

Administrative Council Extraordinary Session, Minute 133

November 26, 2025
11:00 a.m. to 13:00 p.m

Attendees

Names	Initials	Position
Dr. Luis Ernesto Derbez Bautista	LED	Rector
Dr. José Daniel Lozada Ramírez	JLR	Academic Vice President
Mtra. Mónica Ruiz Huerta	MRH	Administrative Vice President
Mtra. Ma. del Carmen Palafox Ramos	MPR	Vice President for Student Affairs
Dr. René Alejandro Lara Díaz	RLD	Vice President for Research, Graduate Studies and Extension
Mtro. Mario Vallejo Pérez	MVP	Vice President for Finance and Institutional Development
Mtra. Lorena Martínez Gómez	LMG	General Director of the Office of the Rector
Dra. Perla del Rocío Fernández López	PFL	Dean, School of Arts and Humanities
Dr. Rafael Carrera Espinoza	RCE	Dean, School of Engineering
Dra. Elizabeth Salamanca Pacheco	ESP	Dean, School of Business and Economics
Dr. Enrique Ajuria Ibarra	EAI	Faculty Representative, School of Arts and Humanities (Letters and Humanities)
Dr. Edgar Grageda Flores	EGF	Faculty Representative, School of Sciences (Health Sciences)
Dr. Miguel Ángel Reyes Cortés	MRC	Faculty Representative, School of Sciences (Actuarial Science, Physics and Mathematics)
Dra. Viviana Ramírez Ramírez	VRR	Faculty Representative, School of Social Sciences (International Relations and Political Science)
Dra. Judith Cruz Sandoval	JCS	Faculty Representative, School of Social Sciences (Communication)
Dr. Juan Horacio Espinoza Rodríguez	JER	Faculty Representative, School of Engineering (Computing, Electronics and Mechatronics)
Dr. Pedro Bañuelos Sánchez	PBS	Faculty Representative, School of Engineering (Computing, Electronics and Mechatronics)
Dr. Nicolás Corona Juárez	NCJ	Faculty Representative, School of Business and Economics (Economics)
Dra. Angélica Alonso Rivera	AAR	Faculty Representative, School of Business and Economics (Banking and Investments)
C. Nohemí Odeth Obaldía Torres	OOT	Chief Justice of the Judicial Branch
C. Elma Guadalupe Pérez Pando	EPP	Student Representative, School of Arts and Humanities

C. Diana Ailén del Castillo Ruiz	DCR	Student Representative, School of Sciences
C. Rodrigo Hernán Irigoyen Vázquez	RIV	Student Representative, School of Business and Economics
Guests		
Dra. Mónica Núñez Huerta	MNH	General Director of Finance
Carlos Humberto Cuevas Flores	CCF	Student participant in the Budget Council
Marco Kirchmaier Coatl	MKC	Student participant in the Budget Council
Technical Secretariat		
Dra. Julia Edith Barrientos Ortiz	JBO	Technical Secretary
Mtra. Mariella Sandoval Munguía	MSM	Substitute Technical Secretary

Agenda

1. Verification of Quorum.
2. Approval of the Agenda.
3. Topics:
 - a) Budget 2026.
Presented by: Dra. Mónica Núñez H., Carlos Humberto Cuevas F., and Marco Kirchmaier C.
 - b) Election of the Administrative Council representative in the Rector Evaluation.
Presented by: Mtra. Lorena Martínez G.
4. Miscellaneous

Summary of Agreements

- a) The council members unanimously approved the 2026 Budget.
- b) Dr. Judith Cruz Sandoval (JCS) will serve as the Administrative Council's representative before the Rector Evaluation Committee.

1. Verification of Quorum

JBO reported that there was sufficient quorum to begin the session.

2. Approval of the Agenda

The council members agreed with the proposed agenda.

3. Topics

a) Budget 2026

LED requested authorization for the participation of Dra. Mónica Núñez (MNH), Carlos Humberto Cuevas Flores, a student of Robotics and Telecommunications Engineering, and

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Marco Kirchmaier Coatl, a student of Nanotechnology and Molecular Engineering, who participated in the Budget Council, in order to present the topic. All council members agreed.

MKC recalled the proposed guidelines for the preparation of the 2026 Budget, which are:

- Zero net result, previously authorized by the Council, replacing the initially proposed positive result of \$10 million pesos.

- New enrollment:

- o Undergraduate: 200 students in Spring and 2,000 in Fall.

- o Master's: 190 students in Spring and 300 in Fall.

- Dropout rate: 3.5% per semester.

- Tuition per unit:

- o Undergraduate: \$4,120.00

- o Master's: \$5,100.00

- o Doctorate: \$5,500.00

- Average number of enrolled units: similar to 2025.

- Increase in other income of 12%:

- o 7% due to price increases.

- o 5% due to volume increase.

- Exchange rate: \$21.00 per dollar and \$22.00 per euro.

- Salary increase: 5%.

- Annual inflation: 5%.

- Expenses: maintain, in real terms, the 2025 level.

- Investment program: \$100.0 million pesos annually, financed with cash flow.

