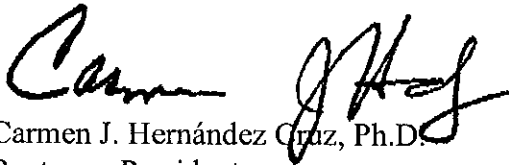

JUNTA ADMINISTRATIVA

CERTIFICACIÓN NÚMERO 2010-2011-46


Yo, Annette López Hernández, Secretaria de la Junta Administrativa de la Universidad de Puerto Rico en Humacao, CERTIFICO QUE:

La Junta Administrativa, mediante REFERÉNDUM, consideró el documento Plan Financiero de la Universidad de Puerto Rico en Humacao y acordó aprobar el mismo.

Y PARA QUE ASÍ CONSTE, y para remitir a las autoridades universitarias correspondientes, se expide la presente en Humacao, Puerto Rico, a veintiséis de marzo de dos mil once.



Carmen J. Hernández Cruz, Ph.D.
Rectora y Presidenta



Annette López Hernández
Secretaria Administrativa



Financial Plan

UNIVERSITY OF PUERTO RICO AT HUMACAO

Submitted by **Dr. Carmen J. Hernández Cruz, Chancellor**

March 2011

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University of Puerto Rico at Humacao Administrative Board

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A FEW WORDS OF INTRODUCTION

The University of Puerto Rico at Humacao (UPRH) founded in 1962 is a sub-graduate public institution classified as a Bachelor/Diverse. The UPRH was licensed by the General Council of Education of Puerto Rico in 1997 and renewed in 2007 and has been accredited by the MSCHE since 1965. The enrollment of the UPRH consist of 4,314 student for the academic year 2010-2011, which 36% are from Sciences , 41% are from the area of Administrative Sciences , 18% from Arts and the remaining 5% are classified as transfers or others programs. The UPRH has a functional governance structure that enhances the fulfillment of our Mission, Vision, Strategic and Action Plans with the participation of all of our stakeholders. According to these four elements the units has developed their operational plans and presented their financial needs to the administrators. These ones manage the Institutional Budget according to the budget which is assigned by the UPR Central Administration; and other funds sources. However, there is a lack of integration between planning, budget and resource allocation.

According to this scenario we implemented through this Financial Plan an analysis of how the institutional planning process and resources allocation are assigned. The primary goal is to assure the academic and administrative excellence and the efficient fulfillment of our Institutional Mission, throughout a continuous improvement process.

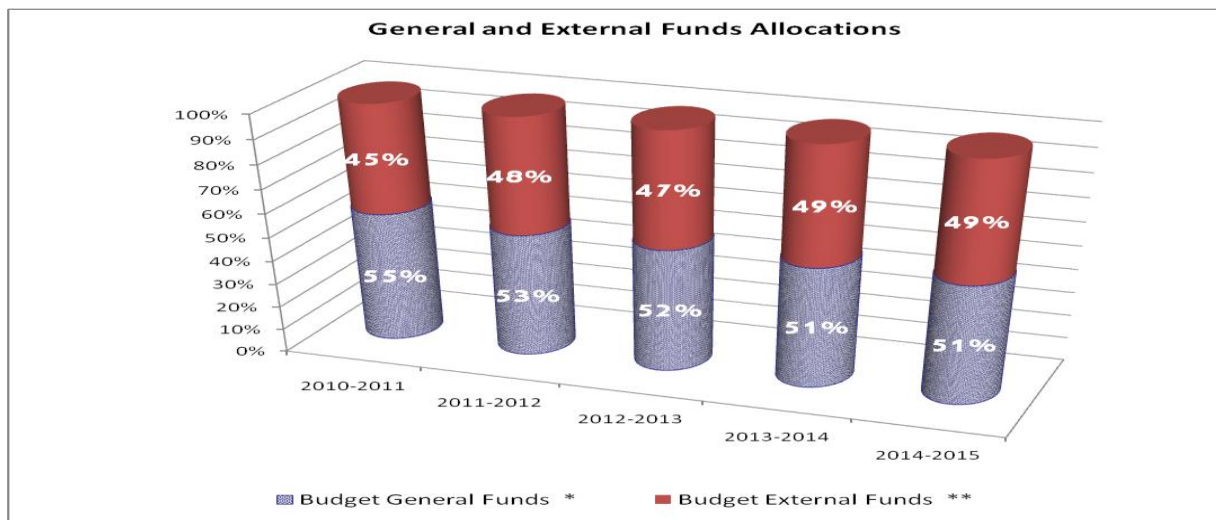
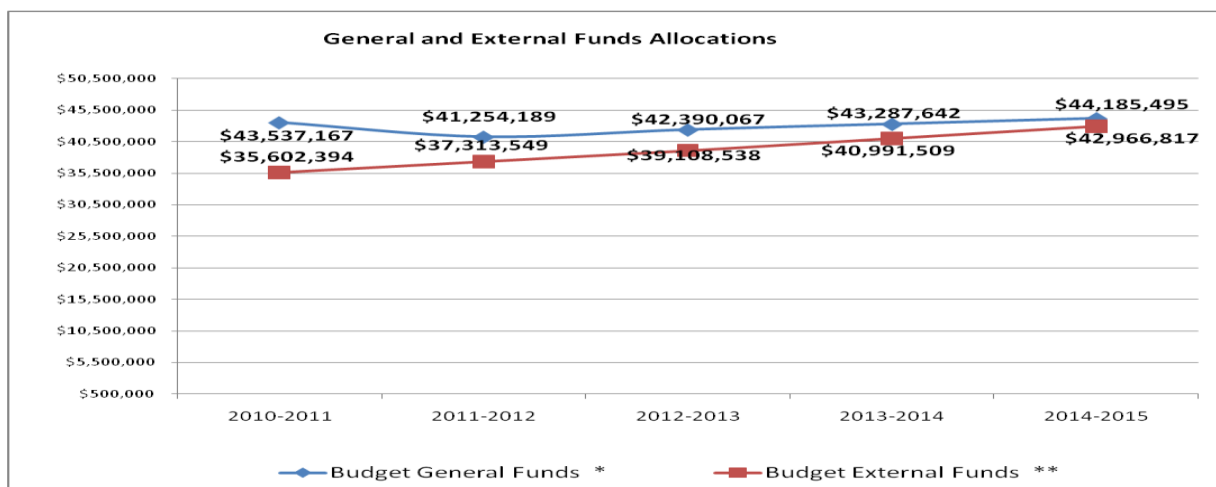
Figure I. Location of the Municipality of Humacao and the Market Area of the UPRH



