



# INSTITUTIONAL STRATEGIC PLAN: BEACON 2025

## UNIVERSITY OF PUERTO RICO AT ARECIBO



UNIVERSITY OF PUERTO RICO AT ARECIBO  
OFFICE OF PLANNING AND INSTITUTIONAL RESEARCH

**INSTITUTIONAL STRATEGIC PLAN: BEACON 2025**

CERTIFICATION NUMBER 2019-2020-30 OF THE ACADEMIC SENATE

JULY 2020

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Name	Position
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Dr. Yeidi Altieri Sotomayor	Dean of Student Affairs
Dra. Geissa R. Torres Santiago	Interim Director, OPEI
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Ms. Eileen A. Vega Pérez	Acting Director, Budget Office
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Dr. Otilio González Cortés	Tele-Radial Communication Department
Prof. Luis A. Colón Colón	Director, CTI
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## RECTOR'S MESSAGE

Throughout its 50 years, the University of Puerto Rico at Arecibo has grown to become a strong and solid institution in our geographical region. We start a new cycle with institutional maturity that will allow us to set new goals towards excellence.



I am convinced that the future must always be pursued with optimism. The past five years have been met with many challenges. Even so, the University of Puerto Rico at Arecibo remained focused on achieving the strategic goals proposed in the Institutional Strategic Plan 2015-2020: Horizon 2020. Our university is characterized by having an organizational culture focused on strategic planning and a discipline of execution.

We achieved reaccreditation from the Middle States Commission on Higher Education (MSCHE) in 2019. We have maintained our specialized accreditations. The challenges faced since 2017 have not stopped us from achieving our institution's mission. Our community's resilience and commitment continue to be our legacy.

In these next five-years, we will focus on transforming our institution to offer an array of academic programs that use alternative teaching and learning methods. We will integrate cutting-edge technological tools that elevate the teaching and learning process to a level beyond our borders. We will

continue working with the organizational restructuring and reorganization processes. We will manage institutional resources to achieve administrative efficacy, as these resources enhance student services and the cost effectiveness of operations. We will continue to promote sustainability strategies to minimize consumption expenses in utilities.

Moreover, we will continue to promote research development and dissemination. We will maintain sustained growth in retention, persistence, and graduation rates. We will work hard to improve student services and offer artistic events and sports activities for the benefit of our students. We want to increase participation in entrepreneurship among all members of the university community and the external community. We aspire to become the leaders of the socioeconomic development of all the constituents of the north central region.

It is with great pleasure that I present to you the new UPRA Institutional Strategic Plan: Lighthouse 2025 (PEI: Lighthouse 2025). This Plan focuses on strengthening the areas of academia, research, entrepreneurship, sustainability, student services, and community services. The Plan will allow us to identify the resources and align them to the priorities, which will guide the growth and development of our Institution. In addition, we aspire to maintain the level of excellence in academic, research, and administrative affairs. Our Institutional Plan's goal is to fulfill our short- and medium-term goals, and to precisely delineate the actions that will lead to their compliance. This Plan requires the commitment of all members of our university community.

## INTRODUCTION

The University of Puerto Rico at Arecibo (UPRA), is a higher education institution that is part of the University of Puerto Rico system. UPRA is guided by its mission to produce and disseminate knowledge through teaching and research in the areas of the arts, sciences, and technology (Cert. 2013-14-34 AS, as amended).

Since its inception as a technological university in the Buenos Aires area in downtown Arecibo, UPRA has evolved to become a powerful educational agent for social change, cultural awareness, and technological progress. Arecibo is a city of approximately 110,000 inhabitants located west of San Juan.

Arecibo's economy is focused on manufacturing, service, and agricultural industries. It is one of the oldest cities in Puerto Rico and houses the regional offices of the Commonwealth government for the northwest region of the island.

Over the course of more than fifty years, UPRA has graduated generations of students who in turn have excelled as leading professionals in their field of expertise. UPRA has consistently met the standards required by the highest accreditation agencies for each specialty. An UPRA graduate student is one whose academic credentials are distinguished in the business world, opening doors of opportunity in a competitive job market in which only the most competent succeed.

This impact in the region is due to UPRA's firm commitment to meet and exceed the standards of educational excellence of the Middle States

Commission on Higher Education (MSCHE) and the Board of Postsecondary Institutions (JIP for its Spanish acronym) - former Council of Higher Education (CES for its Spanish acronym) - which have been achieved thanks to a committed faculty, its teaching staff in administrative services, and the reliable and effective support of its non-teaching workforce.

Our university is also the seat of some of the most impressive academic and cultural projects. Week after week, the campus hosts a variety of academic activities, fairs, theatrical events, student orientations, thematic conferences or workshops, study tours, college sports events, art exhibitions, musical and choral events, competitions, and scientific research.

The number of community organizations, educational and/or business-related entities, and special interest groups that choose our campus as their meeting place is a reflection of the great impact that our Institution has on the surrounding community.

UPRA's reach not only serves the interests of its students, its faculty, and the surrounding local community, but it has also left its mark on national and international events. Dozens of students and teachers have transcended local demographics and have had a significant impact on student exchange programs and cultural, scientific and sports competitions, as well as higher education seminars and conferences for teachers spanning from California to Spain and from New York City to Buenos Aires, Argentina. These outreach initiatives are aligned with the objectives of UPRA's Mission and General Education: the successful connection of theory and praxis, aimed at expanding a culture of research and creation in the teaching and student body. Considering its past and present successes, UPRA will continue its mission as an educational beacon for a bright and challenging future.

## PROCESS OF ELABORATION OF THE INSTITUTIONAL STRATEGIC PLAN: BEACON 2025

The Institutional Strategic Planning Committee (CIPE) was established in October 2018 following the procedure for the identification of academic and administrative priorities in Certification No. 2005-06-14, as amended by 2010-11-53 of the Administrative Board. This certification defines the composition of the Institutional Committee for Strategic Planning (CIPE for its Spanish acronym). It is worth mentioning that compliance with these priorities is evidenced annually through the Management Activity<sup>1</sup>. In addition, the achievement of these priorities is documented through annual reports and institutional assessment, among other strategies.

As part of the process of preparing this Institutional Strategic Plan 2020-2025, two

fundamental analyzes are required: The Internal and External Environment Reports. For this analysis, two subcommittees were formed to prepare these reports. The Internal Environment Subcommittee evaluated five strategic areas ([Table 1](#)). The report identified the Institution's strengths and weaknesses. Meanwhile, the External Environment Report evaluated seven areas to identify opportunities and challenges ([Table 2](#)). The result of both reports was used to work the SWOT Analysis : strengths, opportunities, weaknesses and threats (SWOT Analysis) and to determine the priority areas of the new Institutional Strategic Plan (PEI).

Note: for the purposes of this report, the SWOT analysis will be referred to as FORD (Strengths, opportunities, challenges and weaknesses)

<sup>1</sup> Activity that is carried out annually in which compliance with academic and administrative priorities is reported.

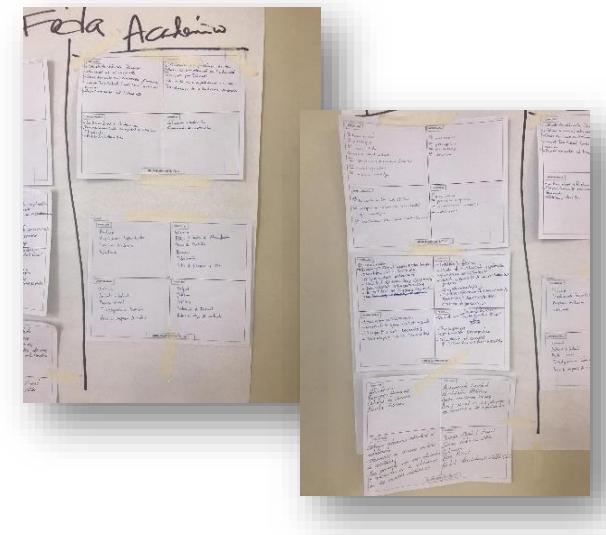
## Identification Process of Institutional Goals and Objectives

The main objective of strategic planning is to promote a sound decision-making process, focused on achieving the Vision and fulfilling the Mission with excellence. The goals and objectives that constitute the PEI were identified through an objective analysis of the current situation of the Institution and its environment.

The FORD analysis made it possible to clearly identify the areas where academic and administrative management must focus for greater effort and productivity. This process was carried out using two correlating matrixes. The first *ORE matrix* (external opportunities and challenges) combined opportunities and weaknesses, and the second *IDF Matrix* (internal strengths and weaknesses) combined strengths and threats. These were divided into groups to classify the level of importance. Once this process was completed, we identified the areas where there was greater correlation among the groups. Then, with the FORD matrix, five strategies were developed per quadrant:

FO (strengths and opportunities), DO (weaknesses and opportunities), FR (strengths and challenges) and DR (weaknesses and challenges).

The results of the correlated matrixes were used to identify the priority areas. Several presentations were made by subcommittee members; several meetings were held to discuss the results and make decisions. Subsequently, the committee took workshops on the drafting of goals and objectives. Figure 1 shows a summary of the phases that led to the preparation of this new Strategic Plan 2020-2025.



## Strategic Planning Workshops

### Academic Years 2018-19 and 2019-2020

During academic years 2018-19 and 2019-2020, several workshops were offered to CIPE members and the strategic planning subcommittees.

1. ***Presentation to the Faculty on the Formation of the PEI 2020-2025*** (February 12, 2018).
2. ***16th Managerial Activity: A New Era of Entrepreneurship*** (November 2, 2018) - Dr. Nyvea Sylva Herrera, Education Consultant and Echar Pa 'Lante's liaison, who presented the conference titled: *Education in a New Era of Entrepreneurship*. Dr. Herrera worked with the management team on the workshop "Integration of Entrepreneurship in Planning". As part of this workshop, supervisors, directors, deans, and the Chancellor participated in an activity where Dr. Herrera used *Design Thinking* methodology to analyze the UPRA environment in the

academic, administrative and organizational areas.

3. ***Concordance: Key in Strategic Planning*** (September 13, 2019) - Dr. Waskaleska Mercado, from the Department of Business Administration, presented a background of the planning process and explained the methodology to carry out the SWOT analysis based on the FDI and ORE matrixes.
4. ***Drafting of Goals and Objectives*** (September 20, 2019) - Dr. Ana Delgado from the Department of Education explained to CIPE members how the goals and objectives of a plan are written. Members participated in an exercise in which they practiced writing the same.

5. **17<sup>th</sup> Management Activity: A Look at the External Environment:** Part I (October 5, 2019) - This activity offered a discussion titled: *Initiatives for the Economic Sustainability of Puerto Rico's Institutions of Higher Education*. Invited speakers were Dr. Alexis Morales, President of Motus Int'l and Advisor on the Internationalization of Higher Education, and Dr. David Báez, Analyst of Economic Programs of the Board of Postsecondary Institutions.

6. **17<sup>th</sup> Management Activity: A Look at the External Environment: Part II** (October 11, 2019) - Elaborating the Goals and Objectives of the New Strategic Plan. In this workshop for managers, Dr. José Carlos Colón, from the UPRA Department of Education, discussed the process of developing and writing goals and objectives.