CCF reported that the Budget Committee was composed of 23 representatives from various academic, administrative, and student areas, and held five working sessions: kickoff on September 12; preparation of the revenue budget on October 6; three sessions for the expenditure budget on November 10, 20, and 24; presentation of the revenue budget on October 8 (when it was approved); presentation of the progress of the expenditure budget on November 12; and presentation of the finalized expenditure budget on November 26.

MNH noted that the revenue budget was approved on October 8 for a total of \$1,707 million pesos, which represents the amount available for spending. She began with the analysis of salaries and benefits, which show an 11% increase. She recalled that in the previous session, Dra. Dianalicia Gayosso explained that it was not possible to limit the increase to 5% due to

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recent changes in labor and social security laws, which required important decisions to contain growth at 11%.

She continued with the following items:

- IT equipment, with a 1% increase.
- Physical plant, with a budget of \$44.6 million pesos, equivalent to 31% less than the projected closing, due to expansions and maintenance work carried out during the current year.
- Telecommunications expenses, at \$7.3 million pesos with a 6% increase.
- General expenses, totaling \$385.557 million pesos, 6% below the estimated 2025 closing; within this category, professional fees were reduced by 20% and social-related expenses by 30%.
- Depreciation, with an 11% increase, recognizing investments aimed at reducing future expenses.
- Financial expenses, adjusted downward by 44% compared to the budget, mainly due to a reduction in the estimated exchange rate variation.

LED requested clarification on the meaning of UDES and UFES. MNH explained that UFES were a prepaid payment scheme used by the university in previous years, whose liability still exists. These consisted of units purchased in advance by current students. UDES were units acquired by individuals seeking to secure future studies for their children; although they are no longer marketed, the associated liability continues to be managed. She also indicated that UDES were used to manage the guardian's life insurance in the event of death. Both instruments are updated whenever the price per academic unit changes, and any increase is recorded as an expense.

MNH continued with the item of allowance for doubtful accounts, in which a release of \$10 million pesos is expected. With the adjustments, total expenses amount to \$1,707.3 million pesos, resulting in a virtually balanced budget, as authorized by the Council.

LED asked whether there were any questions; there were no interventions.

MNH then presented the contingent expenses, totaling \$93.5 million pesos. She emphasized that all needs identified by the different areas are important but could not be covered with the available budget. The most significant contingent expense corresponds to salaries, wages, and benefits, where the lack of coverage for vacancies implies that there will be no new hires and that any vacancies that arise will remain frozen. It may also be necessary to eliminate several project-based positions.

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LED emphasized that the changes previously presented by DGA regarding tax and benefits matters have a significant impact on payroll. Even if the number of positions does not increase, changes in taxes and contributions require an adjustment of \$43 million pesos to maintain current employment levels. This will be achieved by freezing existing vacancies and using future vacancies to absorb that amount.

MNH added that project-based personnel will be subject to budget availability, as these contracts exist across several areas (workshop instructors, coaches, paramedics, assistants, monitors, among others), and these positions would be the ones affected, not permanent staff.

LED reinforced that for individuals with project-based contracts, once they reach six months, their contracts will not be renewed, which will help generate the \$43 million pesos in savings. He indicated that if the August intake generates favorable revenue, the possibility of rehiring will be evaluated. He added that staffing levels will be adjusted according to enrollment size, noting that in the current semester 1,000 students will graduate, while 200 will enroll in January, representing a net decrease of 800 students and, therefore, a reduced need for personnel.

MNH explained that within contingent expenses, priority was given to those related to academic areas, followed by student services, and finally general services.

LED questioned why there were social-related expenses within the academic area. MNH responded that some of these expenses are linked to accreditation processes.

LED asked whether there were any additional comments.

MRH inquired whether onboarding trips would be affected; MNH clarified that they would not, as those trips are not included in the reduction.

MRC asked whether VIPE research projects would be affected.

RLD clarified that they would not, except for those related to Web of Science and Springer.

LED submitted the 2026 Budget for approval, and it was unanimously approved. He indicated that it would be presented the following Tuesday to the Business Council.

b) Election of the Administrative Council Representative for the Rector Evaluation

LMG reported that, as every year, the Rector Evaluation will be carried out and recalled that, in accordance with institutional policy, the Committee responsible for reviewing it is composed of: the President of the Business Council, Mtro. Luis Ángel Casas Arellano; four representatives of the Business Council; one representative of the Academic Council; one representative of the Administrative Council; one member of the Board of the Universidad de las Américas Puebla Foundation; and the President of CEUDLAP.

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LMG detailed that the functions of the Committee are:

1. Review the evaluation document.
2. Approve it.
3. Review the implementation schedule.
4. Analyze the results.
5. Conduct an interview with the Rector based on those results.
6. Issue recommendations or areas of opportunity.
7. Prepare the corresponding report.

She therefore requested the designation of a representative from the Administrative Council, clarifying that individuals who report directly to the Rector could not be selected. She asked whether any council member wished to volunteer, noting that participation would involve two sessions and the review of documents.

JCS was the only council member who volunteered and will therefore serve as the Administrative Council's representative before the Rector Evaluation Committee.

c) Miscellaneous

MPR reported that three Christmas concerts will be held: one in Mexico City, another at the Puebla Cathedral, and a third at the Tlaxcala Cathedral.

LED thanked the council members for their attendance and participation and adjourned the meeting.

End of session.