:	\$ 756, 471
Otras bonificaciones y Compensaciones (convenios):	\$ 1, 744, 367
<b>Sub-Total gastos:</b>	<b>\$136, 316, 844</b>

\*Arrendamiento fotocopiadoras con distintos tipos de fondos sobrepasan los \$600k

Los datos históricos en estos renglones evidencian que, de mantener las operaciones académicas y administrativas como hemos acostumbrado, este próximo año académico **no contaremos recursos para cubrir otras áreas igualmente importantes como lo son:**

- mantenimiento (\$2M)
- ascensos (\$500,000)
- combustible (\$250,000)
- compra de equipo capitalizable y no-capitalizable (\$1.1M)

Ante esta realidad, el comité determinó evaluar las áreas a fin de identificar oportunidades para reducir costos, persiguiendo en primer lugar evitar afectar el servicio al estudiante. Como parte de los trabajos se utilizaron como referencia los datos provistos por nuestros sistemas incluyendo:

- Análisis gasto 2015-2016 por renglón de gasto y por unidad
- Análisis de distribución de carga docente
- Estimado costo del recurso docente y administrativo directo que consume un estudiante, según su programa de estudio

- Programas docentes
- Sistema de horario
- Sistema de Recursos Humanos

Además, se realizaron entrevistas a todos los directores, tanto académicos como administrativos, y a los decanos. Como resultado del ejercicio, presentamos un compendio de hallazgos, acciones, acuerdos y recomendaciones sobre acciones que deben tomarse en un futuro cercano de forma que nos aseguremos como institución de que hacemos el mejor uso posible de los recursos que el país nos confía.

## **Hallazgos, Acciones y Recomendaciones**

### **A. Observaciones Generales sobre el Recurso Docente-Investigativo**

Una primera mirada al estimado de consumo por estudiante del recurso docente directo, llaman la atención algunos programas con altos costos y que se distancian de los resultados esperados de este ejercicio. Esto permitió identificar programas en los cuales se ofrecen secciones de cursos subgraduados con matrícula inusualmente baja. El análisis de la distribución de carga docente y el análisis de los programas docentes se evidencia el hecho de que tenemos en el RUM cerca de 90 docentes FTE asignados a tareas distintas a la enseñanza, administración o investigación. Con estos datos a la mano, procedimos a entrevistar a los directores académicos a fin de validar la información y buscar alternativas. De los resultados de esas entrevistas se puede destacar lo siguiente:

- 45% de las secciones en el RUM se ofrecen con menos de 15 estudiantes
- Estas entrevistas permitieron corroborar que el estimado de 93 FTE's asignados a "otras tareas" era correcto.
- Se identificaron ayudantías institucionales asignadas en exceso
- Ausencia de un sistema de avalúo de la actividad de investigación
- Falta de conciencia sobre los costos en los que incurre la institución para el apoyo de algunos proyectos o actividades
- Aunque la actividad de investigación genera un volumen de fondos para ayudantías similar a la cantidad que la institución destina a ese renglón, los costos indirectos generados no son suficientes para sostener la operación del CID. El RUM separa anualmente \$2.7 millones para apoyar esa operación.
- Existen diferencias entre los departamentos en cuanto a la asignación de créditos por ofrecer cursos de temas especiales, investigación subgraduada y por supervisión de tesis, por ejemplo, las facultades de Ciencias Agrícolas e Ingeniería, en más del 90% ofrecen los créditos como AdHonorem.
- Existen diferencias entre departamentos en el uso de recursos para administración de laboratorios, y la administracion/coordinacion de programas

Estos hallazgos dieron paso a las certificaciones de la JA 16-17-307 y 16-17-308 que proveen guías para la asignación de la labor docente, la administración de matrícula, la asignación de

ayudantías y las tareas de investigación. Estas guías deben ayudar a reducir la necesidad de contratación de personal irregular y promover un mejor uso de las ayudantías institucionales.

Como parte de las entrevistas también se identificaron retos importantes para los cuales es necesario el desarrollo de un plan a corto y mediano plazo:

- ❑ Departamentos académicos con una plantilla de profesores que incluye a muchos que cumplen con el tiempo y la edad de jubilación. (Kinesiología, Humanidades, Ciencias Matemáticas, ....)
- ❑ Algunos departamentos académicos tienen profesores especialistas en áreas específicas y no pueden o no están disponibles para ofrecer cursos en otras áreas (Ciencias Marinas, Ingeniería Civil)

### **Recomendaciones adicionales:**

Aparte de las guías desarrolladas que dieran paso a las certificaciones antes mencionadas, se hace un par de recomendaciones adicionales:

1. Reducción número de créditos en TODOS los programas académicos. Ante estos retos y una tasa de graduación que va en disminución casi constante, una de las recomendaciones más importantes que el comité somete es que los programas sean revisados durante este primer semestre 2017-2018 a fin de reducir el número de créditos requeridos. Luego de hacer una búsqueda utilizando como referencia programas similares en universidades igualmente acreditadas, se sugiere que los programas de 4 años se limiten a 120 créditos, mientras los de 5 años no deberán exceder los 150 créditos.
  - a. La reducción propuesta representaría aproximadamente un curso menos por semestre para cada uno de nuestros estudiantes. Si convertimos esos estudiantes en espacios y luego en secciones, en el mejor de los casos tendríamos el potencial de reducir la demanda en hasta 400 secciones. Si alcanzamos al menos la mitad de esa cota, el impacto económico sería cercano a \$3.5M solo en salarios.
  - b. La reducción de un curso por semestre debe tener efectos positivos en la tasa de aprobación de los cursos, la reducción del tiempo de graduación y como resultado la mejora en las tasas de graduación. La reducción en las repeticiones de cursos generará a su vez economías adicionales.
  - c. Se recomienda comenzar el ejercicio por la eliminación de TODOS los créditos requeridos en electivas libres para todos los programas del Recinto. Estos créditos no contribuyen a la definición del perfil del egresado por lo que no se afecta la preparación del estudiante. Esta acción no limita la exploración de otras áreas del saber a través de secuencias curriculares
2. Algunas secuencias curriculares, particularmente la de *Cine* consume recursos para atender muy pocos estudiantes. Se recomienda que se evalúe la posibilidad de ofrecer esta secuencia a través de la DECEP, lo que habilitaría la posibilidad de atraer estudiantes no tradicionales.

3. Gestionar el costo por crédito diferenciado por intento. Se sugiere explorar la posibilidad de cobrar los cursos repetidos a una tarifa distinta y significativamente más alta que el costo base del crédito. A la razón de repeticiones que tenemos actualmente, una medida que permita cobrar el doble del costo por crédito repetido, lo cual representaría un ingreso anual cercano a los \$3M.

## **B. Observaciones Generales sobre Funciones Administrativas y de otra índole**

Evaluando la operación de los decanatos y demás unidades se identificaron de igual forma áreas de oportunidad para reducción de costos. Algunas observaciones son de carácter general mientras que otros van dirigidas a áreas particulares. A nivel general encontramos lo siguiente

### **Arrendamiento de fotocopiadoras:**

Según el informe de gastos 2016, hay sobre **\$600,000 comprometidos en alquiler de fotocopiadoras en el RUM**. Aunque el informe del gasto 2015-16 del fondo general refleja poco más de \$235,000 por concepto de arrendamiento de fotocopiadoras, para el año corriente la facturación por este concepto se acerca a \$332K y un análisis del gasto total en ese renglón incluyendo todas las cuentas especiales refleja que el costo excede los \$600k.

### **Recomendación #1 - Urgente: Identificar medio para llevar a cabo la siguiente encomienda:**

- Detener el alquiler de máquinas adicionales, indistintamente del tipo de cuenta con la que se pagará el compromiso
  - Redefinir la relación que tiene el recinto con las compañías que proveen estos equipos, y negociar directamente con ellos el alquiler exclusivo de los modelos que suplen las necesidades, sin excederlas.
  - Comenzar un proyecto institucional de reducción de papel que incluya adiestramiento en “electronic archiving”. Se recomienda utilizar el “expertise” de la biblioteca y de CTI a estos fines.
  - Crear centros para copias y movernos a la eliminación de la práctica actual de una fotocopiadora por oficina en todas las áreas en las que esto sea posible
- Recomendación #2:** Preparar una sola orden de compra para equipos y materiales que son de uso común en diferentes oficinas y decanatos, creando oportunidad para economías de escala. Por ejemplo:
- Fotocopiadoras: Se tramite como un solo contrato y a través del proceso de negociación se pueden generar ahorros
  - Materiales de Oficina: La librería debe ser el proveedor de materiales de oficina para el Recinto. Las economías de escala que se generen deben ser transferidas a los departamentos.