7. **Presentation of Goals and Objectives for the Academic Senate - May 7, 2020**



**Table 1**

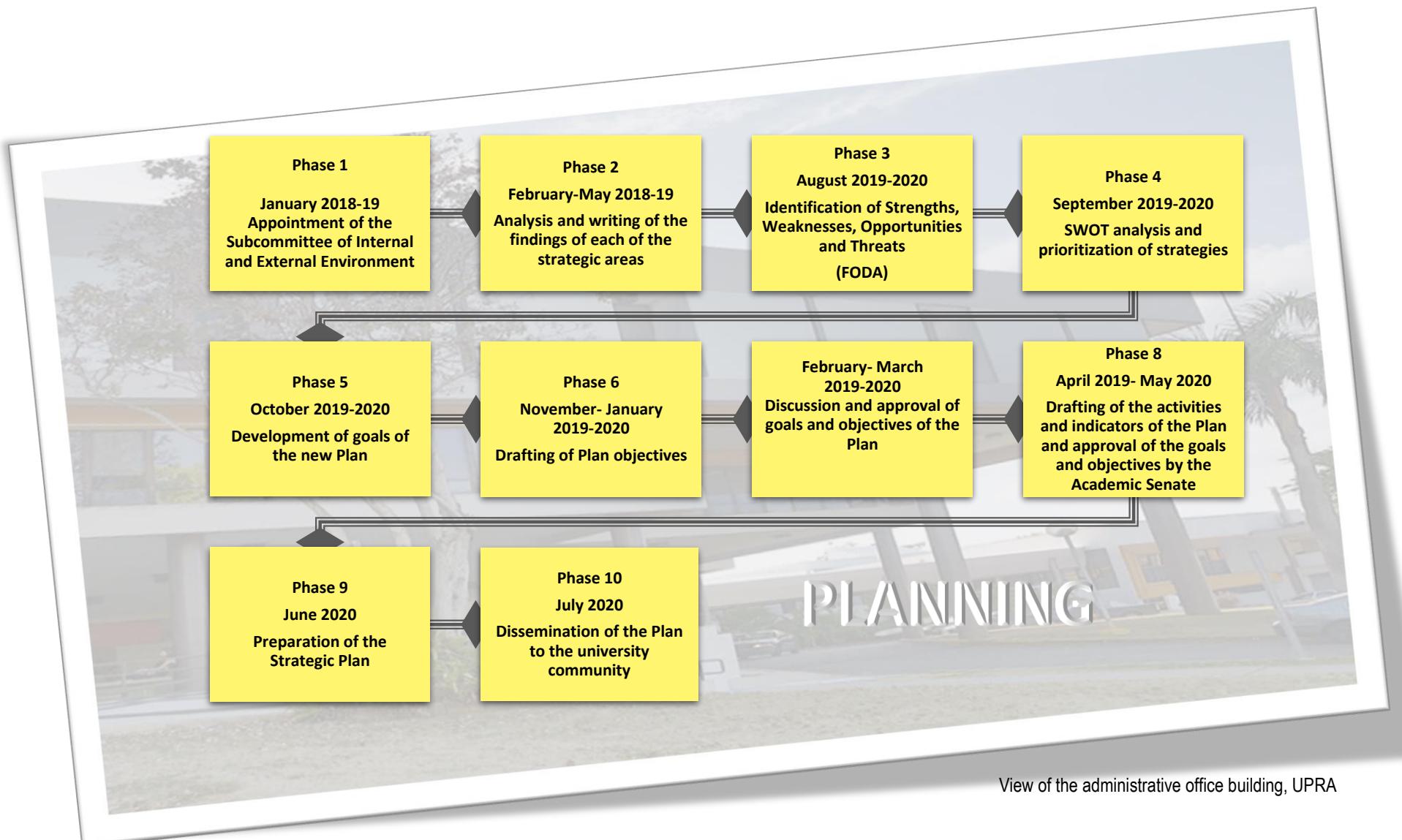
*Internal Environment Subcommittee Coordinators by Strategic Areas*

Strategic areas	Coordinators
Academia, Research, and Creation	Dr. Luis F. Laracuente Institutional researcher OPEI
Student community	Dra. Nilda Fernández Institutional Assessment Coordinator, OPEI
Sustainable Management	Dr. Geissa R. Torres Director, OPEI
Technology	Dr. Luis F. Laracuente Institutional researcher OPEI
Physical facilities	Mr. Edwin Ramos Physical resources

**Table 2**

*External Environment Subcommittee Coordinators by Evaluated Areas*

Trends	Coordinators
Economy, Demography, Health, and Environment	Dra. Martha Quiñones Professor Dept. of Social Sciences
Labor Market	Dra. Soriel Santiago Institutional Researcher, OPEI
Political and Legal	Dr. Otilio González Dept. Tele-Radial Communication
Education and Competition	Dra. Waskaleska Mercado Associate Professor Dept. Business Administration
Art, Culture, and Tourism	Dr. Geissa R. Torres Director, OPEI
Technology and Informatics	Dra. Soriel Santiago Institutional Researcher, OPEI
Image and Community Service	Dra. Nilda Fernández Institutional Assessment Coordinator, OPEI

**Figure 1: Summary of the Elaboration Process of the Institutional Strategic Plan 2020-2025**

## MISSION

The University of Puerto Rico at Arecibo is an autonomous unit of the public higher education system. It is dedicated to the production and dissemination of knowledge through teaching and research in the areas of arts, sciences, and technology. It provides a quality education that fosters the integral formation of the student as a citizen and professional. It offers a variety of academic programs supported by a network of student services and a faculty committed to staying at the forefront of knowledge and techniques that strengthen the teaching-learning process.

The Institution promotes interaction with the community by offering opportunities for professional development and continuing education. It fosters sociocultural enrichment, as well as respect for the plurality of the values of contemporary society and the Puerto Rican cultural heritage as a legacy to future generations.

(CERT. 2002-03-32, AS AMENDED BY CERT. 2013-14-13 OF THE ACADEMIC SENATE)

## VISION

UPRA will be recognized as a leading academic institution for its programmatic and curricular offer, research and creative work, and community service.

## INSTITUTIONAL VALUES

**Excellence** Encourage the optimal use of human capabilities to meet academic, administrative, student, and community goals.

**Knowledge** Appreciate knowledge as a university's 'reason for being' and as the product of critical thinking.

**Respect** Value a respect for life and the plurality of human expression.

**Integrity** Act with integrity and responsibility in all the processes of university life.

**Civility** Promote habits that allow its members to function as citizens who responsibly assume their rights and duties.

## INTERNAL ENVIRONMENT ANALYSIS

**OFFICIAL NAME**

- University of Puerto Rico at Arecibo
- Certification Num. 103 y 103A (1999-2000), Board of Trustees
- Certification Num. 2005-205 PRCHE

**FOUNDATION**

- Established in 1967.

**INSTITUTIONAL ACCREDITATION AND LICENSE**

- Accredited by the Middle States Commission on Higher Education (MSCHE) since 1967
- Last Reaffirmed: June 27, 2019
- Next Self-Study Evaluation: 2024-2025
- Licensed by the Puerto Rico Council on Higher Education (PRCHE) since 1997 (Certification Num. 2018-210 PRCHE)

**PROFESSIONAL ACCREDITATIONS**

- Association of College and Research Libraries (ACRL)
- Council for the Accreditation of Educator Preparation (CAEP)
- Accreditation Commission for Education in Nursing (ACEN)
- Association of Collegiate Business Schools and Programs (ACBSP)
- Engineering and Technology Accreditation Commission (ABET-ETAC)
- Accrediting Council on Education in Journalism and Mass Communications (ACEJMC)
- Computing Accrediting Commission (ABET-CAC)

**CARNEGIE CLASSIFICATION**

Baccalaureate Colleges: Diverse Fields > Four-year, medium, primarily nonresidential

**COMPARABLE INSTITUTIONS**

- West Virginia University at Parkersburg
- SUNY College of Technology at Canton
- Dalton State College

**INSTITUTIONAL INDICATORS**

	2019-20
Total Faculty	240
Teaching Faculty	202
Administrative Personnel	237
Freshman Enrollment (first year students)	726
Total Enrollment	3,545
Full-time Enrollment	3,301
Part-time Enrollment	244
Degrees Confirmed (June 2019)	668
Undergraduate Retention Rate (Cohort 18)	87%
Undergraduate Graduation Rate (Cohort 12)	46%

**REFERENCES**

- <https://www.msche.org/institution/8329>
- <http://www.ed.gov/PS25>

Office of Planning and Institutional Research  
December, 2019

**UPR** UNIVERSITY OF PUERTO RICO AT ARECIBO  
**UNIVERSITY OF PUERTO RICO AT ARECIBO  
INSTITUTIONAL PROFILE 2019-20**

**FRESHMEN DEMAND BY MUNICIPALITY\***

Municipality	Frequency	%	Applications	Admits	Transfers
Arecibo	387	23.8		1,074	53
Vega Baja	109	6.5	(1 <sup>st</sup> Alternative)		
Lares	102	5.9	Admits	918 (80%)	36 (5%)
Hato Rey	98	5.9			
Morovis	95	5.7	Enrolled	731 (79%)	32 (5%)

\*Residence Municipality

**DISTRIBUTION OF TOTAL ENROLLMENT BY PROGRAMS**

Program	Percentage
Bachelor's Degree	90%
Associate's Degree	7%
Transfers	2%
Others	1%

**ENROLLMENT BY BACCALAUREATE PROGRAMS**

(Bachelor's Degree)	Total
Sciences with a Major in Microbiology	541
Television and Radio Communications	440
Nursing	429
Technology of Industrial Chemical Process	315
Area Industrial/Organizational Psychology	250
Business Administration-Accounting	245
Computer Science	202
Business Administration / Management	167
Education with a Major in Physical Education	126
Business Administration-Marketing	114
Arts in Elementary Education	113
Office Management and Supervision	109
Social Science with Major in Inter-American Studies	66
Business Administration-Finance	47

**FIRST FIVE FEEDER SCHOOLS**

PUBLIC	PRIVATE
Vocacional Antonio Lucchetto	Colegio Evangélico Capitán Correa
Domingo Aponte Colazo	Colegio San Felipe
Abelardo Martínez Otero	Hogar Colegio La Milagrosa
Luis Felipe Crispo	Academia Interamericana De Arecibo
Luis Muñoz Rivera	Colegio de la Inmaculada Concepción

The Internal Environment Report presents the issues and strategic areas that impacted the different academic and administrative activities of the University of Puerto Rico at Arecibo (UPRA), during the academic years 2015-16 to 2018-19. This information is supported by an assessment process that identifies the Institution's strengths and areas for improvement that result in the implementation of corrective actions, the goal of which is institutional development and renewal.

The strategic issues in this report are grouped as follows: Academy, Research and Creation, Student Community, Sustainable Management, Technology and Physical Facilities. The report presents the student's profile that emerges from analysis of enrollment trends, degrees conferred, graduation and retention rates, faculty and other processes that are carried out within the Institution.