UPRHUMACAO FINANCIAL SCENARIO

The UPRH obtain funds from diverse sources; however the general funds given by the state government are the ones that mainly sustained our operations. The current legislation provides 9.6% of the Commonwealth of Puerto Rico General State Funds to finance the UPR System. For the academic year 2010-2011, The General State Funds represented the fifty five percent (55%) in our Institutional Budget (**Figure 2**). The other forty five percent (45%) comes from external funds **Figure 2**).

Figure 2: General and External Funds Allocation



The Puerto Rico Planning Board informed that global recession has been affecting the island's economy since 2006, a situation which results in a reduction of the state's general revenues and in consequence a decrease in our Operational Budget. For 2010-2011, UPRH received a

budget of \$ 43,537,167 (**Figure 2**) from the UPR General Funds. This represents a reduction of eighteen percent (18.20%), compared to the adjusted budget for 2009-2010 of \$53,235,500 for a total funds insufficiency of \$1.9 million. UPR as a system therefore face a reduction of the Government Funds in the upcoming years.

As Figure 3 shows the University external sources of funds comes from state, private, federal and other funds. The federal funds are the strongest external funding representing eighty five percent (85%) of these funds (\$ 30,375,777), for 2010-2011, especially from the National Science Foundation (NSF), National Institute of Health (NIH), Department of Education, and the Department of Housing and Urban Development.