### **Jornales a estudiantes:**

Según el informe de gastos, se pagaron **sobre \$960,000** en jornales a estudiantes durante el año 2015-2016 a través de diferentes oficinas administrativas y académicas. Bajo este renglón resaltan los montos pagados en la Biblioteca, el Natatorio y en CIVIS. En el caso de la Biblioteca se realizó un proyecto que permitiera identificar la necesidad real del uso

de jornales. Implementar las recomendaciones permitirá reducir el costo de los jornales en la Biblioteca en \$25K-\$30K.

Se evidencia uso intenso de estudiantes a jornal en los decanatos académicos y de servicio, no siempre cumpliendo con las disposiciones del mejor uso de los recursos. En el Decanato de Artes y Ciencias, por ejemplo, en ocasiones se utilizan jornales para apoyar estudiantes graduados que han completado su tiempo de ayudantías. Esta práctica, además de ser irregular, resulta contraproducente para los tiempos de graduación de los programas. En el caso del Decanato de Estudiantes hay estudiantes a jornal asignados a áreas para las que no siempre puede justificarse su necesidad. Por ejemplo, tenemos estudiantes 8 horas diarias en la Sala de Lactancia y en la Sala de Tranquilidad. Además, hay 2 estudiantes permanentemente en el Centro de Cómputos. Por otro lado, en múltiples oficinas tenemos estudiantes a jornal realizando tareas propias del personal que labora en las áreas, en contraposición con la reglamentación actual.

- ❑ **Recomendación #1:** Los departamentos, oficinas y decanatos que necesiten apoyo para las tareas cotidianas, deben recurrir primeramente a solicitar los servicios de los estudiantes del programa federal de estudio y trabajo. De esta forma se podrían reducir la necesidad de jornales adscritos a ellos
- ❑ **Recomendación #2:** En áreas en las que se entienda hay alta necesidad de este recurso, se propone hacer proyectos similares al que se realizó en la Biblioteca. Esto es particularmente importante en los casos del Natatorio y CIVIS
- ❑ **Recomendación #3:** Áreas especializadas de poco uso no requieren de estudiantes a jornal que las vigiles. Se debe establecer un sistema en el cual se tenga disponible la llave del área y un registro que permita ofrecer acceso controlado al espacio
- ❑ **Recomendación #4:** En el caso de los centros de cómputos, si se entiende necesaria la supervisión continua, un estudiante debe ser suficiente para atender esa necesidad
- ❑ **Recomendación #5:** Hay un uso intensivo de estudiantes a jornal para el ofrecimiento de tutorías. Se recomienda la creación de *“learning communities”* en las cuales el estudiante aporte una cantidad por determinarse a fin de pertenecer a la comunidad de aprendizaje. Esa aportación le brindaría acceso a las tutorías de interés, y podría incluirse como parte de la matrícula de forma que esté cubierta por la beca PELL. Para que esta última resulte en una buena alternativa será necesario reclamar que los fondos allegados por este medio se queden en el RUM.

#### ❑ **Manejo de compras, finanzas y contratos**

Reglamentación, procedimientos y acuerdos obsoletos en algunos casos obliga al uso ineficiente de los recursos y a demoras costosas en los procesos. Por ejemplo:

- ❑ Los requerimientos para compras computadoras a través del “agreement” institucional aumenta significativamente el costo de los equipos. Los mismos equipos pueden conseguirse fuera del “agreement” por cerca de la mitad del costo acordado, y es posible añadir la garantías requeridas por una mínima fracción del costo a través del “agreement”



- ❑ Procedimientos ineficientes y ausencia de la definición clara de responsabilidades provoca atrasos en pagos a suplidores. El historial de lentitud en los pagos tiene como resultado que los suplidores coticen precios más altos. Mejorar el historial de pagos podría reducir los costos de compras en un 10% sin necesidad de reducir la cantidad o calidad de los bienes que se adquieren.
  - ❑ **Recomendación #1:** Simplificar los procesos para habilitar la posibilidad de que se adquieran estos equipos fuera de “campus agreement”
  - ❑ **Recomendación #2:** Preparar una sola orden de compra para equipos y materiales que son de uso común en diferentes oficinas y decanatos, creando oportunidad para economías de escala. Por ejemplo:
    - ❑ Fotocopiadoras: Se tramite como un solo contrato y a través del proceso de negociación se pueden generar ahorros
    - ❑ Materiales de Oficina: La librería debe ser el suplidor de materiales de oficina para el Recinto. Las economías de escala que se generen deben ser transferidas a los departamentos
  - ❑ **Recomendación #3:** Hacer uso del conocimiento existente en las distintas áreas de “expertise” para garantizar que acuerdos futuros realmente generan condiciones económicas ventajosas para el recinto. Acuerdos con precios fijos que se extienden por tiempo prolongado no siempre son ventajosos, especialmente en áreas relacionadas con la tecnología donde los precios tienden a reducirse y hacerse más competitivos con el pasar tiempo.
  - ❑ **Recomendación #4:** Explorar la posibilidad de adquirir una AMEX para compras del RUM, de forma que se viabilice la posibilidad de adquirir bienes a precios mucho más bajos
  - ❑ **Recomendación #5:** Acordar descuentos con suplidores a cambio de pago en menos de 20 días (esto se había hecho en el 1997 pero se discontinuó). Debe definirse un procedimiento, certificado por la Junta Administrativa, que habilite el cumplimiento.
  - ❑ **Recomendación #6:** Canalizar la adquisición de bienes de uso común a través de las unidades idóneas para el manejo de estos materiales, de forma que dichas unidades funcionen como almacén y distribuidor interno, a la vez que el RUM puede beneficiarse de descuentos en la compras por volumen. Por ejemplo: los materiales de oficina deben canalizarse a través de la librería, papel a través de la imprenta y materiales de mantenimiento podrían canalizarse a través de Edificios y Terrenos

#### ❑ Manejo y Contratación Recursos Humanos

- ❑ Las descripciones actuales dificultan reclutar el personal adecuado para cumplir con las funciones de manera eficiente y efectiva en áreas que son neurálgica, particularmente en esta coyuntura.
  - ❑ **Recomendación:** Insistir en que se atienda como prioridad el hacer un estudio y redefinición de plazas no docentes de forma que se actualicen las descripciones para atemperarlas a las necesidades institucionales, incluyendo el espacio para clasificación de empleados multifuncionales
  
- ❑ Administradores y supervisores sin las herramientas gerenciales adecuadas que les permitan ejercer su función de manera efectiva.
  - ❑ **Recomendación:** Adiestramiento continuo y revisión de reglamentación. En un sistema en el cual los gerenciales asumen sus posiciones por poco tiempo se hace necesario desarrollar mecanismos que permitan acelerar la curva de aprendizaje, y el desarrollo de reglamentación que promueva la rendición de cuentas.
  
- ❑ **Telefonía:** Actualmente se paga cerca de \$285,000 por servicio telefónico
  - ❑ Se recomienda realizar un análisis económico que evalúe la viabilidad de mover el servicio a VoIP

### C. Observaciones Específicas por Áreas Funcionales:

- ❑ **Actividades Atléticas, NCAA y Natatorio**

Actualmente, la participación en NCAA representa un gasto de aproximadamente \$300K anuales en viajes y dietas, contabilizando exclusivamente el consumo del fondo general. Además se evidencian altos costos en pagos de horas extras a choferes, excedente en exenciones (en algunos equipos hasta 7 veces la cantidad de atletas que el número de titulares), bonificaciones, cupones de dietas a estudiantes y pagos a entrenadores (“coaches”).

  - ❑ **Recomendación #1:** Colocar en pausa la participación en NCAA.
  - ❑ **Recomendación #2:** La recomendación es que para el año 2017-2018, en los renglones que permanecerían aun sin la participación en NCAA, se presupueste no más **del 50%** de lo que se asignó este año fiscal 2016-2017.
  - ❑ **Recomendación #3:** Re-evaluar las exenciones y limitarlas acorde con el número de atletas necesarios en cada uno de los deportes. Las exenciones deben otorgarse únicamente por el periodo de competencia. Se podría considerar ½ exención por dos años más, particularmente para aquellos que no cualifican para beca completa
  - ❑ **Recomendación #4:** Eliminar la bonificación por coordinar las tutorías de los atletas.
  