In general terms, total enrollment during this period fluctuated between 3,923 to 3,660 students. On average, the distribution by gender was 59% female and 41% male; 93% were full time students. During those five years, student retention fluctuated from 83% (Cohort 2014) to 80% (Cohort 2017). The 2012 Cohort graduation rate was 46%. UPRA has 14 baccalaureate programs, three (3) associate degrees, a post-baccalaureate certificate in Gastroenterological Nursing and articulated transfer programs with the units of Mayagüez, Rio Piedras, Carolina and Cayey.

Within enrollment, we highlight the sociodemographic characteristics of new students. These have not changed significantly in recent years. In general, women continue to predominate; they are students between 17 and 18 years of age, who come mostly from 17 municipalities of Puerto Rico's northern region. 74% of these students come from public schools. Dependent on their parents, 85% reside at home. On average, 60% live in a rural area and drive their own car (62%) to UPRA.

[\*\*Table 3\*\*](#) summarizes the strengths and weaknesses or areas for improvement of each strategic issue.

**Table 3**

*Summary of the strengths and weaknesses or areas for improvement of each strategic issue*

Strategic Area	Strengths	Weaknesses
<b>Academia, Research and Creation</b>	<ul style="list-style-type: none"> <li>• Created a learning communities teaching model, the only one on the island</li> <li>• One of the first campuses to have a structured Distance Education program</li> <li>• Increased distance education courses</li> <li>• Maintained highest graduation and retention rate in the North-Central region</li> <li>• Higher majority of full-time instructors</li> <li>• Higher education institution with the most professors in the region</li> <li>▪ Demonstrated excellence in eight academic programs through MSCHE accreditation and specialized accreditations</li> <li>• Four unique academic programs in the UPR System</li> <li>• Structured mentoring and mentoring program</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of agreement between the academic offerings and the need of the labor market</li> <li>• Structuring in the basic skill course offering</li> <li>• Lack of graduate study academic programs</li> <li>• Limited research development and academic creation</li> <li>• Evening academic offerings</li> <li>• Little disclosure in the investigative and creative work of the faculty and students</li> </ul>
<b>Student Community</b>	<ul style="list-style-type: none"> <li>• Diversity of extracurricular activities (artistic / sports-related)</li> <li>• Satisfaction of graduates</li> <li>• High quality of new students in the North Central region</li> <li>• Community-recognized continuing education programs and services</li> </ul>	<ul style="list-style-type: none"> <li>• Elimination of tuition exemptions (athletes, band, choir, theater, and cultural performance group)</li> <li>• Reduced number of new students</li> <li>• Lack of agility in serving the student</li> </ul>
<b>Sustainable management</b>	<ul style="list-style-type: none"> <li>• Structured planning process</li> <li>• Departmental funding initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of resources for the continuous training of faculty, students and support staff in issues of intellectual property, data privacy</li> </ul>

Strategic Area	Strengths	Weaknesses
		<ul style="list-style-type: none"><li>• Limited development of proposals for external funding.</li><li>• Marginal benefits at risk for employees and their impact on the delivery of services.</li><li>• Freezing of teaching and non-teaching positions</li><li>• Laxity in the implementation of protocols, policies, and regulations</li><li>• Decrease in collections through the Continuing Education Division</li><li>• Lack of a culture for philanthropy</li></ul>
<b>Technology</b>	<ul style="list-style-type: none"><li>• Increased technology in the teaching and learning process of all programs</li><li>• UPR services website</li></ul>	<ul style="list-style-type: none"><li>• Limited Wifi connectivity</li><li>• Need to integrate technology and computing to streamline processes and services</li></ul>
<b>Physical Facilities</b>	<ul style="list-style-type: none"><li>• Campus location and area</li><li>• New facilities and online services of the Learning Commons and library</li></ul>	<ul style="list-style-type: none"><li>• Need for continuous maintenance of the physical structure and air conditioning system</li><li>• Need to review, create and effectively implement preventive and deferred maintenance plans</li></ul>

## EXTERNAL ENVIRONMENT ANALYSIS

It is essential to evaluate the main trends or transformations that have impacted the Arecibo region and Puerto Rico in the past few years. For these purposes, the External Environment Study of the University of Puerto Rico at Arecibo (UPRA) compiled information on the current situation and trends and identified those opportunities and challenges in the Institution's external environment. As part of the external environment evaluation process, the Subcommittee identified the following seven topics: Economy, Health and Environment, Labor Market, Political and Legal Issues, Technology and Computing, Art, Culture and Tourism, Education and Competition, and Image and Community Service.

Each coordinator, with their working group, was in charge of compiling data and information from various reports published by government agencies, such as Puerto Rico Institute of Statistics, the Planning Board, the Department of Education, and the Department of Health. Also, several important publications and electronic sources were studied. Each group analyzed and wrote their report. These were consolidated in the External Environment Report and published on the OPEI page ([www.opei.upra.edu](http://www.opei.upra.edu)).

In [Table 4](#), potential challenges and opportunities are identified for each area at UPRA.

**Table 4**

*Potential Challenges and Opportunities for each UPRA area*

External Environment Areas	Opportunities	Challenges
<b>Economy, Demography, Health and Environment</b>	<ul style="list-style-type: none"> <li>Potential for the development of art, culture and tourism activities in Arecibo</li> <li>Development of projects with the community</li> <li>Increased number of adults in need of services</li> <li>Proposals and alliances to serve the LGBTTQ community</li> <li>Development of pilot projects for self-sustainability, environmental and agricultural</li> </ul>	<ul style="list-style-type: none"> <li>High level of poverty</li> <li>Increased incidence of crime, gender violence, mental health problems, among others</li> <li>Increased aging population and decrease in births</li> <li>Demographic shrinkage</li> <li>High levels of depression, anxiety, substance use, and increased suicide in the population</li> </ul>
Working market	<ul style="list-style-type: none"> <li>Development in occupations with high growth potential at the baccalaureate level in science, health, technology, marketing and finance, among others</li> <li>Development of alliances with local and international private corporations</li> <li>Incremental growth in percentage of new jobs and vacant positions requiring a master's degree in areas related to health, statistics and education</li> <li>Potential for economic growth in the industrial sectors of agriculture, tourism and gastronomy, computing and technology</li> <li>Development of soft skills</li> <li>Growth in student demand in the academic areas of health, administration, management, marketing, education, biology, and biomedical sciences, and service industries (eg, culinary arts, cosmetology, funeral services),</li> <li>Development of alliances with public and private sector agencies</li> </ul>	<ul style="list-style-type: none"> <li>Accelerated growth and change in the technology market</li> <li>Strong culture of services and distance education of private institutions of higher education</li> <li>Loss of competitiveness of the people of Arecibo with respect to other municipalities</li> <li>UPRA's ability to develop research and development projects with industries</li> </ul>

External Environment Areas	Opportunities	Challenges
Political and Legal Issues	<ul style="list-style-type: none"> <li>• Development of self-sustainable companies (e.g. AEGIS)</li> <li>• Changes to university transparency policies as part of a review of federal higher education laws</li> <li>• New obligations and legal challenges related to the offer of distance education</li> <li>• Privatization of universities, consolidation of campuses</li> <li>• Changes implemented by the Fiscal Control Board</li> <li>• Threats against university autonomy</li> <li>• Intellectual property</li> </ul>	<ul style="list-style-type: none"> <li>• Uncertainty about the country's financial future</li> <li>• Excessive bureaucracy in decision making</li> <li>• Freezing of tenure, promotions-in-rank and part-time positions (with possible related legal actions)</li> </ul>
Art, Culture and Tourism	<ul style="list-style-type: none"> <li>• Potential for the municipality of Arecibo to become a municipality that provides a variety of spaces for the continuous development of sociocultural and tourist activities.</li> <li>• Transformation of Arecibo's urban area into a cultural center, host to multiple artistic and culinary events and venues.</li> <li>• Opportunity to develop abandoned or unused spaces in Arecibo for artistic, cultural and touristic events</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of collaborative alliances and memoranda of understanding between the central government, its agencies, the people of the North Central region and UPRA to promote art, culture and tourism</li> </ul>
Education and Competition	<ul style="list-style-type: none"> <li>• Potential for the development of art, culture and tourism activities in Arecibo</li> <li>• Development of entrepreneurship and enterprises in the surrounding communities</li> <li>• High tuition cost at private institutions</li> <li>• Non-traditional teaching models and environment</li> <li>• Close proximity to the pharmaceutical, manufacturing, retail and food industries</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in part-time positions at UPRA</li> <li>• Decreased stability of employment and fringe benefits at UPRA</li> <li>• Lack of collaborative alliances and entrepreneurship memoranda between the central government, agencies, the peoples of the north central region and UPRA to promote entrepreneurship</li> <li>• Lack of innovative academic programs that have market demand</li> </ul>

External Environment Areas	Opportunities	Challenges
Technology and Computing	<ul style="list-style-type: none"><li>Greater education in the development and use of mobile applications, renewable energy.</li></ul>	<ul style="list-style-type: none"><li>High growth at Open Educational Resources</li><li>Significant increase in security risks (cyber attacks)</li></ul>
Image and Community Service	<ul style="list-style-type: none"><li>Recognition as an institution with prestige, relevance and visibility</li><li>Offer of training programs for community members and employees of organizations, alliances for occupational explorations, workshops on entrepreneurship and STEM, orientation and participation in health and service fairs.</li><li>Need for services aimed at the elderly population</li><li>Building of alliances and collaborative agreements with other organizations that help generate and raise funds for UPRA</li></ul>	<ul style="list-style-type: none"><li>Negative propaganda against the UPR (media)</li></ul>

## STRATEGIC AREAS AND GOALS 2020-2025

### ACADEMIA

- **GOAL 1:** Provide a comprehensive education of excellence with an updated curriculum that adjusts to the needs of the market, local and international communities, and is enriched with creative and research activities through various teaching modalities.

### INVESTIGACIÓN Y CREACIÓN

- **GOAL 2:** Promote a university culture of research and creative work for both faculty and students that forges leaders in new knowledge, fosters collaboration agreements between researchers and institutions, and supports fundraising.

### ÉXITO ESTUDIANTIL

- **GOAL 3:** Recruit and retain a diverse student population through an innovative college experience that facilitates their transition to graduate school and entry into the job market

### COMUNIDAD EXTERNA

- **GOAL 4:** Link the university with the external community and promote the Institution as a center of academic, cultural and service activity.

### RENOVACIÓN INSTITUCIONAL Y SUSTENTABILIDAD

- **GOAL 5:** Optimize campus operations in response to fiscal changes and budget adjustments through best practices in the academic, administrative, technological, and process reengineering areas.