Figure 3: External Resources Received and Projected

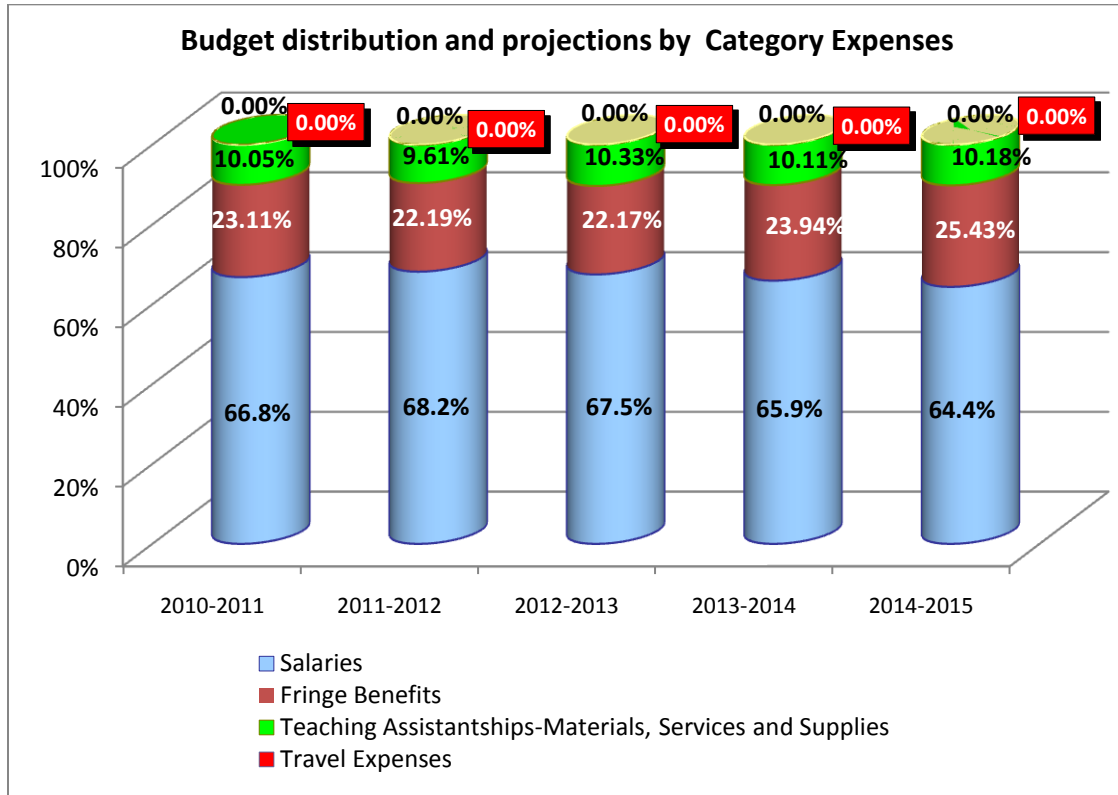
Sources	Funds Received	Projected funds			
	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
State Funds	\$ 2,758,584	\$ 2,827,549	\$ 2,898,237	\$ 2,970,693	\$ 3,044,961
Private Funds	\$ 289,146	\$ 303,603	\$ 318,783	\$ 334,723	\$ 351,459
Federal Funds	\$ 30,375,777	\$ 31,894,566	\$ 33,489,294	\$ 35,163,759	\$ 36,921,947
Other Funds	\$ 2,178,887	\$ 2,287,831	\$ 2,402,223	\$ 2,522,334	\$ 2,648,451
Total	\$ 35,602,394	\$ 37,313,549	\$ 39,108,538	\$ 40,991,509	\$ 42,966,817

Source: 2011 UPRH MSCHE Report

The UPRH budget is managed by the administrators through the Budget Office and is based on the following criteria: operations costs, enrollment and the adjusted budget from the prior fiscal year. Nevertheless, ninety percent (90%) of the budget is allocated for payroll and fringe benefits, ten percent (10%) for other expenses (Figure 4). The process of budget allocation is then discussed, evaluated and approved by the UPRH Administrative Board.

Due to the projected decrease in state government funds, the constraints of our economy and the disparity of budget distribution; the UPRH has begun to develop internal mechanisms to improve the administration of fiscal resources and to identify others sources of funds. This is in addition to the UPR Systems precautionary measures established by the Board of Trustees, as the identification of financial allotments where institutional expenses can be cut.

Figure 4: Budget distribution and projections by Category Expenses



Legend:			
	Programs	Expense Function Codes	Summary by Activity, as described by NACUBO
_1/	Instruction: Academic Programs	100-160	Instructional activities that are associated with academic offerings.
_2/	Research: Research and Developments Center	200-260	The category includes expenses for individual and/or project research as well as that of institutes and research centers.
_3/	Community Services: Community and Extension Services	300-350	This subcategory includes expenses for activities organized and carried out to provide general community services, excluding instructional activities.
_4/	Academic Support: Support Services	400-490	The academic support category includes expenses incurred to provide support services for the institution's primary missions: instruction, research, and public service.
_5/	Student Services: Administratives Services at Students	500-580	The student services category includes expenses incurred for offices of admissions and the registrar and activities with the primary purpose of contributing to students' emotional and physical well-being and intellectual, cultural, and social development outside the context of the formal instruction program.
_6/	Institutional Support: Executives Administration	600-650	The institutional support category includes expenses for central, executive-level activities concerned with management and long-range planning for the entire institution, such as the governing board, planning and programming operations, and legal services; fiscal operations, including the investment office; administrative information technology; space management; employee personnel and records.
_7/	Infrastructure Maintenance and Operation: Maintenance of Facilities	700-780	The operation and maintenance of plant category includes all expenses for the administration, supervision, operation, maintenance, preservation, and protection of the institution's physical plant.
_8/	Auxiliary Enterprises: Rentals and Students Aids	800-962	An auxiliary enterprise exists to furnish goods or services to students, faculty, staff, other institutional departments, or incidentally to the general public, and charges a fee directly related to, the cost of the goods or services. The distinguishing characteristic of an auxiliary enterprise is that it is managed to operate as a self-supporting activity.