- ❑ **Decanato de Estudiantes**

- ❑ En tiempos recientes se detectan contrataciones de psicólogos en dependencias fuera del Departamento de Consejería y Servicios Psicológicos. Llama la atención que estos profesionales lleguen a nuestro recinto a ofrecer estos servicios desligados del departamento creado a esos fines. Parece necesario evaluar las funciones y el funcionamiento de esa unidad a fin de identificar las causas que han llevado a la búsqueda de esas alternativas.
- ❑ Se identifican oficinas con 6 empleados o menos que cuentan con director y en ocasiones con director asociado. Por ejemplo:

Oficina	Número empleados
Exalumnos + Act Sociales y Culturales	6
Colocaciones	4
Intercambio	2
Calidad de Vida	2

- ❑ **Recomendación:** Evaluar consolidación de oficinas con funciones complementarias, por ejemplo: (1) Servicios Médicos asuma las funciones de Calidad de Vida, (2) Ex-Alumnos y Actividades Sociales con Colocaciones
  - ❑ Re-evaluar las exenciones que se otorgan en Banda y Orquesta y limitarlas acorde con el número de artistas con participación activa. Las exenciones deben otorgarse únicamente por el periodo de participación. Se podría considerar ½ exención por dos años más, particularmente para aquellos que no cualifican para beca completa
  
- ❑ **Decanato de Asuntos Académicos**
  - ❑ Se identifican oficinas con funciones similares que se pueden consolidar.
  - ❑ Oficinas con uno o dos empleados tienen fotocopiadoras asignadas, cuando otras oficinas están en áreas contiguas.
    - ❑ **Recomendación #1:** Evaluar consolidación de oficinas con funciones complementarias, por ejemplo: (1) Fusionar Admisiones con la Oficina del Registrador o la Oficina de Estudios Graduados, (2) CEP con DECEP
    - ❑ **Recomendación #2:** Reasignar las fotocopiadoras del CEP, Inmigración y IRB a otras oficinas y que éstas utilicen las de la Escuela Graduada.
    - ❑ **Recomendación #3:** Para fortalecer CREAD la oficina encargada de coordinar la creación de cursos y programas en línea se le debe de transferir empleados asignados en la Oficina de Impresos y de Prensa que pueden fortalecer y atender la demanda creciente en los ofrecimientos en línea.
  
- ❑ **Edificios y Terrenos**

- ❑ La extrema separación de tareas, la falta de planificación y la falta de destrezas o conocimiento en el manejo de proyectos provoca que el recurso humano y los materiales no sean utilizados de forma eficiente.
- ❑ Los estimados de materiales y tiempo que se hacen para los distintos proyectos que se manejan internamente suelen ser muy elevados, resultando en inventario que se pierde y en contrataciones de personal temporero por más tiempo del requerido
  - ❑ **Recomendación #1:** definir un puesto de empleado “multifuncional”, que pueda realizar diversas tareas en un proyecto (o podría ser el “trabajador”). De esta manera se agilizan las labores, se reduce el tiempo y por ende se reducen costos. Esto aplica tanto a los empleados de limpieza como a los trabajadores de campo.
  - ❑ **Recomendación #2:** Cambiar la estructura actual de talleres a brigadas.
  - ❑ **Recomendación #3:** Capacitar a los ingenieros en temas de manejo de proyectos y en técnicas de estimación.
  - ❑ **Recomendación #4:** Requerir evidencia de planificación a corto y mediano plazo antes de asignar recursos humanos temporeros.
  - ❑ **Recomendación #5:** El Departamento de Edificios y Terrenos por un periodo de tres años debe atender únicamente las solicitudes de mantenimiento de las facilidades del Recinto y de ser necesaria alguna remodelación, ésta debe contar con el aval de OPIMI.
  - ❑ **Recomendación #6:** En lugar de gestionar de manera individual la compra de materiales de uso común, como la pintura o la cablería, se debe establecer un almacén con estos materiales y de ahí se despacha el material necesario para cada caso. Edificios y Terrenos facturaría el precio justo a la unidad que recibe el servicio y se lograrían economías de escala.
- ❑ **MuSA**
  - ❑ El museo representa un costo al recinto cercano a los \$385k anuales. Se recomienda que se delegue a su directora la gestión agresiva de búsqueda de fondos externos que permitan su financiamiento, incluyendo la posibilidad de impartir clases formales de arte y música en un horario atractivo y abiertas a toda la comunidad interna y externa
- ❑ **Centro Pre-escolar**
  - ❑ El Centro Pre-Escolar representa para el RUM un costo por estudiante equivalente al costo por estudiante universitario. Ante la situación actual y siendo este un servicio no imprescindible para la labor de enseñanza e investigación, debemos reevaluar su funcionamiento.
    - ❑ **Recomendación:** El centro debe moverse a un modelo autofinanciable, de lo contrario es posible que en un tiempo corto el mismo ya no pueda seguir siendo subsidiado por el Recinto. Se recomienda que durante este próximo año el personal del centro trabaje en lo siguiente a fines de buscar su autosustentabilidad:

- Reevaluar la mensualidad que se cobra a los empleados por el servicio a fin de establecer una tarifa justa, a la luz de servicios similares ofrecidos en el área. Se debe contemplar la implantación de una cuota de alimentos (aprox. \$7/diarios)
- Hacer disponibles los servicios a toda la comunidad, no exclusivamente a la comunidad universitaria.

#### **Servicios Médicos**

La oficina de Servicios Médicos (SM) del RUM debe cumplir una función primaria de velar por la salud de todos los que integran la comunidad universitaria y ha hecho una excelente labor de divulgación y actividades que promueven estilos de vida saludable, razón por la cual recomendamos que SM asuma las funciones que actualmente realiza la Oficina de Calidad de Vida. Evaluando la operación de SM encontramos que:

- Cuentan con al menos 3 médicos con contrato que ofrecen variedad de servicios
- Cuentan con inventario de medicamentos
- Cuentan con servicio de psicología, separado del servicio que ofrece el Departamento de Consejería y Servicios Psicológicos
- En años recientes, en ánimo de ofrecer más servicios, la oficina de SM impulsó la creación de la oficina dental contratando una asistente dental sin contar con un dentista.
- Además, cuenta con el servicio de laboratorios y contratan personal para operarlo.
- Tienen una ambulancia y dos choferes a tiempo completo.
- Los estudiantes tienen sus propios planes médicos con las cubiertas correspondientes, al igual que los empleados docentes y no docentes.

Aunque reconocemos que el RUM se encuentra en medio de una comunidad en la cual podemos acceder médicos, laboratorios, dentistas y hospitales a una distancia muy cortas de nuestro campus, es claro que todos valoramos la conveniencia de contar con estos servicios dentro del recinto. Sin embargo, ante la realidad económica actual, es imprescindible buscar opciones para financiar la operación entendiendo que la prioridad en el uso de los fondos del presupuesto general debe ser la academia.

#### **Recomendación:**

- Dado que todos los estudiantes y empleados del RUM cuentan con cubierta de plan médico, los servicios médicos en el Recinto deben ser facturados de forma que la operación sea autofinanciable y no requiera de la asignación de recursos del fondo general. Se sugiere considerar un cambio en el horario de servicio de forma que los mismos estén disponibles fuera de las horas laborables tradicionales, de forma que empleados y estudiantes tengan disponible un centro en el cual puedan atender sus situaciones médicas, las situaciones médicas de sus familiares o hacerse exámenes de rutina, sin necesidad de ausentarse a sus labores o clases.

- ❑ Si no fuese posible hacer la operación autofinanciable, ante la realidad de que hay servicios médicos de todo tipo disponibles en la cercanía, se entiende que no es imprescindible el ofrecimiento de servicios médicos generales dentro del recinto. Sería deseable mantener exclusivamente una unidad que brinde primeros auxilios y el acceso a ambulancia que pueda trasladar algún caso crítico a uno de los hospitales del área. En este caso, recomendamos reenfocar las prioridades de SM hacia servicios y actividades de prevención y al desarrollo de iniciativas que fomenten el mejoramiento de la de calidad de vida de nuestros estudiantes y empleados.