### INFRAESTRUCTURA FÍSICA Y SEGURIDAD

- **GOAL 6:** Promote a safe university campus with an updated physical and technological infrastructure that allows for robust academic offerings while providing excellent services

## STRATEGIC AREA: ACADEMIA

**GOAL 1: Provide a comprehensive education of excellence with an updated curriculum that is adjusted to the needs of the market, local and international communities, and is enriched with research and creation activities through various teaching modalities.**

### OBJECTIVES

- 1.1 Enrich the academic offer by developing relevant and competitive academic programs and courses in various modalities that respond to the needs of the local and international labor market
- 1.2 Strengthen learning communities to support retention, persistence, and graduation strategies
- 1.3 Encourage the development of academic proposals aimed at meeting the professional needs of the community through initiatives coordinated by the Division of Continuing Education and Studies
- 1.4 Evaluate Professionals (DECEP) and similar programs in academic departments
- 1.5 Support academic departments in their work aimed at accreditation or reaccreditation of their programs
- 1.6 Promote an academic culture oriented to evaluate its teaching-learning processes to improve educational effectiveness

## INDICATORS OF EFFECTIVENESS

- Total courses in various educational modalities
- Percentage of programs evaluated, accredited and reaccredited
- Internationalization Index
- Percentage of services and processes evaluated or reviewed (or accredited) according to the established itinerary or evaluation cycle
- Graduate students' level of satisfaction with the academic quality received
- Total learning communities created locally and internationally
- Total students enrolled in courses or programs in non-traditional formats, continuing education, or professional certification

## STRATEGIC AREA: RESEARCH AND CREATION

**GOAL 2: Promote a university culture of research and creative work for both professors and students that forges leaders in new knowledge, fosters collaboration agreements between researchers and institutions, and supports fundraising.**

### GOALS

- 2.1 Develop and support the dissemination of scientific research and creative projects in conferences, forums, peer-reviewed journals and applicable publications
- 2.2 Promote alliances and collaboration agreements between UPRA researchers and creators and other universities and institutions
- 2.3 Support research and creation projects aimed at fundraising
- 2.4 Promote student research and student creation activities under instructors' mentorship
- 2.5 Foster a culture of assessment in research and creation

## INDICATORS OF EFFECTIVENESS

- Total scientific, academic publications, articles and juried presentations
- Total outreach activities related to research and creation
- Total student research and creation projects
- Total publications in peer-reviewed journals
- Total research agreements and alliances with other institutions

## STRATEGIC AREA: STUDENT SUCCESS

**GOAL 3:** Recruit and retain a diverse student population through an innovative university experience that facilitates their transition to graduate studies and insertion into the labor market.

### GOALS

- 3.1 Optimize, diversify and adjust services to students, according to their needs
- 3.2 Diversify promotion and recruitment activities
- 3.3 Facilitate the integral development of students to achieve their academic and professional goals
- 3.4 Institute links with graduates to achieve greater collaboration and participation in various institutional initiatives
- 3.5 Strengthen the assessment culture aimed at improving services to students

## INDICATORS OF EFFECTIVENESS

- Enrollment rate (level of occupation achieved in the admissions process)
- Institutional Retention Rate
- Institutional Graduation Rate
- Placement Rate
- Student Service Survey Results
- Level of satisfaction with the student services offices and programs

## STRATEGIC AREA: EXTERNAL COMMUNITY

**GOAL 4: Link the university with the external community and promote the Institution as a center of academic, cultural and service activity.**

### GOALS

- 4.1 Promote participation in social and cultural activities with the external and internal community
- 4.2 Adopt communication strategies to strengthen the institution's image
- 4.3 Integrate the university community with the external community through the provision of services
- 4.4 Position DECEP as the first-rate center of continuous education to meet the training needs of industry, commerce and government, among others
- 4.5 Promote a culture of assessment in academic, social and cultural activities

## INDICATORS OF EFFECTIVENESS

- Total communications sent to and published by the media
- Level of fund raised by alumni and friends of the university
- Total activities directed to the external community
- Total number of people impacted in short courses and other training offered to the external community
- External community's level of satisfaction with the curricular offerings

## STRATEGIC AREA: INSTITUTIONAL RENEWAL AND SUSTAINABILITY

**GOAL 5: Optimize campus operations in response to fiscal changes and budget adjustments through best practices in the academic, administrative, technological, and process reengineering areas.**

### GOALS

- 5.1 Increase internal and external sources to generate new income and achieve the proposed goals of financial sustainability
- 5.2 Develop an ecosystem for entrepreneurship and innovation through courses, extracurricular activities, support centers, alliances, research and work with student associations, among others, to expand the entrepreneurial mindset
- 5.3 Promote internationalization through collaborative agreements between local, national and international universities
- 5.4 Strengthen human and technological resources of the administrative and service support offices to streamline their internal processes
- 5.5 Promote the continuous improvement of the capacities, competences and skills of teaching and non-teaching staff
- 5.6 Promote a culture of assessment of institutional renewal and sustainability

## INDICATORS OF EFFECTIVENESS

- Level of compliance with the training and education of teaching and non-teaching staff
- Employee satisfaction level
- Level of compliance with the priorities of the Institutional Strategic Plan
- Total external funds by source type
- Total projects in innovation and entrepreneurship
- Internationalization index

## INDICATORS OF EFFECTIVENESS

**GOAL 6: Promote a secure university campus with an updated physical and technological infrastructure that allows a robust academic offering while providing first-rate services.**

### GOALS

- 6.1 Optimize technological and physical infrastructure, including emerging systems and technologies, to strengthen distance education and academic development
- 6.2 Strengthen complementary systems and technologies applied to student and administrative services
- 6.3 Optimize the efficiency of the central air conditioning system
- 6.4 Strengthen the energy infrastructure with renewable resources to ensure the continuity of academic and administrative operations
- 6.5 Channel all resources necessary for compliance with the Americans with Disability Act (ADA)
- 6.6 Optimize the maintenance processes of the physical infrastructure and vehicle fleet
- 6.7 Beautify and expand common areas
- 6.8 Systematically restructure surveillance and security strategies on campus, and emphasize vulnerable areas
- 6.9 Ensure compliance with health, occupational safety, environmental protection programs and applicable regulations by various regulatory agencies
- 6.10 Ensure the state of preparedness of the institution to attend emergencies due to natural, technological and other disasters that allow the continuity of academic and administrative operations
- 6.11 Promote a culture of assessment of the university's technological, physical and security infrastructures

## INDICATORS OF EFFECTIVENESS

- Level of satisfaction with the services provided online
- Level of satisfaction with physical facilities
- Satisfaction level with campus security

## Evaluation

The PEI: FARO 2025 evaluation strategies are grouped into three moments: annual evaluation, mid-term evaluation and final evaluation in 2024-2025. The approval of these evaluation measures, at the time the Strategic Plan is approved, will allow us to monitor the effectiveness of their implementation.

**Annual evaluations.** The PEI: FARO 2025 adopts several annual assessment strategies that have proven to be successful at UPRA. These accountability strategies are:

- **Annual identification of academic and administrative priorities.** Annually, the Institution identifies the issues that will become its academic and administrative priorities for the next fiscal year. This procedure, duly approved in Cert. No. 2014-15-46 amended by Cert. No. 2016-17-06 of the UPRA Administrative Board, begins when the Strategic Planning Committee evaluates the Institutional Strategic Plan (PEI) and the action plans; the committee analyzes the results of the assessment reports and proposes the issues they understand

should be considered academic and administrative priorities. These priorities are then transferred to the Budget Allocation and Distribution Committee where their budget impact is considered. During this process, members of the planning and budget committees can suggest revisions to the strategic plan in consideration of unforeseen situations.

- **Annual evaluation of compliance with the Plan.** The Strategic Planning Committee annually reviews compliance with the identified priorities, which arise from an analysis of the Institutional Strategic Plan, for the closing year, and uses the results as part of the evaluation of its implementation.
- **Annual reports.** OPEI prepares its annual reports using the PEI goals and objectives as a reference, so that the reported annual achievements are framed within the evaluation of the strategic planning.
- **Presentations to the Academic Senate and Administrative Board.** Each year OPEI presents progress on compliance with the PEI.

**Assessment in the second semester of the academic year 2022-2023.** A five-year action plan was developed. Upon reaching midpoint between academic year 2022-2023, the Institution will evaluate compliance with the outlined objectives. This mechanism will allow for the comprehensive assessment of progress in complying with the IEP at midpoint and provide an opportunity to take necessary corrective measures. [\(Appendix A\)](#)

**Final evaluation.** At the end of the planning cycle considered in this PEI: FARO 2025, a final evaluation of compliance will be carried out. This evaluation will allow the Institution to reflect on the achievements made and the challenges that it will continue to face in a new strategic plan, to be implemented at the end of the term of this PEI.

**Integration with the Strategic Plan 2017-2022: A New Era of Innovation and Transformation for Student Success.** As part of the systemic planning efforts that are integrated into ***A New Era of Innovation and Transformation for Student Success***, UPRA aligned this Plan to the systemic one. [\(Appendix B\)](#)

**Disclosure of evaluation results.** UPRA will annually disclose the results of the IEP compliance evaluations. To comply, progress made with the goals and objectives will be presented to the Academic Senate, the Administrative Board, directors, and supervisors. In addition, the PEI will be published on the official website: [www.upra.edu](http://www.upra.edu).

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## Appendix A. UPRA 2020-2025 Action Plan

### Strategic Area: Academy

Goal 1: Provide a comprehensive education of excellence with an updated curriculum that is adjusted to the needs of the market, local and international communities and is enriched with research and creation activities through various teaching modalities.

Goals	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
1.1. Enrich the academic offer by developing relevant and competitive academic programs and courses in various modalities that respond to the needs of the local and international labor market	1.1.1 Begin offering remote programs	DAA, Directors, Coordinator of the Distance Education Program	Total academic programs offered online (Annual Report Table 1.1B)	Develop at least two academic programs in five years
	1.1.2 Increase the offer of online courses and the development of information skills		Total online courses (Annual Report - Table 1.2)	Design at least 20% of courses under the online teaching modality at the end of the Plan
	1.1.3 Offering the online basic skills program courses			Create at least one General Education course per program
	1.1.4 Evaluate the feasibility of designing Massive Open Online Courses (MOOCS)	DAA, Distance Education Coordinator, Academic Senate	Feasibility report	
	1.1.5 Develop new hybrid interdisciplinary programs	DAA, Distance Education Coordinator, Department Directors	Total programs (Annual Report - Table 1.1B)	Design at least one program
	1.1.6 Promote alliances with higher schools, colleges, and other units for online offerings	DAA, Academic Departments	Partnerships Report with other educational institutions	

**Strategic Area: Academy**

Goal 1: Provide a comprehensive education of excellence with an updated curriculum that is adjusted to the needs of the market, local and international communities and is enriched with research and creation activities through various teaching modalities.

Goals	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
	1.1.7 Adjust the programs to the online modality applying the guides and policies of the curricula according to the Cert. 64-18-19	DAA, Directors of Academic Departments	Approved Certifications (Annual Report - Table 1.1B)	
	1.1.8 Train and certify the faculty full and part time in the hybrid and distance modality	DAA, Directors of Academic Departments	Total PED Trainings (Annual Report - Table 1.1B)	Train and certify at least 20% of the faculty
	1.1.9 Evaluate the effectiveness of the Distance Education Certification (Cert. 2012-13-17, as amended, SA UPRA)	DAA, Distance Education Coordinator, Academic Senate	Evaluation report	
	1.1.10 Diversify the academic offering with minor concentrations	DAA, Directors of Academic Departments	Total academic changes (Annual Report - Table 1.1B)	Create at least one minor concentration per academic department
	1.1.11 Integrate minor changes to the curricular sequences tempered to the needs of today's society	DAA, Directors of Academic Departments	Total courses reviewed (Annual Report - Table 1.1A)	Review at least 50% of the courses per academic program
	1.1.12 Establish alliances with institutions with graduate programs related to our programs	DAA, Directors of Academic Departments	Partnership Report	Create at least two alliances per department

**Strategic Area: Academy**

Goal 1: Provide a comprehensive education of excellence with an updated curriculum that is adjusted to the needs of the market, local and international communities and is enriched with research and creation activities through various teaching modalities.