UPRH FINANCIAL OPPORTUNITIES AREAS

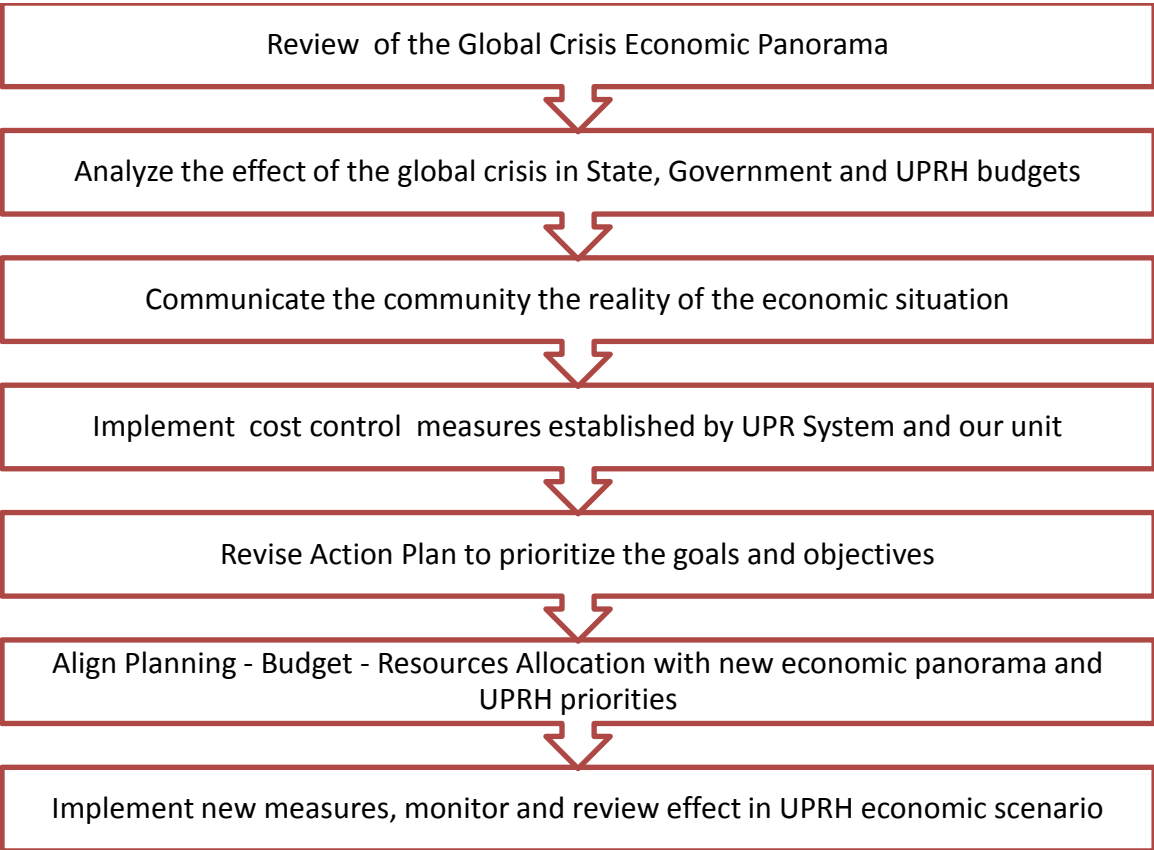
The UPRH is the most important university center of the Eastern Region of Puerto Rico. The global economy constraints and the consequences over the UPR System fiscal scenarios, showed some areas of opportunities in our Financial System. There are many variables that will affect the results that are further illustrated. In order to minimize the effect of this variables, UPRH have to:

- Implement cost control measures to Assure the Financial Health and Sufficiency for the fiscal year 2010-2011
- Prioritize UPRH Goals and Objectives in all levels, according to the Institutional Mission and The Student Success Conceptual Model
- Revise the Multi-year budget projections for the new economic panorama in coordination with the UPR Central Administration
- Guarantee the effective correlation of the operational, strategic and budget planning process, with the new economic panorama in coordination of the UPRH Administrative Board
- Identify other sources of external funds to support compliance with the institutional mission, in order to reduce the marked emphasis in the use of sources from the General Fund and expand the market scope of the one achieved
- Implement a lean and reengineering process to assure UPRH institutional efficiency
- Align the enrollment capacity to budget and planning systems
- Assure the efficient development and use of physical facilities and infrastructure
- Enforce the institutional Ad Hoc Budget and Finance Committee to recommend strategies in order to assess the effectiveness of budget and financial management and identify the best practices of budgeting process

FINANCIAL PLAN GOALS AND OBJECTIVES

An analysis of how the institutional planning process and resources allocation are assigned is already in process by the governance structure. As a result of this analysis, the budget projections and allocations for the period were adjusted and this financial plan with some goals and objectives are discussed and defined by the steering committees, in order to be presented to the UPRH Administrative Board for further approval. This committee includes the UPRH Administrators, Budget Office Director, External Funds Coordinator, Financial Office Director, Accounting and Debt Management Officers and Faculty.