#### **D. Empresas Universitarias y otras opciones de generación de fondos**

**Las Empresas Universitarias:** tienen el potencial de convertirse en entidades autofinanciables y hasta de generación de fondos que contribuyan al funcionamiento del RUM y permita atender áreas que se verán afectadas por la disminución de fondos del recinto. A estos efectos se recomienda:

- ❑ Toda Empresa Universitaria debe desarrollar un plan de negocio a implantar durante el próximo año, incluyendo la posibilidad de ofrecer sus servicios a la comunidad externa
- ❑ Las plazas temporeras que se necesiten para ofrecer el servicio, se deben costear con cuentas especiales que se alimenten con los fondos que se generen en dichas empresas.

**DECEP:** ha sido consistente en generar fondos externos a través del ofrecimiento de cursos cortos, sin embargo puede tomar ventaja de la creación de CREAD para aumentar sus ofrecimientos en línea y generar fondos adicionales, de manera que el sueldo del personal adscrito a ésta oficina sea cubierto completamente por los fondos obtenidos y brindar apoyo a las operaciones del Decanato.

**EDUCON:** este proyecto, adscrito a la Facultad de Administración de Empresas, tiene que moverse a ser autofinanciable. Los ingresos deben ser suficientes para mantener la operación incluyendo el costo de personal y las descargas y con potencial de generar ingresos excedentes que le permitan apoyar a ADEM en los gastos operacionales y que cubra los costos del personal que trabaja en dicha oficina.

**Práctica Intramural:** La práctica intramural tiene potencial para generación de fondos que apoyen la operación regular del recinto. Para que tenga impacto positivo al recinto es necesario que se promueva el uso de este mecanismo para la generación de propuestas en las cuales el decanato o departamento figuren como proponentes. De esta forma parte de los ingresos quedan a disposición de los departamentos. Los profesores pueden figurar como co-proponentes o como expertos contratados a través de la propuesta.

**Venta de Espacios Publicitarios:** La Junta Administrativa del RUM debe aprobar reglamentación que regule y fomente normas para la venta de anuncios en los lugares a ser autorizados y promover la venta de auspicios deportivos.

**Cuentas rotatorias:** Los fondos que se allegan a cuentas rotatorias deben cubrir los gastos operacionales de las actividades que generan dichos fondos. En caso de que se utilice dinero del fondo general para apoyar en algún modo esas actividades, el mismo debe ser restituido una vez se alleguen los fondos a la cuenta rotatoria.

### **Proyectos Investigación y CID:**

La creación de conocimiento nuevo a través de la investigación es parte de la definición misma de una Universidad. Además del desarrollo del conocimiento, la investigación genera fondos para apoyar el desarrollo de estudiantes y de programas graduados, además de apoyar las operaciones a través de los costos indirectos. Sin embargo, para poder recibir todos los beneficios institucionales de esta actividad, es fundamental que la unidad que administra estos proyectos y fondos externos lo haga de manera eficiente y a tiempo. Es necesario que las funciones del CID se reestructuren de forma que:

1. Se transforme el CID en una unidad que brinde apoyo a los investigadores en la búsqueda de oportunidades y en la administración de sus proyectos, liberando a
2. Se provea a los investigadores con el apoyo administrativo que les permita hacer mejor uso de su tiempo de investigación
3. Se definan claramente guías que permitan al investigador evaluar apropiadamente el compromiso institucional con la propuesta, a fin de determinar si el mismo es razonable y sostenible
4. Se mejoren los procesos de facturación para que el dinero llegue a tiempo al recinto

### **Otros:**

**El Recinto cuenta** con diversas oficinas que desarrollan labores comunitarias como por ejemplo COHEMIS, Campus Verde, Centro Universitario para el Acceso (CUA), El Instituto Universitario para el Desarrollo de las Comunidades, y otros que impactan positivamente a los estudiantes del RUM y a las comunidades externas. Para operar estos centros el RUM típicamente concede créditos docentes para correr estos programas pero es posible que en un futuro cercano se necesite tiempo de estos profesores para atender cursos en el salón de clase. Debido a la importancia de estos centros en un ambiente universitario, se recomienda lo siguiente:

- Requerir informes regulares (anuales) que faciliten el avalúo y evidencien el nivel de actividad e impacto de estos centros
- Los profesores que los dirigen comiencen campañas de autogestión que les permitan allegar fondos que financien la operación
- El tiempo de los profesores se conceda mediante compensación adicional y no como parte de la carga regular del profesor

## **Proyectos Título V:**

Los proyectos Título V proponen una excelente alternativa para el ofrecimiento de servicios de valor para nuestros estudiantes. Sin embargo en ocasiones estos proyectos incluyen un compromiso institucional que no siempre está claro a la hora de apoyar el mismo, y que parecen incrementarse con el paso del tiempo. En momentos de seria estrechez económica, estos proyectos compiten por los mismos recursos fiscales por los que compete la oferta de cursos, por lo tanto, que la continuidad de estos proyectos dependerá primordialmente del éxito de sus proponentes y directores en la búsqueda de fondos externos adicionales para apoyar los mismos.

## **Acciones ejecutadas**

- Se han fusionado las oficinas de OMCA y OIIP, formando la Oficina de Planificación, Investigación y Mejoramiento Institucional (OPIMI), eliminando un director, su descarga y su correspondiente compensación adicional.
- El Decanato de Asuntos Académicos ha eliminado la posición de director asociado de la escuela graduada, ha reducido la cantidad de estudiantes a jornales en sus diferentes dependencias.
- Un análisis realizado por el personal de la biblioteca, permitió identificar las bases de datos de menor uso, lo cual permitió una reducción de presupuesto de \$600,000 para el año académico 2017-2018.
- El Decanato de Administración hará una disminución en la cantidad de vehículos de arrendamiento.
- Las Facultades de Ingeniería, Ciencias Agrícolas y Administración de Empresas han presentado una reducción considerable en los fondos solicitados para ayudantías graduadas, compensaciones y nombramientos irregulares.
- Alquiler de antenas se sustituyó por la compra de equipo y licencias (Decanato Administración)

## **Análisis adicionales (pendiente):**

Bonificaciones, Compensaciones y Otros Beneficios equivalen a cerca del 10% del gasto en sueldos





# Situación presupuestaria actual, Presupuesto Año Fiscal 2017-2018

# Presupuesto RUM 2016-2017


Unidad Presupuestaria	Presupuesto
Rectoria	6,858,797
Centro de Investigacion y Desarrollo	1,937,014
Cuentas Generales	14,383.580
Decanato de Administración	23,558,558
Decanato deAsuntos Académicos	10,206,612
Decanato de Estudiantes	5,065,366
Decanato de Artes y Ciencias	48,754,158
Decanato de Administracion de Empresas	5,144,697
Decanato de Ingeniería	26,625,653
Decanato de Ciencias Agrícolas	8,115,731
<b>Total RUM</b>	<b>150,650,166</b>
Servicios de Extensión Agrícola	20,007,473
Estación Experimental Agrícola	16,627,337



# Situación Actual

- Al día de hoy la UPR ha indicado que la reducción en el presupuesto para el año académico 2017-2018 es de 10.31% para el RUM, 12.77% para el SEA y 11.56% para EEA

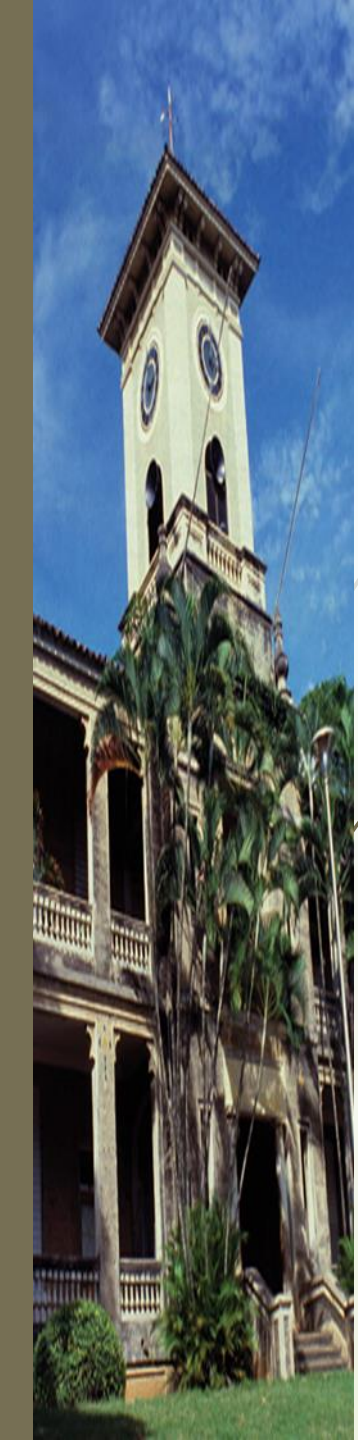
Renglón	Presupuesto anterior	Presupuesto aprobado
UPRM	\$150, 650, 166	\$135,113,085
SEA	\$20,007,473	\$17,453,219
EEA	\$16,627,337	\$14,705,710



