



**UNIVERSITY OF PUERTO RICO AT CAYEY
ACTION PLAN**

Standard 3: Institutional Resources

In the context of the concerns and expectations contained in the Commission’s Action, the internal and external environmental factors related to the institutional finances, and the relevant elements in Standard 3, the following action plan is organized in two strategies: **Secure continuity and institutional effectiveness with available resources and, Maintain and nurture additional sources of funding to continue advancing institutional education, research and research priorities.**

A. SECURE CONTINUITY OF OPERATIONS AND INSTITUTIONAL EFFECTIVENESS WITH AVAILABLE RESOURCES AND

GOAL: Secure continuity of operations and effective accomplishment of the institutional mission and goals with the available resources by developing and implementing the appropriate financial measures.

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	CURRENT AND EXPECTED OUTCOMES
1. Enforce Implementation of Board of Trustees' Certification # 100 (2005-2006) regarding the budget development process at the UPR-Cayey, allowing for timely disclosure of financial outlook and budget allocation to university constituents.	Establish formal mechanisms to ensure that the procedures for budget allocation are aligned with the Strategic Plan for achieving institutional objectives and its mission, and rely on assessment results.	Chancellor Chancellor's Staff	March 2007 Ongoing	Budget allocated to institutional priorities identified through assessment initiatives (i.e., data-driven decision-making).
			Presentations at Constituent Assemblies during Fall Session and available on the Web. Ongoing	Increased agility in financial processes and disclosure in timely manner to constituents. Documented data-driven decision-making processes in the identification of systemic priorities.
		Administrative Board	September 2010	UPR-Cayey Budget Allocation Process certified as a policy.



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ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	CURRENT AND EXPECTED OUTCOMES
2. Implementation of measures for bringing salaries and benefits to operational expenses ratios to more adequate levels in accordance with MSCHE 2005 Evaluation Team Report to the UPR-Cayey.	Vacant administrative personnel positions are not filled. Vacant faculty positions filled in accordance with institutional priorities and program needs assessment.	Chancellor Administrative Board	August 2007 Ongoing	Economies redistributed to operational expenses.
3. Assess the adequacy of the University of Puerto Rico at Cayey's <i>Mission, Vision, and Goals</i> and the <i>2006-2016 Strategic Plan</i> in light of the current fiscal situation	Identification of strategic priorities in light of assessment results, current fiscal constraints and areas that are no longer mission critical.	Chancellor Academic Senate Administrative Boards Assessment and Institutional Research Office	May 2011	Revisions to unit strategic plans in light of the current financial state, assessment results and reinforced alignment with system priorities. Revised Strategic Plan Approved.
4. Develop and implement a five-year financial plan adjusted to the current fiscal situation, the UPR-Cayey Strategic Plan, assessment results, and the 2005 MSCHE Evaluation Teams recommendation to allocate more funds to operational expenses an effort to improve the institutions finances.	Implement measures for reducing budget allocated to Salaries and Benefits and redistribute to Operational Expenses. Implementation of <i>Cautionary Measures</i> established in Presidential Serial Documentation 0809: 13, 14, 16, 22, 23	Chancellor Administrative Board	January 2009 Ongoing	Economies redistributed to operational expenses.
	Implementation of fiscal efficiency measures identified in the financial assessments conducted by the units.	Chancellor Administrative Board	November 2009 Ongoing	Long-term fiscal economies and financial stability.



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	Analyze financial impact prior to approving certifications and establishing institutional policies.	Chancellor Administrative Board	October 2009	Certification by the Administrative Board stating that all institutional proposals, policies and bylaws must be accompanied by a financial impact analysis.
5. Enforcement of the Board of Trustees' Certification #92 (2008-2009) on the evaluation of duplicated academic programs.	Strengthening of mission critical programs with high indicators of institutional and programmatic effectiveness are prioritized in the budget allocation process.	Academic Departments Academic Senate Administrative Board	August 2007 Ongoing	Programs with higher sustainability potential will be identified. Decisions will be made regarding the maintenance or strengthening of programs with low demand to offer ratios and low institutional effectiveness indicators.
6. Develop collaboration mechanisms between the administrative units to share resources that will result in budgetary economies.	Initiate a process of consolidation of administrative functions at the unit level to streamline the operation and administrative management in order to maintain levels of excellence and reduce costs.	Chancellor Administrative Board	August 2009 Ongoing	More cost-effective administrative processes and reductions in unnecessary expenses.



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B. MAINTAIN AND NURTURE ADDITIONAL SOURCES OF FUNDING TO CONTINUE ADVANCING INSTITUTIONAL EDUCATIONAL, RESEARCH AND SERVICE PRIORITIES

GOAL: Continue and develop initiatives to increase and diversify sources of funding to support the accomplishment of the institutional mission and goals.

ACTIONS	ACTIVITIES	RESPONSIBLE SYSTEM AND UNIT	TIMEFRAME	CURRENT AND EXPECTED OUTCOMES
1. Strengthen the development of the Continuing Education and Professional Development programs (DECEP) so they serve as flexible mechanisms for fostering diverse funding sources and establishing relationships with alumni, community, governmental and private entities.	Strengthen the development of proposals for external funding for the design of continuing education programs, especially those impacting the Public School System, required for professional licenses and certifications as well as for the staff development of external institutions and organizations.	Chancellors External Resources Office DECEP Director	August 2009	Increased external funding.
	Continue offering remedial courses to freshmen students in the areas of Math, English, and Spanish.	Dean of Academic Affairs DECEP Director	Ongoing	Increased external funding.
	Strengthen UNEX for offering non-programmatic (i.e., not required for degree completion) course electives, courses taken as electives, and courses taken for professional development.	Chancellors Administrative Boards DECEP Directors	August 2010 Ongoing	Increased external funding. More effective use of course offerings.



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2. Strengthen initiatives to increase additional external funding sources.	Reconceptualization of plans to increase fundraising by strengthening the relationships between the university and the alumni, friends and other components of the third sector.	Chancellor Administrative Board	Spring 2010	Increased external funding.
	Restructure de Alumni and Development Office to the Alumni and Placement Office and assure its participation in all student activities upon their admission through their transition to alumni. Integrate placement responsibilities to link graduation data and establish relationship with employers as potential funders.	Chancellor Administrative Board	October 2010	Restructured Office Approved.
				Work Plan Developed. Increase of donations from alumni at each unit. Increased donations on behalf of employers.
	Develop and implement strategies to increase the annual number of approved research proposals for external funds.	Chancellors External Resources Offices	Initiated August 2009 Ongoing Ongoing	Promote increased effectiveness in identifying additional funding sources. Promote research activities while increasing institutional sources of funding.



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	Assess trends in institutional income from research proposals and the Intramural Practice Plan to Identify areas with the largest return on investment (ROI) in which proposal submission should be prioritized and stimulated.		December 2010	Internal policy for the redistribution of funds for release time obtained through research grants to the institution's operational fund developed.
			December 2010	Revised Intramural Practice Plan Policy so that the institution is able to recuperate its investment in these proposals while gaining an added income for operational funds.
			December 2010	Revised policy for the internal distribution of claimed Facilities and Administrative Cost for research proposals to strengthen the institution's operational fund.
3. Review recommendations made on behalf of ad hoc financial committees and implement those within the institution's scope of action.	Identify and implement recommendations that can contribute to stabilizing the UPR-Cayey finances.	Chancellor Administrative Board	March 2010 Ongoing	Economies redistributed to operational funds and to cover the assigned budget deficit.