FINANCIAL PLAN MODEL



FINANCIAL PLAN GOALS

The following are the goals of this Financial Plan, according to budget projections for the period 2010-2015 (Figure 5):

- A. Assure the academic and administrative excellence and the efficient fulfillment of our Institutional Mission, throughout a continuous improvement process.
- B. Guarantee the effective correlation of the operational, strategic and budget planning process.
- C. Identify other sources of external funds to guarantee the compliance of the institutional mission and institutional priorities of the UPRH strategic plan.
- D. Align budget allocation and distribution between academic, administrative (operational) and services areas.
- E. Continue the search and feasibility of new sources of funding and income that includes: the creation of Auxiliary Enterprises, Intramural Practice, Donations, Gifts, among others.
- F. Evaluate the academic and administrative governance structure, in order to promote a better use of resources. (COST CONSTAINMENT)
- G. Asses the sources allocations systematically, to assure the efficient use of resources.

Figure 5: Actual Budget and Projections for 2010 - 2015

Program	Actual Budget	Budget Projections			
	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Instruction	\$ 22,179,560	\$ 21,388,082	\$ 22,051,835	\$ 22,519,589	\$ 23,000,527
Community Services	\$ 140,320	\$ 53,979	\$ 53,979	\$ 53,979	\$ 53,979
Academic Support	\$ 3,567,858	\$ 3,180,471	\$ 3,402,009	\$ 3,567,858	\$ 3,567,858
Student Services	\$ 2,979,563	\$ 2,903,724	\$ 2,801,712	\$ 2,801,712	\$ 2,915,724
Institutional Support	\$ 8,009,557	\$ 7,444,655	\$ 7,666,240	\$ 7,930,212	\$ 7,891,927
Infrastructure Maintenance and Operation	\$ 6,660,309	\$ 6,283,278	\$ 6,414,292	\$ 6,414,292	\$ 6,755,480
Auxiliary Enterprises					
Totals	\$ 43,537,167	\$ 41,254,189	\$ 42,390,067	\$ 43,287,642	\$ 44,185,495

STRATEGIES AND PROJECTED RESULTS

GOAL A Assure the academic and administrative excellence and the efficient fulfillment of our Institutional Mission, throughout a continuous improvement process.

- ✓ *Systematically monitor and review our financial plans to assure that the goals are achieved and the corrective actions are taken. As a result an increase in the participation of interest groups and empowerment of resources management and goals compliance.*
 - I. According to the UPR Central System practices, a quarterly report will be requested and submitted by units (office and departments) to measure level of compliance with plans and budget. (Academic Year 2011-2012).
 - II. Corrective action plan will be discussed and designed with the units to assure the best use of resources and empower the units in the efficiency goal. (Academic Year 2011-2012).
 - III. Budget Projections will be requested by UPRH administrators to improve the resources allotment. (Academic Year 2012-2013).

- ✓ *Capacity Building of management of financial information and budget, financial planning, fundraising and business development to faculty, the non-teaching personnel and managers in (as of 2010-11 to 2014-2015).*
 - I. On-going meaningful dialog with constituents were already implemented by UPRH administrators (as of 2010-2011).
 - II. A series of workshops and seminars with internal resources will be implemented to fulfill the objective. (as of 2011-2012).
 - III. Address the other human resources development needs with institutional trainers (2011-2012 al 2014-2015).

- ✓ *Recognition of an administrative and fiscal criteria's for the approval of expenses.*
 - I. New policy will be developed to improve the expenditures procedure (2012-2013).
 - II. Short term expenditures approvals will be centralized in the deanships where the units respond (2010-2011 al 2012-2013).

- ✓ *Implement of Cost Control Measures*
 - I. Certifications for preventive measures by the UPR Board of Trustees were implemented during 2009-2010.
 - II. Presidency cost control measures were implemented 2009-2010
 - III. Cost control measures were implemented by the UPRH Chancellor (as of 2010-2011).
 - IV. Units cost controls were implemented by office and department directors (as of 2010-2011).

- ✓ *Present to the stakeholders Audited Financial Statement provided by the UPR Central Administration.*
 - I. According to the UPR Central System, the 2009-2010 Audited Statements are projected to be presented at the end of the fiscal year 2011. (2010-2011)
 - II. In order to achieve effectiveness and efficiency, over the accounting systems and processes, corrective actions are already in evaluation for further implementation. (As of 2011-2012)
 - III. A timely Audited financial statements presentation is projected by the Central System after the corrective actions have been implemented.