# Metodología para enfrentar la reducción presupuestaria

- Se definió un plan para evaluar TODAS las áreas a fin de identificar oportunidades de ajuste que permitan cubrir la diferencia de casi \$15M
- El análisis se realiza desde la perspectiva de presupuesto “base cero” y se ha evaluado tanto la actividad académica como la de apoyo
- El estimado final de ayudantías, compensaciones adicionales y personal irregular se hizo en base a la programación de cursos para agosto





## Ajustes inmediatos incluidos en el análisis de Presupuesto Base Cero

- Ayudantías de \$3.7M a \$2.9M
- Compensaciones adicionales de \$1.9M a \$1.32M
- Contrataciones temporeras: De \$3.5M a \$1.8M
- Costo Bases datos Biblioteca: Se reduce en \$600,000
- Asignación a Actividades Atléticas: Reducción de alrededor de \$300,000
- No se incluyen asignaciones iniciales para jornales
- Eliminación de puestos vacantes por jubilación al 30 junio, siguiendo el Plan Fiscal aprobado por la Junta de Gobierno



# Acciones ejecutadas

- Se han fusionado las oficinas de OMCA y OIIP, formando la Oficina de Planificación, Investigación y Mejoramiento Institucional (OPIMI), eliminando un director, su descarga, su correspondiente compensación adicional así como otras compensaciones y costos de materiales
- El Decanato de Asuntos Académicos ha eliminado la posición de director asociado de la escuela graduada, reducirá la cantidad de estudiantes a jornales en sus diferentes dependencias.
- Un análisis realizado por el personal de la biblioteca, permitió identificar las bases de datos de menor uso, lo cual permitió una reducción de presupuesto de \$600,000 para el año académico 2017-2018.
- El Decanato de Administración hará una disminución en la cantidad de vehículos de arrendamiento.
- Las Facultades de Ingeniería, Ciencias Agrícolas y Administración de Empresas han presentado una reducción considerable en los fondos solicitados para ayudantías graduadas, compensaciones y nombramientos irregulares.

# Regresando a nuestro presupuesto Base Cero

**Asignación Año Fiscal 17-18** \$ **135,113,085**

Gastos Ineludibles:

Salarios + Aportaciones

(Puestos Regulares): \$ 110,987,398

Cuentas Generales

(Ver desglose proxima pagina): \$ 12,608,184

Sub-Total A: \$ 123,595,582

**Disponible para Operación:** \$ **11,517,503**

Otros Gastos Academicos Directos:

(Luego de ajustes certificaciones JA)

Ayudantías \$ 2,950,297

Compensaciones Adicionales \$ 1,322,119

Personal Irregular \$ 1,790,976

Materiales Labs \$ 185,000

Bases Datos Biblioteca \$ 1,500,000

Sub\_Total B: \$ 7,748,392

**Total Gastos Básicos** \$ **131,343,974**

Balance: \$ 3,769,111

Balance: \$ 3,769,111

Gastos Operacionales (materiales, equipos, jornales, mantenimiento, arrendamiento, etc.):

Rectoria \$ 642,985

CID \$ 216,353

Administracion \$ 591,917

Ciencias Agricolas \$ 381,477

Artes y Ciencias \$ 741,122

Administracion Empresas \$ 58,085

Ingenieria \$ 292,617

Asuntos Academicos \$ 747,044

Estudiantes \$ 97,511

\$ 0



# Cuentas Generales

Cuentas Generales y Gastos Ineludibles		Año Fiscal 2017-2018
<b>Total Cuentas Generales</b>		<b>\$ 12,608,184</b>
<b>SERVICIOS PERSONALES</b>		<b>Sub Tota \$ 1,123,000</b>
5000	Acensos en Rango	500,000
5040	Senadores Académicos	60,000
5042	Cursos requisito Verano 2017-2018	150,000
5133	Turnos Especiales Federacion	120,000
5149	Bono No Recurrente - Federacion	
5153	Bono Especial HEEND	
5161	Aumentos Meritos Federacion	13,000
5163	Reclasificaciones de Puesto	100,000
5165	Prep Académica	60,000
5166	Quinquenios	120,000
<b>BENEFICIOS MARGINALES</b>		<b>Sub Total \$ 138,382</b>
5242	Seg Soc Choferil	3,213
5243	Retiro Maestros	29,426
5244	Desempleo	85,743
5344	Obvenciones (federacion)	
5345	Plan Medicinas (federacion)	20,000



# Cuentas Generales continuación...

## OTROS GASTOS OPERACIONALES

		Sub Total \$ 11,346,802
	Sea Grant	260,514
	Programa Graduado Ciencias Agricolas	185,000
	Kuali Coeus	30,000
	Ayuda Economica Estudios - Personal No Docente	12,100
	LAI	20,000
6020	Graduación	130,000
6026	Programados (Campus Agreement)	138,019
6123	Mantenimiento de Ascensores	150,000
6142	Arrendamiento Flota Vehiculos RUM	150,000
6000	Fondos Actividades Atleticas (entrenadores, plan comidas, uniformes, equipos)	265,000
6142	Arrendamiento Ambulancia	
6171	Teléfono	257,351
6220	Servicios Legales	200,000
6300	Otros Servicios y Gastos Misceláneos - Cuotas, Asociaciones y Catalogo	38,263
6364	Uniformes	130,000
6364	Seguro Médico (Estudiantes)	1,044,907
6390	Combustibles	270,000
6390	Agua y Alcantarillado	841,052
6390	Disposicion Desperdicios Solidos	184,500
6390	Electricidad	7,040,096

# Presupuesto RUM 2017-2018

Unidad Presupuestaria	Presupuesto
Rectoria	5,653,253
Centro de Investigacion y Desarrollo	1,475,491
Cuentas Generales	12,608,184
Decanato de Administración	19,682,123
Decanato deAsuntos Académicos	8,608,162
Decanato de Estudiantes	4,242,504
Decanato de Artes y Ciencias	45,012,969
Decanato de Administracion de Empresas	4,408,977
Decanato de Ingeniería	26,043,813
Decanato de Ciencias Agrícolas	7,377,608
<b>Total RUM</b>	<b>135,113,085</b>
Servicios de Extensión Agrícola	17,453,219
Estación Experimental Agrícola	14,705,710

# **APPENDIX 3**

Universidad de Puerto Rico  
Recinto Universitario de Mayagüez  
**JUNTA ADMINISTRATIVA**

**CERTIFICACIÓN NÚMERO 16-17-043<sup>(1)</sup>**

La que suscribe, Secretaria de la Junta Administrativa del Recinto Universitario de Mayagüez, de la Universidad de Puerto Rico, **CERTIFICA** que en reunión ordinaria celebrada el martes, 30 de junio de 2016, este organismo **APROBÓ** la DISTRIBUCIÓN DE PRESUPUESTO para el año fiscal 2016-2017, tomando en consideración la planificación presupuestaria de las distintas unidades del Recinto Universitario de Mayagüez (RUM), el Servicio de Extensión Agrícola (SEA) y la Estación Experimental Agrícola (EEA).

<b>Unidad Presupuestaria</b>	<b>Presupuesto</b>	<b>Total</b>
Centro de Investigación y Desarrollo	\$ 1,937,014	
Rectoría	6,858,797	
Cuentas Generales	<b>14,383,580</b>	
Decanato de Administración	23,558,558	
Decanato de Asuntos Académicos	10,206,612	
Decanato de Estudiantes	5,065,366	
Facultad de Artes y Ciencias	48,754,158	
Facultad de Administración de Empresas	5,144,697	
Facultad de Ingeniería	26,625,653	
Colegio de Ciencias Agrícolas - Facultad	8,115,731	
Sub-Total		\$150,650,166
Servicio de Extensión Agrícola (SEA)	20,007,473	
Estación Experimental Agrícola (EEA)	16,627,337	
<b>T O T A L Presupuesto Recurrente RUM</b>		<b>\$187,284,976</b>

Y para que así conste, expido y remito la presente certificación a las autoridades universitarias correspondientes, bajo el Sello del Recinto Universitario de Mayagüez, de la Universidad de Puerto Rico.