Goals	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
1.2 Strengthen learning communities to support retention, persistence, and graduation strategies	1.2.1 Strengthen the creation of courses in learning communities	DAA, Directors of Academic Departments	Total courses in learning communities (Annual Report - Table 1.2)	
	1.2.2 Train and certify teachers in Learning Communities	DAA, Directors of Academic Departments	Academic Dean's Report	Train and certify at least 10% of UPRA part-time and full-time faculty in developing learning communities
	1.2.3 Evaluate the effectiveness of learning communities	DAA, Directors of Academic Departments	Level of satisfaction with learning communities (Annual Report - Table 1.4)	Get 80% or more in satisfaction level
	1.2.4 Approve the Institutional Policy for Learning Communities	DAA, Academic Senate	Policy approved by the corresponding bodies	
	1.2.5 Foster Learning Communities between UPR and Hispanic Serving Institution campuses	DAA, Rectory	Total Learning Communities (Annual Report - Table 1.2)	
1.3 Encourage the development of academic proposals aimed at meeting the professional needs of the	1.3.1 Expand the academic offer with non-traditional teaching models (night, Saturday and quarterly)	DAA, Directors of Academic Departments	Total non-traditional evening and Saturday and	

**Strategic Area: Academy**

Goal 1: Provide a comprehensive education of excellence with an updated curriculum that is adjusted to the needs of the market, local and international communities and is enriched with research and creation activities through various teaching modalities.

Goals	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
community through initiatives coordinated by the Division of Continuing Education and Professional Studies (DECEP) and similar programs in academic departments.			quarterly courses (Annual Report - Table 1.2)	
	1.3.2 Identify the academic-professional needs of the community	DAA, Directors of Academic Departments	Needs Report	
	1.3.3 Write academic proposals to meet the professional needs of the community	DAA, DECEP	Total proposals submitted and approved (Annual Report - Table 5.6)	Create at least one annual proposal
	1.3.4 Submit proposals for approval and development			
1.4 Evaluate the general education policy to adjust it to the Puerto Rican Student Profile of the XXI Century	1.4.1 Review all certifications related to the General Education policy to expand the academic offer and incorporate changes to the curricula	DAA, General Education Coordinator	Revised policies	
	1.4.2 Define assessment strategies for general education competencies	DAA, General Education Coordinator	Assessment Report	
	1.4.3 Disseminate results and implement corrective actions		Reports disclosed	
	1.4.4 Integrate entrepreneurship and self-management skills in all curricula and in extracurricular activities	DAA, Department Directors	Revised syllabi	At least 90% of syllabi reviewed annually

### Strategic Area: Academy

Goal 1: Provide a comprehensive education of excellence with an updated curriculum that is adjusted to the needs of the market, local and international communities and is enriched with research and creation activities through various teaching modalities.

Goals	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
1.5 Support academic departments in works aimed at accreditation or reaccreditation of their programs	1.5.1 Comply with the reaccreditation processes of the ACEJMC Tele-Radial Communication program	DAA, Department Directors	Program accreditation (Annual Report - Table 1.3)	Accreditation approved
	1.5.2 Comply with the reaccreditation processes of the AVMA Veterinary Technology program	DAA, Department Directors	Program accreditation (Annual Report - Table 1.3)	Accreditation approved
	1.5.3 Comply with the reaccreditation processes of the Business Administration and Management of Information Technology and Administrative Processes ACBSP program	DAA, Department Directors	Program accreditation (Annual Report - Table 1.3)	Accreditation approved
	1.5.4 Comply with the reaccreditation processes of the ABET Computer Science, Technology in Industrial Chemical Processes and Bachelor of Science program with a concentration in Microbiology	DAA, Department Directors	Program accreditation (Annual Report - Table 1.3)	Accreditation approved
	1.5.5 Comply with the reaccreditation processes of the Bachelor of Science in Nursing and Associate Degree in Nursing ACEN program	DAA, Department Directors	Program accreditation (Annual Report - Table 1.3)	Accreditation approved

**Strategic Area: Academy**

Goal 1: Provide a comprehensive education of excellence with an updated curriculum that is adjusted to the needs of the market, local and international communities and is enriched with research and creation activities through various teaching modalities.

Goals	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
	1.5.6 Comply with the reaccreditation processes of the Elementary Education and Physical Education program for the CAEP Elementary Level	DAA, Department Directors	Program accreditation (Annual Report - Table 1.3)	Accreditation approved
	1.5.7 Comply with the Reaccreditation, Peer Review and other reports of the Middle States Commission and Higher Education (MSCHE) and the Board of Postsecondary Institutions (JIP)	DAA, Coordinator of MSCHE	Program accreditation (Annual Report - Table 1.3)	Accreditation approved
1.6 Promote an academic culture oriented to assessing teaching-learning processes to improve educational effectiveness	1.6.1 Restructure assessment processes to focus on student success and improvement of academic programs	DAA, Assessment Coordinator	Restructured appraisal process	
	1.6.1.1 Periodically evaluate the effectiveness of academic programs	DAA, Assessment Coordinator	Total programs evaluated	Evaluate in accordance with Certification 45-2019-2020 JG
	1.6.1.2 Complete assessment cycles with the implementation of corrective actions	DAA, Assessment Coordinator	Departmental and Institutional Learning Assessment Report	
	1.6.1.3 Evaluate the Amended Certification No. 2005-06-15, SA UPRA, of the Basic Skills Development Program and the 2008-09-28 JA Certification No.,	DAA	Revised policies	

### Strategic Area: Academy

Goal 1: Provide a comprehensive education of excellence with an updated curriculum that is adjusted to the needs of the market, local and international communities and is enriched with research and creation activities through various teaching modalities.

Goals	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
	approving the extension of the Basic Skills Development Program at the University of Puerto Rico in Arecibo for the academic year 2009-2010 and Certification no. 2008-09-29 JA that agreed to expand the constitution of the Coordinating Board of the Basic Skills Development Program at the University of Puerto Rico at Arecibo for the academic year 2009-2010			
	1.6.1.4 Evaluate the effectiveness of the basic skills courses	DAA	Assessment Report	
	1.6.2 Evaluate the effectiveness of the learning assessment process			
	1.6.3 Coordinate professional improvement activities related to learning assessment processes through the Center for Professional Development of Teaching (CDPD)	DAA	Activities Calendar	
	1.6.4 Host the Assessment Day	DAA	Agenda / attendance sheets	

**Strategic Area: Academy**

Goal 1: Provide a comprehensive education of excellence with an updated curriculum that is adjusted to the needs of the market, local and international communities and is enriched with research and creation activities through various teaching modalities.

Goals	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
	1.6.5 Automate all institutional management related to the learning assessment process	DAA, Assessment Coordinator	Automation system	
	1.6.6 Disseminate results to all constituents	DAA, Assessment Coordinator	Report disclosed	

### Strategic Area: Research and Creation

Goal 2: Promote a university culture of research and creative work for both professors and students that forges leaders in new knowledge, fosters collaboration agreements between researchers and institutions, and supports fundraising.

Objectives	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
2.1 Develop and support the dissemination of scientific research and creative projects in conferences, forums, peer-reviewed journals, and applicable publications	2.1.1 Design and offer workshops with collaborative resources to increase the dissemination of research and creative projects. Includes required IRB workshops	CIC	Total training (Annual Report - Table 2.5 -other achievements)	Train at least 15% of the faculty
	2.1.2 Increase the amount of scientific research and creative projects at the Institution	CIC	Total publications (Annual Report - Table 2.1)	
	2.1.3 Support the institution's electronic publications	CIC	Total publications (Annual Report - Table 2.1)	
	2.1.4 Transmit research and creative projects through books, journals, workshops, symposiums, discussion forums, exhibitions, and other forms of investigative (academic and scientific) and creative dissemination	CIC	Total publications (Annual Report - Table 2.1)	Increase by 5% the dissemination of scientific research and creative projects in conferences, forums, peer-reviewed journals, and applicable publications.
	2.1.5 Promote the amount of research and publishing projects in collaboration with local and international universities	CIC	Total publications (Annual Report - Table 2.1)	

### Strategic Area: Research and Creation

Goal 2: Promote a university culture of research and creative work for both professors and students that forges leaders in new knowledge, fosters collaboration agreements between researchers and institutions, and supports fundraising.

Objectives	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
2.2 Promote alliances and collaboration agreements between UPRA researchers and creators and other universities and institutions	2.2.1 Establish new alliances with municipalities, government agencies, private companies and educational institutions of Puerto Rico, USA and international for the development of research and creation projects	CIC	Total alliances (Annual Report - Table 2.3B)	Increase the number of alliances and collaboration agreements between UPRA researchers and creators and other universities and institutions by 5%.
	2.2.2 Design and present research and creation proposals in conjunction with municipalities, government agencies, private companies and educational institutions of Puerto Rico, USA and international	CIC	Total proposals (Annual Report - Table 2.3A)	
2.3 Support research and creation projects aimed at raising funds	2.3.1 Develop seed fund for pilot projects that can attract external funds	CIC	Report of the Research and Creation Committee	Increase the number of submitted research and creation proposals aimed at raising external funds by 5%.
	2.3.2 Offer training related to the application and administration of federal funds	CIC	Total training (Annual Report - Table 2.5 -other achievements-)	Increase by 5% the number of approved research and creation proposals aimed at attracting external funds
2.4 Promote student research and creation activities under the mentorship of instructors	2.4.1 Provide various research and creation methodologies	DAA, CIC	Learning Assessment Report	Increase student research and creation activities by 5% under the mentoring of instructors that result in dissemination at the

### **Strategic Area: Research and Creation**

Goal 2: Promote a university culture of research and creative work for both professors and students that forges leaders in new knowledge, fosters collaboration agreements between researchers and institutions, and supports fundraising.

Objectives	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
				undergraduate level in conferences, forums, peer-reviewed journals and applicable publications.
	2.4.2 Offer workshops on research and creation, includes IRB		Total training (Annual Report - Table 2.5 -other achievements-)	
	2.4.3 Support forums and student research congresses within the institution and outside the Institution			
	2.4.4 Create a database for student research		Platform created	
2.5 Foster a culture of appraisal in research and creation	2.5.1 Develop the AC Research Plan	CIC	Research Plan	Research Plan created and implemented.
	2.5.2 Implement the Research Plan	CIC	Alignment Report with the Departmental Development Plan	
	2.5.3 Plan Assessment	CIC	Assessment Report	

### Strategic Area: Student Success

Goal 3: Recruit and retain a diverse student population through an innovative university experience that facilitates their transition to graduate studies and insertion into the labor market.