- ✓ *In coordination with the Office of University Development Institutional Assessment Program (ODU) a budget assessment plan will be implemented to assure the fulfillment of UPRH Mission and the Student Success Conceptual Model. (As of 2012-2013)*

GOAL B Guarantee the effective correlation of the operational, strategic and budget planning process.

- ✓ *Maintain a participative process for the design and implementation of our strategic and operational plans in alignment with the UPR budget plan and the changes in the economic panorama.*
 - I. The UPRH Administrative Board will discuss the correlation of these processes (as of 2010-2011).
 - II. On-going meaningful dialog with constituents are already implemented by UPRH administrators (as of 2010-2011).
 - III. Units will discuss and correlate their plans to the UPRH and UPR Systems plans (as of 2011-2012).
 - IV. The Chancellor will communicate to the UPR System Presidency and the Board of Trustees the constituent's inputs for UPR budget approval (as of 2010-2011).
 - V. A corrective action plan will be discuss and design by the units to assure the best use of resources and empower to the units in the efficient goals fulfillment. (Academic Year 2012-2013)

- ✓ *Revision of the Action Pan, according to changes in the economic panorama, in order to prioritize the Institutional Goals to fulfill its mission.*
 - I. A participative process is already in place by ODU in coordination with university community. (As of 2010-2011)

- ✓ *In coordination with the Office of University Development Institutional Assessment Program (ODU) a budget assessment plan will be implemented to assure the fulfillment of UPRH Mission and the Student Success Conceptual Model. (As of 2012-2013)*

GOAL C Identify other sources of external funds to guarantee the compliance of the institutional mission and institutional priorities of the UPRH strategic plan.

- ✓ *Reduce four percent (4%) the reliance in the General Funds Budget*
 - I. As Figure 6 shows the University reliance in General Funds Budget will be projected to reduce in four percent (4%) at the end of the period. This reduction will be produced according to the implementation of external fund search strategies. (As of 2011-2012 to 2014-2015)
 - II. A projected increase of external funds by the end of the period will be 9.4%, as compared to 2010-2011 (as reported by Finance Office).

Figure 6: Budget Proportions for 2010-2011 to 2014-2015

Academic Year	Budget General Funds	Budget GF Proportion	Budget External Funds	Budget EF Proportion	Total
2010-2011	\$ 43,537,167	55%	\$ 35,602,394	45%	\$ 79,139,561
2011-2012	\$ 41,254,189	53%	\$ 37,313,549	47%	\$ 78,567,738
2012-2013	\$ 42,390,067	52%	\$ 39,108,538	48%	\$ 81,498,605
2013-2014	\$ 43,287,642	51%	\$ 40,991,509	49%	\$ 84,279,151
2014-2015	\$ 44,185,495	51%	\$ 42,966,817	49%	\$ 87,152,312

- ✓ *Develop alliances with the private, governmental and community sector*
 - I. The UPRH administrators are going to establish more strategic alliances with stakeholders in order to assess better resources (as of 2010-2011).
 - II. Units are going to constitute Boards with stakeholders, to generate new source of alternatives, revise programs and assure the continuous process improvement. (As of 2011-2012)*

*Some units already have a formal Boards established.

- ✓ *Increase twenty five percent (25%) of indirect costs funds received from federal grants.*
 - I. UPR Central System currently receives 25% of the Indirect Costs received from the Federal Grants approved. For 2010-2011, this represents \$158,990.04 (as reported by Finance Office). The Chancellor will present a formal proposal to the Presidency to withhold this 25% on the campus. (For 2011-2012)
 - II. A revision over the indirect costs funds distribution on campus can be implemented, according to prior analysis. (For 2012-2013)

- ✓ *Improve the administrative and financial structure of the External Resources Office*
 - I. A situational analysis will be made to maximize the external resources office operations. (From 2011-2012)
 - II. Develop an effective and efficient administrative structure to facilitate the search and use of external funds and resources. (From 2012-2013)
 - III. Strengthen multidisciplinary research and practices. (From 2012-2013 to 2013-2014)
 - IV. Increase the amounts of Grants Proposals submissions by the units. (From 2013-2014 to 2014-2015) (According to Goal C Projections) By February the projected increase in grants funds for 2010-2011 was \$11.2 million and for March an increase of \$4.9 million was added for a total of \$16.1 million (as reported by Finance Office).

GOAL D Align budget allocation and distribution between academic, administrative (operational) and services areas.