En Mayagüez, Puerto Rico, a los nueve día del mes de agosto del año dos mil dieciséis.

  
Judith Ramirez Valentin, PhD  
Secretaria



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Esta certificación enmienda la enviada anteriormente con el mismo número.  
Enmienda la cantidad de las Cuentas Generales, verificada por el Sr. W. Crespo.

# **APPENDIX 4**

Recinto Universitario de Mayagüez

Universidad de Puerto Rico


JUNTA ADMINISTRATIVA

### CERTIFICACIÓN NÚMERO 16-17-307

La que subscribe, Secretaria de la Junta Administrativa del Recinto Universitario de Mayagüez, de la Universidad de Puerto Rico, CERTIFICA que en la sesión del jueves, 8 de junio de 2017, este organismo, luego de recibir y considerar todas las recomendaciones del personal docente recopiladas por los Decanos APROBÓ las siguientes **MEDIDAS PARA MEJORAR LA EFICIENCIA EN EL USO DE RECURSOS SOBRE TAREAS DOCENTES PARA EL RECINTO UNIVERSITARIO DE MAYAGÜEZ.**

Esta certificación deroga la certificación número 16-17-259<sup>(1)</sup> de la Junta Administrativa.

#### 1. PROGRAMAS DOCENTES



La tarea docente de todo facultativo está definida por el Reglamento General de la UPR. La norma de referencia en dicho documento es el crédito por las horas contacto que se tiene con los estudiantes. Las descargas se utilizan para permitir que el docente realice otras tareas de investigación, administración, labor creativa o servicio que redunden en beneficio para la institución. Tomando esto como base se presentan las siguientes medidas:

- A. La meta es satisfacer la demanda de cursos para los estudiantes matriculados en nuestros programas con profesores con nombramientos regulares. La sustitución de tarea para descarga de investigación se hará con el cumplimiento de las restantes guías incluidas en este documento. Podrá haber excepciones si se considera que una actividad no lectiva es de beneficio para la institución. En ese caso el Director de Departamento tiene que justificar apropiadamente la asignación a su Decano de Facultad. Si luego de esta evaluación la misma es favorable, se procederá a informar al Decano de Asuntos Académicos. Esto aplica para las descargas por actividades de servicios, y otras actividades que vayan a formar parte de la tarea regular del facultativo. Las tareas docentes-administrativas que ya están definidas para el personal de confianza se atenderán según la reglamentación vigente.
- B. Las descargas de investigación se asignarán prioritariamente para proyectos vigentes (activos) en los cuales dicha descarga, con su valor explícito (en créditos y/o porcentaje) forme parte de la propuesta. El cumplimiento con esta medida será responsabilidad del Director de Departamento y el Decano de Facultad. Si el proyecto recibe una extensión de tiempo sin costo para finalizarlo, las tareas que se realicen serán consideradas Ad Honorem y no pueden recibir descargas adicionales si ya se cumplió con todo el compromiso institucional presentado en la propuesta.

Recinto Universitario de Mayagüez  
Universidad de Puerto Rico  
JUNTA ADMINISTRATIVA

**CERTIFICACIÓN NÚMERO 16-17-309**

La que subscribe, Secretaria de la Junta Administrativa del Recinto Universitario de Mayagüez, de la Universidad de Puerto Rico, CERTIFICA que en la reunión del martes, 20 de junio de 2017, este organismo recibió las recomendaciones de todo el personal docente presentada por los Decanos y tras su evaluación APROBÓ las siguientes **MEDIDAS DE MEJORAS A LA EFICIENCIA EN EL USO DE RECURSOS EN LA INVESTIGACIÓN** para el RECINTO UNIVERSITARIO DE MAYAGÜEZ.

Esta certificación deroga la certificación número 16-17-260<sup>(1)</sup> y la certificación número 16-17-308 de la Junta Administrativa.

**1. PROPUESTAS Y PROYECTOS DE INVESTIGACIÓN**

Debemos responsablemente procurar que las actividades de investigación apoyadas por el Recinto resulten en mayor beneficio para la institución.

**A. Pareos (*Cost-sharing*):**

- i. Como guía general, el Recinto no incurrirá en compromisos de pareo (*cost sharing*) a menos que sean requeridos (mandatorios) por el auspiciador como precondition para otorgar la subvención.
- ii. Cuando se requiera pareo y la opción de otorgar el tiempo del profesor y otros participantes en especie *in-kind* sea viable, dicha petición deberá ser solicitada y justificada primero al Director, para que éste la evalúe y presente su recomendación al Decano de Facultad. El Director de Departamento debe indicar cómo se atenderán los cursos correspondientes que el profesor dejaría de ofrecer. De ser aprobada, dicha descarga y el costo de la misma no debe exceder la proporción de costos indirectos y otros beneficios del proyecto, tales como ayudantías a estudiantes y mejoras a la infraestructura asociadas a la investigación que recibe el Recinto. La sustitución de tarea no aplica a aquellos docentes cuya tarea regular no incluya la enseñanza en el salón de clases.

**B. Compras de Tiempo y Descargas (*Release time*):**

- i. Si el auspiciador permite compra de tiempo, el tiempo que el Investigador Principal (PI) o cualquiera de los participantes necesite, debe tramitarse como primera opción mediante el mecanismo de compra de tiempo. El uso de mecanismo de compra de tiempo como primera opción no aplica a aquellos docentes cuya tarea regular no incluya la enseñanza en el salón de clases. El cómputo de la compra de tiempo debe hacerse en base al costo real, considerando la correspondiente equivalencia en créditos, tomando en cuenta que el salario base del profesor corresponde a 24 créditos o el máximo que el auspiciador permita o a la necesidad de la unidad de trabajo (3 créditos corresponden a 25% del tiempo y esfuerzo). Además de esta cantidad se deberán calcular e incluir las correspondientes aportaciones patronales permitidas.

- ii. Una vez atendida la necesidad de la oferta académica y en cumplimiento con las guías aquí incluidas los Decanos tendrán discreción de otorgar descargas de investigación, o labor creativa o servicio, que se entienda de beneficio institucional siempre y cuando pueda ser cubierta dentro del presupuesto asignado o con fondos propios. No se considerarán nuevas peticiones de fondos para descargas excepto para casos altamente justificados, y únicamente luego que quede demostrado que se siguieron las guías de asignación de carga académica incluidas en este documento. En los Departamentos del Colegio de Ciencias Agrícolas, se deberá balancear las tareas de enseñanza formal, investigación y enseñanza no formal del personal docente adscrito a los mismos de forma tal que sea aproximadamente proporcional a la cantidad de personal docente en cada una de las unidades de origen (FCA, EEA o SEA).
- iii. Los docentes con nombramiento temporero a tarea completa o parcial podrán someter propuestas de investigación, y de ser aprobadas, su tarea de investigación será asignada mediante el mecanismo de compra de tiempo.

C. Ayudantías Graduadas y Jornales:

- i. Mientras las agencias lo permitan, las propuestas de investigación que consideren incluir estudiantes graduados deben incluir en su presupuesto el costo total de matrícula, el costo de las cuotas y Plan Médico durante los semestres y veranos que se pretenden cubrir.
- ii. Si se van a utilizar estudiantes a jornal el costo debe contemplar las aportaciones patronales permitidas que es necesario cubrir con los fondos externos.

D. Cotejo por la Oficina de Presupuesto, el CID, la Unidad de Recursos Externos del SEA, la Oficina de Investigación de la EEA y Rectoría:

El investigador deberá reunirse con su Decano Asociado de Investigación (o su equivalente) temprano en el proceso de preparación de la propuesta, con el fin de evaluar los compromisos institucionales, así como otras actividades que pudieren impactar el fondo operacional del Recinto, EEA o SEA. Este análisis preliminar se completará siguiendo las guías establecidas en este documento.