Objectives	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
3.1 Optimize and diversify services for students, making adjustments according to their needs	3.1.1 Increase automated services for students (credit transcripts, readmission, transfers, among others)	CTI, DAE	Automated system implementation	
	3.1.2 Update the Student Services Manual	DAE	Student Services Manual	
	3.1.3 Provide guidance to first-year students on the online services used in the Institution (Putty, Portal, among others)	DAE, Student Service Offices	Agenda, promotion, attendance sheet	
	3.1.4 Design internal automated calendar of activities and administrative processes between student services offices to facilitate the dissemination of relevant information between the offices and students	DAE, Student Service Offices	Automated calendar	
	3.1.5 Design and implement a formal and structured training plan for employees who provide direct services to the student, to include topics such as customer service, student retention, conflict management, teamwork, ethics, diversity and inclusion, among others.	Office of Human Resources, DAE	Training plan	

### Strategic Area: Student Success

Goal 3: Recruit and retain a diverse student population through an innovative university experience that facilitates their transition to graduate studies and insertion into the labor market.

Objectives	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
	3.1.6 Expedite waiting time at student services offices	DAE	Measuring instrument of each office	
3.2 Diversify promotion and recruitment activities	3.2.1 Impact middle and high school students who participate in workshops or summer camps offered at UPRA by providing pertinent information on admission and academic programs	DAA, Directors of Academic Departments	Report in the Annual Report Guide Tables (Table 1.5 and Table 3.3)	
	3.2.2 Strengthen the Campus Tours at the institutional level, which promotes admission and academic offerings to high school groups individually	DAE, Admissions Office	Total students impacted (Annual Report-Table 3.3 and Admissions Table)	
	3.2.3 Increase the participation of academic departments in the orientations carried out in schools and at UPRA	DAE, Admissions Office, Academic Departments	Total of participating departments (Annual Report - Table 3.3 / Admissions)	100% annual
	3.2.4 Create a motto representative of UPRA's identity	Stewardship Office, Press Officer, DAE	Policy approved by the corresponding bodies	

### Strategic Area: Student Success

Goal 3: Recruit and retain a diverse student population through an innovative university experience that facilitates their transition to graduate studies and insertion into the labor market.

Objectives	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
	3.2.5 Integrate the different artistic and musical groups and organizations and student associations, which represent the Institution, in the promotion and recruitment activities	DAE	Total activities in which they participated (Annual Report - Table 3.4)	
	3.2.6 Increase UPRA's participation in educational fairs and recruitment activities offered in PR	DAA, Department Directors, DAE	Total activities in which they participated (Annual Report - Table 3.4)	
3.3 Facilitate the integral development of students to achieve their academic and professional goals	3.3.1 Activate the Institutional Committee of Student Retention and Persistence	Retention Coordinator, DAA	Agenda and calendar of meetings	
	3.3.2 Support at the institutional level the University Integration Week, the Student Services Fair and the Graduate Studies Fair, among others	DAE, DAA, Department of Counseling and Psychological Services	Promotion of activities	
	3.3.3 Review the early intervention program for students at high risk of leaving the Institution	DAA, DAE, OPEI, Counseling and Psychological Services	Assessment Report	
	3.3.4 Diversify the offer of tutoring according to the needs of the students	Tutoring Coordinator, DAA	Total tutorials and level of satisfaction (Annual Report - Tutorials Table)	Over 80% satisfaction

### Strategic Area: Student Success

Goal 3: Recruit and retain a diverse student population through an innovative university experience that facilitates their transition to graduate studies and insertion into the labor market.

Objectives	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
	3.3.5 Strengthen services for the population with disabilities	Director of OSEI, DAE	Level of satisfaction with services	Over 80% satisfaction
	3.3.6 Promote university life through extracurricular, intramural, extramural, social and cultural activities, among others	DAE	List of extracurricular activities (Annual Report - Table in process of creation)	
	3.3.7 Coordinate extracurricular activities that promote development in entrepreneurship and self-management skills, in collaboration with student associations and organizations	DAE, Working Group (GT) of Entrepreneurship, Innovation and Entrepreneurship	List of coordinated activities (Annual Report - Table in process of creation)	
	3.3.8 Develop and implement the institutional policy on employability, professional development, and placements for students (i.e., designate a placement officer)	DAE, Working Group (GT) of Entrepreneurship, Innovation and Entrepreneurship	Policy approved by the corresponding bodies	
3.4 Institute links with graduates to achieve greater collaboration and participation	3.4.1 Maintain a database of graduates	Rectory, Development Office and Alumni	Institutionalized database	

### Strategic Area: Student Success

Goal 3: Recruit and retain a diverse student population through an innovative university experience that facilitates their transition to graduate studies and insertion into the labor market.

Objectives	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
in various institutional initiatives	3.4.2 Establish an effective communication system with graduates that allows for the sharing of their achievements, experiences, and recommendations	Rectory, Development Office and Alumni	Communications issued to graduates	
	3.4.3 Offer various professional, social, and cultural improvement activities or workshops	Rectory, Development Office and Alumni	List of activities or workshops (Annual Report - Table 3.1)	
	3.4.4 Establish alliances or collaborative agreements with graduates, including philanthropy	Rectory, Development Office and Alumni	List of alliances or agreements (Annual Report - Table 3.1)	
3.5 Strengthen the assessment culture aimed at improving services to students	3.5.1 Develop a uniform student assessment sheet for the various activities and workshops offered to students	Student Service Assessment Coordinator	Assessment Report	
	3.5.2 Promote the systematic administration of assessment questionnaires to students for each service office	Student Service Assessment Coordinator	Assessment Report	
	3.5.3 Implement various assessment strategies for the improvement of processes and services	Student Service Assessment Coordinator	Assessment Report	

**Strategic Area: Student Success**

Goal 3: Recruit and retain a diverse student population through an innovative university experience that facilitates their transition to graduate studies and insertion into the labor market.

Objectives	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
	3.5.4 Write and disseminate an annual assessment report by the Student Services Office, emphasizing the results obtained and corrective actions taken	Student Service Assessment Coordinator	Assessment Report	

**Strategic Area: External Community**

Goal 4: Link the university with the external community and promote the Institution as a center of academic, cultural, and service activity.

Objectives	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
4.1 Promote the participation of social and cultural activities with the external and internal community	4.1.1 Promote the participation of the Choir, the Tuna, Band and / or other distinct programs in the external community's varied cultural activities	DAE, Choir Director / Tuna Director / Band	Total activities (Annual Report - Administrative Table 4.1)	
4.2 Adopt communication strategies to strengthen the institutional image	4.2.1 Develop activities in the community with extracurricular groups to promote and generate funds for the Institution (e.g., bohemian nights, gallery nights)	DAE	Total activities (Annual Report - Table 4.3 other administrative)	
	4.2.2 Develop and expand online services of the La Boca del Lobo store	DAAadm	Total online sales (Annual Report - Table 4.3 other administrative)	
	4.2.3 Develop a campaign to strengthen UPRA's institutional image and services	Rectory	Campaign dissemination	
	4.2.4 Identify fundraising strategies through the philanthropy link	Rectory	Report on strategies developed	
	4.2.5 Develop an active communication system with alumni that promotes donating to UPRA	Rectory	Report of funds raised (Annual Report - Table 4.3 other administrative)	
4.3 Integrate the university community in the provision of	4.3.1 Develop educational, biopsychosocial activities and	DAA, DAE	Total educational activities (Annual Report -	

**Strategic Area: External Community**

Goal 4: Link the university with the external community and promote the Institution as a center of academic, cultural, and service activity.

Objectives	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
services to the external community	special projects to meet the needs of the external community		Administrative Table 4.1)	
	4.3.2 Offer various clinics: Health fairs (nursing), promotional / educational activities, community services (e.g., EDFE 4209 course, student associations, sports clinics)	DAA, DAE	Total educational activities (Annual Report - Table in process of creation)	
4.4 Position DECEP as a center of excellence in continuous education, meeting the training needs of industry, commerce, and government, among others	4.4.1 Expand fundraising by offering professional studies programs to non-traditional students through face-to-face and distance modalities	DAA, DECEP	Total funds raised (Annual Report - Table 4.2 other administrative)	
	4.4.2 Identify and implement other educational agreements with various government and private agencies	DECEP, DAA	Total Agreements Established (Annual Report - Table in process of creation)	
	4.4.3 Diversify the offer of short courses and certifications of less than one year according to the needs of the surrounding community that can generate funds	DECEP, DAA	Total short courses (Annual Report - Table in process of creation)	
4.5 Promote a culture of assessment in academic, social, and cultural activities	4.5.1 Develop a uniform assessment sheet for the various activities and workshops offered to the community	Rectory, DAE	Assessment sheet	

**Strategic Area: External Community**

Goal 4: Link the university with the external community and promote the Institution as a center of academic, cultural, and service activity.

Objectives	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
	4.5.2 Develop the Assessment Plan for compliance with Goal 4	Rectory, DAE	Assessment Plan	
	4.5.3 Implement the Assessment Plan	Rectory, DAE	Total activities implemented (Annual Report - Administrative Table 5.1)	
	4.5.4 Plan Assessment	Rectory, DAE	Assessment Report	

### **Strategic Area: Institutional Renewal and Sustainability**

Goal 5: Optimize campus operations in response to fiscal changes and budget adjustments through best practices in the academic, administrative, and technological practices, and process reengineering areas.

Objectives	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
5.1 Increase internal and external sources to generate new income and achieve the proposed goals of financial sustainability	5.1.1 Review the UPRA Financial Plan	OPEI, Chief Financial Officer	Revised plan	
	5.1.2 Identify initiatives to raise funds at the departmental level	DAA	Finance Report (Table in process of creation)	Increase 10% in income
	5.1.3 Establish strategies to promote and incentivize staff to submit proposals through intramural practice	Rectory	Total proposals submitted (Annual Report - Table 5.4)	
	5.1.4 Incorporate entrepreneurship projects to develop activities / companies that generate funds	Rectory, Entrepreneurship, Innovation & Entrepreneurship Working Group	Total projects (Annual Report - Table in process of creation)	At least one per semester
	5.1.5 Identify and implement online services	Stewardship, DAE, DAAdm	Online services implemented	100% online services
	5.1.5.1 Implement online services for the Boca del Lobo store and printing services		Total online sales (Annual Report - Table in process of creation)	Increase at least 5% annually
	5.1.6 Articulate the processes for raising external funds (CIC / DECEP, night, online and summer / FR / EA, etc.)	CIC, DECEP, DAA, Chief Financial Officer	Total external funds (Table 5.4 administrative)	

### **Strategic Area: Institutional Renewal and Sustainability**

Goal 5: Optimize campus operations in response to fiscal changes and budget adjustments through best practices in the academic, administrative, and technological practices, and process reengineering areas.

Objectives	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
	5.1.6.1 Develop quarterly reports on revolving accounts (review accountability of revolving accounts)	CIC, DECEP, DAA, Chief Financial Officer	Reports generated	
	5.1.7 Develop new initiatives in generating proposals to obtain external funds	CIC, DECEP, DAA	Initiatives Report	
	5.1.8 Implementation of strategies to raise additional funds	CIC, DECEP, DAA	Report on strategies developed	
	5.1.9 Support academic / administrative agencies in the development of departmental studies and analyses by offering workshops and conferences on fundraising matters	CIC, Director of Finance, DAA	Total workshops and conferences (Annual Report - Administrative Table 5.2)	
	5.1.10 Identify and train the appropriate personnel to perform the functions of external resources, fundraising (alumni), personal income and other matters of financial sustainability	Rectory	Identified personnel	
	5.1.10.1 Reactivate the Alumni office	Rectory	Agenda, attendance lists, minutes	

### **Strategic Area: Institutional Renewal and Sustainability**

Goal 5: Optimize campus operations in response to fiscal changes and budget adjustments through best practices in the academic, administrative, and technological practices, and process reengineering areas.