- ✓ Redistribution of administrative and academic functions
 - I. A situational analysis will be made by the academic and administrative deanships to improve efficiency in Institutional operations (From 2011-2012).
 - II. A proposal for lean and reengineering process will be presented to appropriate forums. This proposal will include projections and planning, for further discussion and approval. (2013-2014).
 - III. To assure UPRH goals compliance a redistribution of personal duties are already in place (as of 2010-2011 to 2011-2012).

- ✓ *Evaluate the professional and consultants service contracts decisions*
 - I. A containment cost plan is already implemented by the Chancellor (for 2010-2011 to 2014-2015). The projected reduction over the faculty salary expenses for the 2010-2011 Spring semesters are \$456,190 (as reported by Budget Office – March 2011).
 - II. After a proper analysis of academic competencies and student success compliance, a consolidation of academic courses sections will be implemented (as for 2011-2012 to 2014-2015).

- ✓ *Cost control measures given by the Presidency of the UPR, contained in the certifications R-0809-13, 14, 16 and 23, R0910-14-15 are implemented (2008-2009 to 2010-2011)*
 - I. Freeze of vacancies of non-teaching staff
 - II. Reduction of 90% for payment of overtime hours
 - III. Reduction of 20% in the purchasing or substitution of equipment
 - IV. Reduction of 50% of the expenses for exterior travel

- V. Reduction of 25% of document reproduction equipment
 - VI. Reduction of the excess payment for ordinary licenses
 - VII. Elimination of cellular phones
 - VIII. Reduction of 10% in energy consumption
 - IX. Sale and decrease in expenses related to the disposition of 30% of the motor vehicles
 - X. Substitution of paper payments to electronic payments
- ✓ Ensure that programmatic offerings according to academic program curricular sequence.
- I. The unit's academic offerings planning have to be schedule according to the curricular sequence of each program. (As of 2010-2011, for the period 2014-2015)
 - II. A prior analysis that assures the fulfillment of the Institutional Mission and Student Success Conceptual Model has to be in place by program directors, coordinators, academic counselors and faculty curricular committees, in coordination with the academic deanships. (2011-2012, to 2014-2015)
 - III. A reduction over the academic schedule classes for the Spring semester 2010-2011, produce a total of \$172,605 (as reported by Budget Office – March 2011).

GOAL E Continue the search for new sources of funding and income that includes: the creation of Auxiliary Enterprises, Intramural Practice, Donations, Gifts, among others.

- ✓ Develop feasibility studies for the implementation of business ventures inside the campus
 - I. In coordination with Student in Free Enterprise Team (SIFE) and Business Administration Faculty, five feasibility studies are already in progress for: University Store, Student Childcare Center, Business Consulting Services, Sport Courses and Rent Spaces. (As of 2010-2011 to 2011-2012)
 - II. Business Proposals with profits projections will be designed and implemented, after further approval by internal and external forums. (As of 2011-2012 to 2014-2015)
 - III. On-going meaningful dialog with constituents were already implemented by UPRH administrators. (As of 2010-2011) (According to GOAL A)
 - IV. A series of workshops and seminars will be implemented to train interested the faculty in business development, in coordination with the Business Administration Faculty.(As of 2011-2012)(According to GOAL A)
 - V. Strengthen the business ventures already implemented: Recycling, Rent Spaces services, Printing Services, among others. (As of 2011-2012 to 2012-2013)
- ✓ Expand the academic offerings of DECEP-UNEX
 - I. The UPR System policy over the UNEX program provides the Institution the ability to retain the revenues and profit of this program for internal use, without UPR Central System restrictions. For this reason, UPRH will strengthen the operational structure of UNEX program and a projected increase over course offering. (As of 2010-2011)

- II. Increase DECEP academic offerings of short-term and technical courses.
(As of 2010-2011 to 2014-2015).

The tuition income for academic year 2010-2011 at DECEP was \$1,364,190; this represents an increase of \$917,265 from last fiscal year (2009-2010). This amount is considered before operating expenses have been covered by the incomes (as reported by Finance Office – March 2011).

- ✓ Enhance the relation with UPRH Alumni
 - I. A series of fundraisings strategies will be implemented to reach 20,000 UPRH Alumni (database is already updated by former Alumni Office). The projected income is \$400,000, the equivalent of \$20.00 by alumni. (From 2012-2013 to 2014-2015)

- ✓ Promote the development of the intramural
 - I. A revision of the intramural practice will be made. These practices will enhance areas of: professional development, community and student services, internships opportunities, among others.

It is foreseen that this source of funds will generate a twenty five percent (25%) of profits after operating expenses have been covered by the income. (From 2012-2013 to 2014-2015)

GOAL F Evaluate the academic and administrative governance structure, in order to promote a better use of resources.