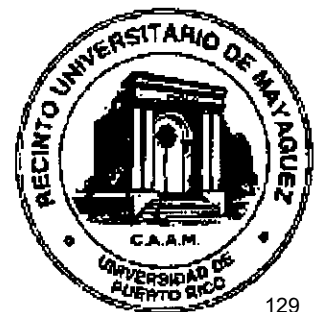
Se proveerá al Director de la Oficina de Presupuesto y al Director de Planificación y Presupuesto del Colegio de Ciencias Agrícolas el acceso al sistema *Kuali Coeus* y a los otros instrumentos usados para someter propuestas, a fin de poder aclarar cualquier duda que le pueda surgir en el proceso de verificación de los compromisos institucionales.

Y para que así conste, expido y remito la presente certificación a las autoridades universitarias correspondientes, bajo el Sello del Recinto Universitario de Mayagüez, de la Universidad de Puerto Rico.

En Mayagüez, Puerto Rico, a los veinte días del mes de junio del año dos mil diecisiete.

*Judith Ramirez Valentin*

Judith Ramírez Valentín, EdD  
Secretaria






C. Para los profesores nuevos cuya carta de contratación incluye algún compromiso de descarga de investigación durante los primeros años, se honrará dicho compromiso si hay una posibilidad real de someter al menos una propuesta con buenas probabilidades de éxito durante el próximo semestre. Esta evaluación de posibilidad real de éxito la realizará el Director de Departamento y el Decano de Facultad. Luego del primer año de la contratación, estos profesores no deberán recibir más de tres (3) créditos de descarga por semestre para fines de preparación de propuestas.

D. Se pone en moratoria el pago de carga adicional en créditos por el ofrecimiento de nuevos cursos en línea, hasta tanto se apruebe la nueva certificación en el Senado Académico.

E. Los créditos por coordinación de laboratorios sólo se aplicarán donde se ofrecen múltiples secciones de laboratorios y su curso de conferencia es ofrecido por varios profesores (2 o más). La nueva tabla con la asignación de créditos al profesor en los casos de coordinación de laboratorios ofrecidos por ayudantes de cátedra graduados será la siguiente:



1)	2-3 secciones	—	0 a 0.5 crédito
2)	4-7 secciones	—	1.0 crédito
3)	8-11 secciones	—	1.5 créditos
4)	12-16 secciones	—	2.0 créditos
5)	17-23 secciones	—	2.5 créditos
6)	24 secciones o más	—	3.0 créditos

F. No se otorgarán créditos de tarea regular ni por compensación, por trabajos en comités departamentales o de facultad.

G. Si el profesor tiene la disponibilidad de tiempo y solicita que se le reconozca tareas Ad-honorem en el Programa Docente, estas deben ser prioritariamente relacionadas a adelantar el Plan Estratégico Institucional.

H. Al final de cada semestre, el Director debe haber preparado una propuesta del programa docente correspondiente al próximo semestre para cada uno de los profesores adscritos a su departamento. Para aquellos profesores que corresponda, se deberán tener listos los formularios 125A y T002, y someterlos a tiempo a la Oficina de Presupuesto con las firmas correspondientes. Dichos documentos son necesarios para poder procesar sus descargas, compra de tiempo y/o compensaciones adicionales.

I. En departamentos donde haya Director(es) Asociado(s), no se otorgarán descargas de tarea docente para labores de coordinación académica. Las tareas de orientación académica serán responsabilidad de todo el personal docente del departamento (Reglamento General de UPR 65.2). En departamentos donde no exista Director Asociado se podrá optar por otorgar hasta seis (6) créditos por departamento para tareas de coordinación, orientación académica y administración.

- J. Las medidas descritas en este documento aplicarán al personal docente adscrito al Servicio de Extensión Agrícola y a la Estación Experimental Agrícola, solamente en lo concerniente a las tareas de enseñanza formal. Las tareas de investigación y divulgación de este personal serán regidas según la Certificación. 16-17-242 de la Junta Administrativa. El Decano y Director de Ciencias Agrícolas establecerá, en consulta con los Decanos Asociados correspondientes, las medidas necesarias para optimizar el uso del personal docente de estas unidades.

## 2. PROGRAMACIÓN DE MATRÍCULA


- A. La oferta de cursos y el correspondiente horario de clases del próximo semestre se hará sin considerar contrataciones temporeras o parciales. La excepción será si el departamento proyecta cubrir este gasto con fondos de su cuenta de recobro de salarios de compra de tiempo o con fondos externos. Solo se podrá atender oferta académica con contratación temporera en caso de que se demuestre que no se puede suplir la demanda siguiendo las guías de este documento.
- B. El horario de ofrecimientos de cursos se debe confeccionar **pensando en el beneficio directo a los estudiantes**. Los cursos con más de una sección se deben programar de forma tal que se ofrezcan el mayor número de alternativas en el horario a lo largo de la semana, incluyendo sábados. Se debe evitar conflictos entre cursos que el estudiante debe tomar según su currículo, ya sean los cursos dentro del mismo departamento o entre departamentos. Los cursos de nivel 3000 y 4000, se deben programar de 7:30 am a 7:20 pm dentro de la zona central de Recinto o de 7:00 am a 6:50 pm en la zona periférica.
- C. Al programar las secciones de cursos subgraduados, se usará la capacidad máxima del salón como el cupo de la sección desde el primer día de matrícula. Se debe maximizar el ofrecimiento de mega-secciones de acuerdo a la certificación 16-17-242.
- D. Los Directores deben adelantarse a la posibilidad de que algún profesor no tenga su carga completa al no permitirse secciones pequeñas. En caso de que exista esta posibilidad, los Directores coordinarán para que los profesores que tengan la preparación y la capacidad para ello, dicten cursos en otros departamentos donde haya la necesidad de recursos docentes para cubrir la demanda. Hasta donde sea posible, esto se debe planificar al momento de preparar el horario, y no esperar a los ajustes en agosto o enero.
- E. En caso en el cual todos los facultativos regulares tengan su carga completa con cursos y aun queden secciones sin cubrir, se debe considerar suplir esta necesidad con profesores de otro departamento u otra facultad capacitados en la materia.
- F. Los cursos electivos de problemas especiales o de investigación subgraduada solo se podrán programar una vez se garantice que se hayan atendido a plenitud, con personal regular la necesidad de otros cursos. Estos cursos se programarán de acuerdo a la siguiente guía de asignación de créditos combinados:

1)	1-4 estudiantes	–	1 crédito
2)	5-9 estudiantes	–	2 créditos
3)	10 estudiantes o más	–	3 créditos

No se autorizarán secciones de Investigación, Tesis, Disertación o Problema Especial como parte de la carga del profesor si el tema a atender tiene relación directa con alguna investigación por la cual el profesor ya esté recibiendo 3 o más créditos en su programa docente (regular o Compensación Adicional). En estos casos, la sección puede atenderse únicamente mediante la modalidad de Ad Honorem.

G. La asignación de créditos por supervisión de COOP's o Internados se hará siguiendo la guía establecida en el artículo 2.1.4.a, de la Certificación 16-17-242.

H. Para cursos de conferencia se dispone lo siguiente:

- 
- i. Para cursos de conferencia subgraduados, nivel 5000 o menos: Cada departamento debe mantener el promedio de estudiantes por sección en lo que ha sido su promedio histórico por los pasados cuatro (4) años. Para aquellos departamentos con un promedio bajo de estudiantes por sección, se espera un esfuerzo adicional con el fin de alcanzar el promedio de 17 estudiantes por sección a nivel de Departamento. Se adjunta tabla de referencia con el umbral para cada departamento.
  - ii. En caso de que algún curso requerido para graduación de estudiantes dentro del año académico en cuestión tenga una cantidad muy baja de estudiantes y esto provoque que el número promedio de estudiantes por sección para el Departamento quede por debajo del nivel requerido, el Director podrá solicitar una excepción, con el visto bueno de su Decano de Facultad, al Decano de Asuntos Académicos. El Decano de Facultad deberá evaluar previamente el caso y emitir una opinión antes de proseguir con el trámite. Cursos electivos para los cuales hay otra alternativa, no serán considerados para excepción.
  - iii. Las secciones que no cumplan con lo aquí establecido deben cerrarse antes de que abra el proceso de ajustes de matrícula en agosto o enero. Los estudiantes afectados por el cierre de secciones deben ser atendidos de forma inmediata por los correspondientes departamentos para que estén matriculados en otro curso apropiado para ellos. Bajo ninguna circunstancia se debe esperar al comienzo de clases para tomar la acción correspondiente.
  - iv. Los cursos de conferencia graduados (6000 o más) deben contar con por lo menos 5 estudiantes por sección.
  - v. En caso de que alguna sección no cumpla con los puntos anteriores, pero se entiende imprescindible su ofrecimiento, el Director podrá solicitar, con el visto bueno del Decano de Facultad una excepción al Decano de Asuntos Académicos. El Decano de Facultad deberá evaluar previamente el caso y emitir una opinión del porque se debe mantener abierta la sección y no utilizar este recurso en otro curso con demanda suficiente.