Objectives	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
	5.1.11 Establish lasting and significant agreements with philanthropic affiliates	Rectory	List of Agreements (Annual Report - Table in process of creation)	
	5.1.12 Promote collaboration projects with companies and the community to increase the drafting of institutional proposals for external resources	Rectory	Communications processed through the Postman	
	5.1.13 Link entrepreneurs, local and philanthropic communities with the Institution's diverse resources.	Rectory	Agreements report	
	5.1.14 Strengthen communication with the island's industry, commerce, government agencies and service sectors	Rectory	Agenda, minutes and attendance sheets	
5.2 Develop an ecosystem of entrepreneurship and innovation through courses, extracurricular activities, support centers, alliances, research and work with student associations, among others, in order to expand the entrepreneurial mindset	5.2.1 Prepare an entrepreneurship and innovation plan 2020 to 2025	Entrepreneurship Group	Entrepreneurship plan	
	5.2.1.1 Approve and implement the Plan	Entrepreneurship Group	Compliance Report	
	5.2.2 Coordinate extracurricular, entrepreneurship and self-management teaching strategy activities for the faculty	Entrepreneurship Group	Total Activities (Annual Report - Table in process of creation)	

### **Strategic Area: Institutional Renewal and Sustainability**

Goal 5: Optimize campus operations in response to fiscal changes and budget adjustments through best practices in the academic, administrative, and technological practices, and process reengineering areas.

Objectives	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
5.2.3 Develop an entrepreneurship course that impacts all disciplines	DAA, Entrepreneurship Group, Directors of Academic Departments	Course created		
5.2.4 Offer extracurricular activities that promote the growth of UPRA and the region's ecosystems	DAE, Directors of Academic Departments, Entrepreneurship Group	Total activities (Annual Report - Table in process of creation)		
5.2.5 Create research and creation initiatives in the areas of innovation and entrepreneurship	CIC, Entrepreneurship Group	Initiatives Report		
5.2.6 Promote the development of skills in innovation and entrepreneurship of students	CIC, Entrepreneurship Group, DAE, Department Directors	Level of Satisfaction with acquired skills (OPEI Questionnaire)		
5.2.7 Create the Business Institute (ADEM) to support the university community's entrepreneurship and self-management projects and needs	Entrepreneurship Group	Business Institute established		
5.2.8 Develop the physical, technological, and human infrastructure to support entrepreneurship initiatives	Rectory, CIC, Entrepreneurship Group	Infrastructure		

### **Strategic Area: Institutional Renewal and Sustainability**

Goal 5: Optimize campus operations in response to fiscal changes and budget adjustments through best practices in the academic, administrative, and technological practices, and process reengineering areas.

Objectives	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
	5.2.9 Create alliances between programs, UPR system units, private universities, the government and the private sector	Rectory, CIC, Entrepreneurship Group	Total Alliances (Annual Report - Table in process of creation)	
	5.2.10 Increase the visibility of the venture through the UPR Portal	Rectory, CIC, Entrepreneurship Group	Total users	
	5.2.11 Promote the link between academic programs to facilitate the development of a culture of innovation and entrepreneurship	DAA, Entrepreneurship Group, Directors of Academic Departments	List of linked programs (Annual Report - Table in process of creation)	
	5.2.12 Organize the UPRA Annual Event for UPR Emprende	Rectory, CIC, Entrepreneurship Group	Event held	
5.3 Promote internationalization through collaborative agreements between local and international universities	5.3.1 Appoint an institutional internationalization committee as established in Cert. 2016-17-16 SA review certification; activate committee	DAA, Student Exchange Coordinator, DAE	Letter of appointment	
	5.3.2 Prepare a internationalization plan that promotes UPRA as an academic destination (Cert. 2016-17-16 SA)	Stewardship, DAA, DAE	Plan approved by SA	

### **Strategic Area: Institutional Renewal and Sustainability**

Goal 5: Optimize campus operations in response to fiscal changes and budget adjustments through best practices in the academic, administrative, and technological practices, and process reengineering areas.

Objectives	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
	5.3.2.1 Update existing agreements with institutions participating in internationalization projects	Stewardship, DAA, DAE	Total updated agreements (Annual Report - Table in process of creation)	
	5.3.2.2 Evaluate the academic offer to globalize the curriculum	DAA, Department Directors	Assessment Report	
	5.3.2.3 Train the faculty to develop educational models or modalities with an international focus	DAA, Student Exchange Coordinator, Teacher Professional Development Coordinator (CDPD)	Total workshops and webinars (Administrative Table 5.2)	
	5.3.2.4 Develop an articulated orientation process for students, administrators, and faculty and staff	DAA, Student Exchange Coordinator	Total orientations, Total participants (Annual Report - Table in process of creation)	
	5.3.2.5 Explore the feasibility of implementing scholarships or sponsorships for international students as an incentive for them to study at UPRA	DAA, Student Exchange Coordinator	Rector's Letter	

### **Strategic Area: Institutional Renewal and Sustainability**

Goal 5: Optimize campus operations in response to fiscal changes and budget adjustments through best practices in the academic, administrative, and technological practices, and process reengineering areas.

Objectives	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
	5.3.2.6 Develop collaborative agreements with owners of local lodgings and the municipality to provide housing for international students	DAE, Rectory	Contracts	
	5.3.2.7 Create cultural activities to facilitate the adaptation and integration of international students and instructors	DAE, Rectory	Total activities (Annual Report - Table in process of creation)	
	5.3.2.8 Foster cooperation and exchange initiatives with Puerto Rican communities in the United States and in other countries through learning communities (via online technologies)	DAA, DAE, Rectory, Academic Departments	Total initiatives (Annual Report - Table in process of creation)	
	5.3.2.9 Establish mechanisms to facilitate credit mobility: recognition and transfer of credit(s) between participating educational institutions	DAA, Rectory, Registrar Director	Designed credit mobility mechanism	

### **Strategic Area: Institutional Renewal and Sustainability**

Goal 5: Optimize campus operations in response to fiscal changes and budget adjustments through best practices in the academic, administrative, and technological practices, and process reengineering areas.

Objectives	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
	5.3.2.10 Adopt as a standard the collaboration of professors and researchers from abroad (seminars, conferences, among others)	DAA, Rectory	SA certification	
5.4 Strengthen the human and technological resources of the administrative and service support offices to streamline their internal processes	5.4.1 Implementation of electronic payment transactions	CTI, DAAadm	Implementation of electronic payment method	
	5.4.2 Train distinct resources to streamline collection services	Collections Director, Finance Director	Contracted / reclassified resources	
	5.4.3 Review administrative and academic procedures to adjust them according to the institution's needs and to any constant changes	Annual Report - Assessment table of services or administrative processes	Revised Processes (Annual Report - Table 5.1 of evaluation of services or administrative processes)	
	5.4.3.1 Assign a coordinator in charge of Procedural Systems (3cr. Download)	Annual Report - Assessment table of services or administrative processes	Designation (Annual Report - Table 5.1 of evaluation of services or administrative processes)	
	5.4.3.2 Develop or implement online job application services	HR director	Service designed and implemented	

### **Strategic Area: Institutional Renewal and Sustainability**

Goal 5: Optimize campus operations in response to fiscal changes and budget adjustments through best practices in the academic, administrative, and technological practices, and process reengineering areas.

Objectives	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
	5.4.4 Develop a study on recruitment needs in the administrative and student area	Director of Human Resources, OPEI, Coordinator of Institutional Assessment	Study disclosed	
	5.4.5 Digitize Human Resources forms	HR director	(Annual Report - Table 5.1 of evaluation of the services or administrative processes)	
5.5 Promote continuous improvement of the capacities, competences, and skills of teaching and non-teaching staff	5.5.1 Comply with the requirements of the training certifications required various regulations and regulatory agencies	CDPD, Human Resources	Table 5.1 assessment of administrative services or processes	
	5.5.1.1 Offer continuous training to teaching and non-teaching staff through CDPD and other offices to respond to the special needs of students and the Institution	CDPD, Human Resources	Total Trainings (Annual Report - Table 5.2)	
	5.5.1.2 Promote an institutional culture of retraining in management practices and administrative processes	CDPD, Human Resources	Table 5.1 assessment of administrative services or processes	

### **Strategic Area: Institutional Renewal and Sustainability**

Goal 5: Optimize campus operations in response to fiscal changes and budget adjustments through best practices in the academic, administrative, and technological practices, and process reengineering areas.

Objectives	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
	5.5.2 Empower employees in the use of new technologies	CDPD, Human Resources	Total Trainings (Annual Report - Table 5.2)	
	5.5.3 Review the criteria sheet of the Instruction Manual for the rank-in-promotion of candidates to improve incentives for teaching staff in managerial positions	CPF	Revised Policy	
	5.5.4 Prepare annual studies / reports of training needs	CRPD, Human Resources	Studies / reports prepared	
	5.5.5 Organize and offer symposia, workshops, talks and conferences aimed at providing the appropriate tools for the professional improvement of teaching and non-teaching staff		Total Trainings (Annual Report - Table 5.2)	
	5.5.6 Offer activities for orientation on the reclassification process for non-teaching staff		Total Trainings (Annual Report - Table 5.2)	
	5.5.7 Develop a system of webinars / workshops through the Distance Education Program to provide guidance on processes, procedures, policies, plans and other issues inherent to personnel management that include		Webinars and workshops created	

**Strategic Area: Institutional Renewal and Sustainability**

Goal 5: Optimize campus operations in response to fiscal changes and budget adjustments through best practices in the academic, administrative, and technological practices, and process reengineering areas.

Objectives	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
	evaluation mechanisms and digital certification			
5.6 Promote a culture of assessment of institutional renewal and sustainability	5.6.1 Periodically evaluate the effectiveness of planning processes, resource allocation, institutional renewal, and resource availability	OPEI	Institutional effectiveness annual report	

### Strategic Area: Physical Infrastructure and Security

Goal 6: Promote a safe university campus with an updated physical and technological infrastructure that allows a robust academic offer while providing excellent services.

Objectives	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
6.1 Optimize technological and physical infrastructure including emerging systems and technologies to strengthen distance education and academic development	6.1.1 Prepare proposals for the improvement of the different technological infrastructures in academic development	DAAadm, CTI	Proposals submitted (Annual Report - Table 5.4 and 6.1)	
	6.1.2 Diversify and update the technological resources and electronic information systems available in the market for academic development	DAAadm, CTI	Updated technology resources	
	6.1.3 Acquire the necessary technology to attend to the rising need for data protection	DAAadm, CTI	Updated technology resources	
	6.1.4 Acquire the subscriptions and / or services necessary to maintain and fortify the remote data protection used in our distance education systems	DAAadm, CTI	Service subscriptions	
6.2 Evaluate and reinforce the technological infrastructure available for distance education (E-learning)	6.2.1 Design assessment templates for different distance education activities (user satisfaction)	CTI, Assessment Coordinator	Elaborate assessment templates	

### Strategic Area: Physical Infrastructure and Security

Goal 6: Promote a safe university campus with an updated physical and technological infrastructure that allows a robust academic offer while providing excellent services.