- ✓ Evaluation of academic and administrative operating structure
 - I. A situational analysis will be made by the academic and administrative deanships staff to assure a better efficiency in the operations (From 2011-2012) (According to Goal D)
 - II. A reduction of the consulting and contract services is already implemented by the administrators (From 2010-2011)

- ✓ Evaluation of academic department's directors, academic counselors and program coordination tasks.
 - I. An operational analysis will be made by the academic deanships to assure the better use of resources. (As of 2012-2013)
 - II. Faculty academic counselors were substituted by UPRH Staff. This represents a projected cost reduction of \$151,329 for 2010-2011 (as reported by Budget Office– March 2011).
 - III. A reduction over the program coordinator tasks and time were implemented. The projected cost reduction for the year is \$50,119 for 2010-2011 (as reported by Budget Office– March 2011).

- ✓ Evaluation of academic programs offerings
 - I. In coordination with units, an evaluation plan will be designed and scheduled by the academic deanships to evaluate programs and courses. The projected output can assure a better UPRH operational efficiency and goals compliance. (As of 2011-2012 to 2013-2014)
 - II. A consolidation of courses is already in progress. (As of 2010-2011)

- ✓ Reduction of bonuses given to faculty in administrative positions
 - I. A containment cost plan was already implemented by the Chancellor. The projected reductions over the bonuses for the 2010-2011 are \$559,519 (as reported by Budget Office– March 2011). (For 2010-2011 to 2014-2015)

- ✓ Reduction of bonuses given to administrators.
 - I. A containment cost plan is already implemented by the Chancellor (as for 2010-2011). This includes a reduction of \$250.00 monthly over the academic and student affairs deans and \$760.00 over the administrative affairs dean and 5% over the unit's director. The net effect of this action is a projected cost reduction of \$8,638 (as reported by Budget Office– March 2011).

- II. A reduction over the Chancellor bonuses is already implemented with a projected reduction of \$9,099 for the spring semester (as reported by Budget Office– March 2011). (For 2010-2011 to 2014-2015)
- ✓ Revitalize existing physical facilities development plans
 - I. A financial need of \$1.5 million was communicated to the UPR Presidency for projects completion. The UPR Central Systems are going to assign these funds to: “Casa Roig Annexes” of \$ 1.4 million and Physics Clean Room for \$100,000 (as reported by Finance Office– March 2011). (As for 2010-2011 to 2011-2012)
- ✓ Enrollment capacity is going to be assigned according to budget and planning.

GOAL G Asses the sources allocations systematically, to assure the efficient use of resources.

- ✓ *Implementation of a short term Energy save program “Turn it off”*
 - I. An energy program approved by the UPR Board of Trustees was implemented. (As of 2010-2011)
 - II. An orientation campaign over energy programs were implemented at campus community. (As of 2010-2011)
- ✓ *Develop a Long-Term plan to reduce the use of Energy*
 - I. A plan to reduce the use of energy is already in progress to be implemented at 2013-2014. The projected reduction of energy cost for this plan is \$240,000 (12% of actual projected energy cost) for 2010-2011.
- ✓ *Efficient use and revitalization of physical facilities and Infrastructure*
 - I. After the cost control measures Assure the Financial Health and Sufficiency of UPRH, the projected economies will be used for the revitalization of existent physical facilities and infrastructure. (For 2013-2014).

- ✓ *Offering courses Ad-Honorem*
 - I. Promote among faculty Ad-Honorem services on academic schedule courses. For 2010-2011 Spring semesters, this represents projected economies of \$20,186 (as reported by Budget Office– March 2011) (For 2010-2011).

- ✓ *The UPRH administrators and units are going to establish more strategic alliances with stakeholders in order to assess better resources. (As of 2010-2011 to 2013-2014)*

- ✓ *In coordination with the Office of University Development Institutional Assessment Program (ODU) a budget assessment plan will be implemented to assure the fulfillment of UPRH Mission and the Student Success Conceptual Model. (As of 2012-2013)*

MONITOR AND REVIEW

The UPRH Organizational Structure was designed to assure compliance with the entire regulatory environment. Also, governmental agencies monitors budget expenditures, use of technology, ethical behavior, contracts, environmental and health regulations, among others. Furthermore, the implementation and control of this financial plan was designed to be managed by the Dean of Administration under the Budget Office and the Financial Team.

The units have to design their own plans in coordination with the budgetary allocations and submit a quarterly report of compliance, according to UPR Central System practices. According to these reports the UPRH governance develops their corrective action of the planning systems, if necessary. Annually reports will be submitted to UPRH administrators.

An institutional Ad Hoc Budget and Finance Committee is already in place to recommend strategies to improve the effectiveness of budget and financial management and better budgeting practices. This process will occur in coordination with all constituents who are in charge of implementing the budget decisions at all levels.