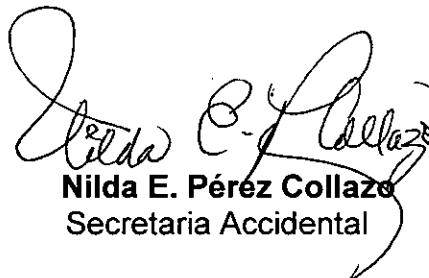
### **3. AYUDANTIAS GRADUADAS PAGADAS CON EL FONDO GENERAL**

Las actividades docentes necesitan del apoyo de los estudiantes graduados para así cubrir la demanda de cursos, a la vez que le ofrecemos experiencias de formación profesional.

- A. Ayudantías pagadas con dinero del fondo general se ofrecerán únicamente para enseñanza (con la excepción definida en el punto 3.C.)- entiéndase contacto directo con el estudiante en las clases y laboratorios o que tengan labores de corrección de exámenes, informes y asignaciones.
- B. Las nuevas admisiones a Estudios **Graduados** no incluirán el compromiso de ayudantías pagadas con dinero del fondo general hasta que el Director de la Oficina de Presupuesto presente un informe a la Junta Administrativa en o antes del 15 de mayo. El Director y su personal de apoyo prepararán y presentaran un plan detallado que justifique la cantidad de ayudantías graduadas que necesita el Departamento. Dicho plan debe ser sometido al Decano de Facultad y esté someterá sus recomendaciones consolidadas de todos sus departamentos a la Oficina de Presupuesto. El Decanato de Asuntos Académicos será la dependencia a cargo de verificar que se cumple con las guías establecidas en este documento. Las fechas para someter esta información será antes de finalizar el último día del periodo de selección de secciones. Los fondos para ayudantías en cada departamento se asignarán de acuerdo a este plan y a la cantidad total de fondos asignados para este renglón en el presupuesto del Recinto.
- C. Cada decano podrá asignar hasta a un máximo de cinco (5) ayudantías o 20% de fondos de las ayudantías a tareas de apoyo (atender centros de cómputos, mentoría, etc.) Este 20% se contabilizará en base a fondos, no en número de ayudantías. Si se requieren otras tareas que necesiten cubrirse, las mismas deberán ser apoyadas mediante jornales, si el departamento dispone de los recursos para ello.
- D. La Certificación 05-62 del Senado Académico del Recinto define los tiempos de elegibilidad para ayudantías, así como las posibles extensiones de tiempo discrecional. Para ayudantías cubiertas con dinero del fondo general, este tiempo discrecional adicional se estará reservando sólo para casos excepcionales en los cuales no exista un profesor u otro estudiante graduado que pueda cubrir la función sin exceder el tiempo de elegibilidad base. Esta medida (3.D) se pondrá en función a partir del segundo semestre del año académico 2017-2018.

Y para que así conste, expido y remito la presente certificación a las autoridades universitarias correspondientes, bajo el Sello del Recinto Universitario de Mayagüez, de la Universidad de Puerto Rico.

En Mayagüez, Puerto Rico, a los catorce días del mes de junio del año dos mil diecisiete.

  
**Nilda E. Pérez Collazo**  
Secretaria Accidental



Esta certificación sustituye la enviada anteriormente con el mismo número, la corrección aparece en la página 5 en **negrillas**.

Facultad/Departamento	Promedio Histórico	Promedio Mínimo 2017-2018
<b>Decanato de Asuntos Académicos</b>		
División de Educación Continua y Estudios Profesionales	12	17
<b>Facultad de Administración de Empresas</b>		
Departamento de Administración de Empresas	24	24
<b>Facultad de Artes y Ciencias - Artes</b>		
Departamento de Ciencias Sociales	30	30
Departamento de Psicología	30	30
Departamento de Economía	29	29
Departamento de Kinesiología	20	20
Departamento de Estudios Hispánicos	22	22
Departamento de Humanidades	24	24
Departamento de Inglés	23	23
Cursos de Cine	12	17
<b>Facultad de Artes y Ciencias - Ciencias</b>		
Departamento de Biología	30	30
Programa de Biotecnología Industrial	13	17
Departamento de Ciencias Marinas*	4	17
Departamento de Enfermería	20	20
Departamento de Física	18	18
Departamento de Geología	23	23
Departamento de Ciencias Matemáticas	23	23
Departamento de Química	28	28
<b>Facultad de Ciencias Agrícolas</b>		
Departamento de Ciencias Agroambientales	18	18
Programa de Ciencia y Tecnología de Alimentos*	15	17
Departamento de Economía Agrícola y Sociología Rural	21	21
Departamento de Educación Agrícola	13	17
Departamento de Ciencia Animal	24	24
Departamento de Ingeniería Agrícola y Biosistemas	12	17
<b>Facultad de Ingeniería</b>		
Departamento de Ingeniería Eléctrica y Computadoras	19	19
Departamento de Ingeniería Civil y Agrimensura	20	20
Departamento de Ingeniería General	24	24
Departamento de Ingeniería Industrial	21	21
Departamento de Ingeniería Mecánica	20	20
Departamento de Ingeniería Química	22	22

Nota: El nuevo Departamento de Ingeniería de Computación no aparece por no haber datos históricos suficientes para hacer el análisis.

Departamentos con programas graduados solamente, pero tienen cursos SXXX que le aplicaría la capacidad mínima como curso subgraduado

# **APPENDIX 5**

Universidad de Puerto Rico  
Recinto Universitario de Mayagüez  
**JUNTA ADMINISTRATIVA**

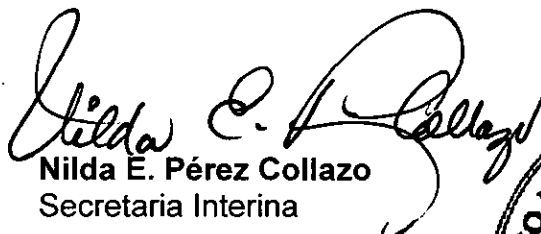
**CERTIFICACIÓN NÚMERO 17-18-001**

La que suscribe, Secretaria Interina de la Junta Administrativa del Recinto Universitario de Mayagüez, de la Universidad de Puerto Rico, **CERTIFICA** que en reunión extraordinaria celebrada el jueves, 10 de agosto de 2017, este organismo **APROBÓ** la DISTRIBUCIÓN DE PRESUPUESTO para el año fiscal 2017-2018, tomando en consideración la planificación presupuestaria de las distintas unidades del Recinto Universitario de Mayagüez (RUM), el Servicio de Extensión Agrícola (SEA) y la Estación Experimental Agrícola (EEA).

<b>Unidad Presupuestaria</b>	<b>Presupuesto</b>	<b>Total</b>
Centro de Investigación y Desarrollo	\$ 1,475,491	
Rectoría	5,653,253	
Cuentas Generales	12,608,185	
Decanato de Administración	19,682,123	
Decanato de Asuntos Académicos	8,608,162	
Decanato de Estudiantes	4,242,504	
Facultad de Artes y Ciencias	45,012,969	
Facultad de Administración de Empresas	4,408,977	
Facultad de Ingeniería	26,043,813	
Colegio de Ciencias Agrícolas - Facultad	7,377,608	
Sub-Total		\$135,113,085
Servicio de Extensión Agrícola (SEA)	17,453,219	
Estación Experimental Agrícola (EEA)	14,705,710	
<b>T O T A L Presupuesto Recurrente RUM</b>		<b>\$167,272,014</b>

Y para que así conste, expido y remito la presente certificación a las autoridades universitarias correspondientes, bajo el Sello del Recinto Universitario de Mayagüez, de la Universidad de Puerto Rico.

En Mayagüez, Puerto Rico, a los catorce días del mes de agosto del año dos mil diecisiete.

  
Nilda E. Pérez Collazo  
Secretaria Interina