Objectives	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
	6.2.2 Design an instrument to evaluate the performance of technological systems (e.g. bandwidth, use of media spaces, applied security, scalability and future projections, etc.)	CTI, Assessment Coordinator	Assessment instrument	
	6.2.3 Prepare assessment report and implement corrective actions	CTI	Assessment report	
	6.2.4 Request a budget for a service and maintenance guarantee plan for the "Core" equipment used for Distance Education. Said plan must include open technologies (e.g. OpenStack)	CTI	Report to the Rector and Budget	
	6.2.5 Fortify the uninterruptible power system for equipment that converges on remote courses (servers, switches, communication equipment, etc.)	CTI, DAAdm	Report of the Dean of Administrative Affairs	
	6.2.6 Purchase and install various battery backup systems (UPS). Verify (with other plan objectives) the coordination and installation of a mini substation that can stabilize the energy demand of said equipment	CTI, DAAdm	Evidence of purchase	

### Strategic Area: Physical Infrastructure and Security

Goal 6: Promote a safe university campus with an updated physical and technological infrastructure that allows a robust academic offer while providing excellent services.

Objectives	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
	6.2.7 Installation of electrical grid security systems that evaluate and provide diagnostics, alarm and messaging for the grid's different failure scenarios	CTI, DAAadm	Security system implemented	
6.3 Optimize the efficiency of the central air conditioner system	6.3.1 Request funds from the Central Administration Infrastructure Office to carry out improvements and remodeling of the system	DAAadm	Proposals submitted (Annual Report - Table 5.4 and 6.1)	
	6.3.2 Design the specifications of the equipment to be installed in the cooling towers and in the main machine room	DAAadm	Specifications Manual	
	6.3.3 Design the installation of the main water pipe	DAAadm	Design Manual	
	6.3.4 Make the water supply in each fan coil independent to facilitate maintenance	DAAadm	Independent water supply	
6.4 Strengthen the energy infrastructure with renewable resources to ensure the continuity of academic and administrative operations	6.4.1 Install a renewable solar energy system in: -Preschool (Operational and as a command center in emergency situations) -Biology Laboratory -Physics-Chemistry Laboratory -Nursing Laboratory	DAAadm	Total facilities impacted	100% of the described facilities

### Strategic Area: Physical Infrastructure and Security

Goal 6: Promote a safe university campus with an updated physical and technological infrastructure that allows a robust academic offer while providing excellent services.

Objectives	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
	6.4.2 Carry out a feasibility study for the installation of a drinking water well (FEMA) with renewable solar energy. (comment: subject to budget approval; proposal was submitted)		Viability study	
	6.4.3 Build a hangar / motor pool with renewable energy (FEMA)	DAAdm	Hangar / motor pool construction	
	6.4.4 Install roll-up shutters in the Administration Building	DAAdm	Shutters installed	
	6.4.5 Remodel the seismic grid system with a renewable energy system	DAAdm	Remodeled system	
6.5 Channel all resources necessary for compliance with the American with Disability Act (ADA Act)	6.5.1 Appoint a coordinator in charge of ADA law and other regulations at the institutional level	DAAdm, Rectory	Appointment of staff	
	6.5.2 Systematically review the action plan to comply with ADA regulations including service areas and emerging technology	DAAdm, ADA Law Coordinator	Revised plan	
	6.5.3 Identify the necessary funds for the construction of the ramp	DAAdm	Total funds allocated / ramp construction	
	6.5.4 Remodel the ramp located between the main lobby and Founders Plaza and the adjoining rooms	DAAdm	Ramp construction	

### Strategic Area: Physical Infrastructure and Security

Goal 6: Promote a safe university campus with an updated physical and technological infrastructure that allows a robust academic offer while providing excellent services.

Objectives	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
	6.5.5 Replace the elevators located in: Photography laboratory, Nursing, Humanities and Social Sciences departments	DAAadm	Elevators replaced	
	6.5.6 Replace the water fountains in tune with the specifications of the ADA	DAAadm	Replaced fountains	
6.6 Optimize the maintenance processes of the physical infrastructure and vehicle fleet	6.6.1 Develop and implement the use of official documents, such as logs, to chronicle cleaning and maintenance work carried out by the Office of Physical Resources staff	DAAadm	Documents replaced	
	6.6.2 Reactivate the E-Maintenance Program	DAAadm, Director of the Physical Plant	Activation of E-Maintenance and evidence of use	
	6.6.3 Conduct roof waterproofing, depending on which areas need attention.	DAAadm	Total waterproofed roofs	
	6.6.4 Develop and implement a deferred maintenance plan	DAAadm	Deferred Maintenance Plan	
	6.6.5 Implement the preventive maintenance plan of the physical plant, through the development of procedure manuals	DAAadm	Preventive Maintenance Plan	80% of jobs completed by plan completion

### **Strategic Area: Physical Infrastructure and Security**

Goal 6: Promote a safe university campus with an updated physical and technological infrastructure that allows a robust academic offer while providing excellent services.

Objectives	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
	6.6.6 Install air conditioning units in areas, such as CDATA and the Nursing Amphitheater	DAAdm	Installed air conditioners	80% of jobs completed by plan completion
6.7 Beautify and expand common areas	6.7.1 Remodel and beautify the Theater. This remodeling involves the following phased areas:	DAAdm	Phase 1 remodeled	80% of jobs completed by plan completion
	<p>6.7.1.1 Phase 1: -Replace curtains and carpeting            - Purchase sound equipment, independent air-conditioning unit            -Construction of the sound booth            -Led lights, two water fountains</p>			
	<p>6.7.1.2 Phase 2: -Purchase projection screen, paint, ticket booth            -Purchase 75" commercial outdoor monitor            -Handrails            -Two storage sheds            -Steel ramp</p>	DAAdm	Phase 2 remodeled	80% of jobs completed by plan completion

### **Strategic Area: Physical Infrastructure and Security**

Goal 6: Promote a safe university campus with an updated physical and technological infrastructure that allows a robust academic offer while providing excellent services.

Objectives	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
	<p>6.7.2 Remodeling of the tennis court. This remodeling involves the following jobs and acquisitions:</p> <ul style="list-style-type: none"> <li>-repair the entire play area</li> <li>-construction of a practice wall</li> <li>-acquisition of a storage cabinet</li> <li>-paint the entire area</li> </ul>	DAAdm	Refurbished court	80% of jobs completed by plan completion
	<p>6.7.3 Remodeling of the bathrooms. This remodeling involves the following phases:</p> <p>6.7.3.1 Phase 1: academic areas</p>	DAAdm	Remodeled bathrooms	100% works completed
	<p>6.7.3.2 Phase 2: customer service</p>			
	<p>6.7.4 Improvements to campus signage. This activity involves the following phases:</p> <p>6.7.4.1 Phase 1: external part of the Institution (road, name of buildings, etc.)</p>	DAAdm	Substituted labels	100% of UPRA lettering completed

### **Strategic Area: Physical Infrastructure and Security**

Goal 6: Promote a safe university campus with an updated physical and technological infrastructure that allows a robust academic offer while providing excellent services.

Objectives	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
	6.7.4.2 Phase 2: internal part of the Institution (departments, offices, rooms, etc ...)			
	6.7.5 Signage of the evacuation and emergency meeting areas. -design the meeting areas -label the areas	DAAdm	Substituted signs	100% of UPRA lettering completed
	6.7.6 Construction of gazebos with solar energy. -Clean and decommission the area -Construct four gazebos	DAAdm	Total gazebos built with solar energy	
	6.7.7 Remodeling and improvements to the Wolf and the campus entrance. -Repair the area -Paint the area	DAAdm	Wolf Repair	
	6.7.8 Remodeling of the DECEP building. -Remodeling of the roof -Remodeling of the facade	DAAdm	Remodeling completed	

### **Strategic Area: Physical Infrastructure and Security**

Goal 6: Promote a safe university campus with an updated physical and technological infrastructure that allows a robust academic offer while providing excellent services.

Objectives	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
	6.7.9 Fortification of the Annex Building.	DAAdm	Total work completed	
	6.7.9.1 Phase 1: Construction of a staircase			
	6.7.9.2 Phase 2: Strengthening of the structure			
6.8 Systematically restructure surveillance and security strategies on campus and focus on vulnerable areas	6.8.1 Implementation of a traffic study carried out by the Mayagüez Campus	DAAdm		
	6.8.1.1 Phase 1: -Redesign the campus's vehicular flow  -Limit access to some areas, including parking lots, to minimize risks and maintain one-directional vehicular flow  -Paint parking lot curbs  -Remove the mechanical arm located in the Urb. University Gardens area	DAAdm	Phase 1 completed	100% work completed at the end of the Plan

### **Strategic Area: Physical Infrastructure and Security**

Goal 6: Promote a safe university campus with an updated physical and technological infrastructure that allows a robust academic offer while providing excellent services.

Objectives	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
	6.8.1.2 Phase 2: -Construct a sidewalk near the Learning Commons in parking lot B-3  -Construct segments that connect the road  -Build segments that connect the main road (main entrance) to parking lots B-3 and B-2 - Reengineer and paint parking lot B-3	DAAadm	Phase 2 completed	100% work completed at the end of the Plan
	6.8.1.3 Phase 3:  -Pave the grounds adjacent to the annex building and the Preschool	DAAadm	Phase 3 completed	100% work completed at the end of the Plan
	6.8.2 Remodel the booth at the main entrance of the University Guard.  - Develop the design  - Identify the funds	DAAadm	Remodeled structure	100% work completed at the end of the Plan
	6.8.3 Develop lighting specifications and designs in several areas:  - Athletic track  - Softball park  - Tennis court	DAAadm	Specifications and designs developed	100% work completed at the end of the Plan

### Strategic Area: Physical Infrastructure and Security

Goal 6: Promote a safe university campus with an updated physical and technological infrastructure that allows a robust academic offer while providing excellent services.

Objectives	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
	6.8.4 Continue to replace the existing lighting with high efficiency materials	DAAadm	Evidence of completed lighting work	100% work completed at the end of the Plan
	6.8.5 Strengthen and update the alert system	DAAadm	Strengthened system	100% work completed at the end of the Plan
	6.8.6 Reinstall the security camera system on campus	DAAadm	Camera system reinstalled	100% work completed at the end of the Plan
	6.8.7 Acquire a speaker system that keeps the entire community informed simultaneously	DAAadm	Speaker system implemented	100% work completed at the end of the Plan
	6.8.8 Evaluate the Emergency Protocol in the event of an Active Shooter	DAAadm	Protocol disclosed	
	6.8.9 Provide diverse emergency preparation training for: - University Community - University Guard	DAAadm	Total training offered	
6.9 Ensure compliance with health, occupational safety, environmental protection, and applicable regulations by various regulatory agencies	6.9.1 Periodically review the compliance programs and plans developed by the Office of Health, Occupational Safety and Environmental Protection	Rectory, DAAadm, Office of Health, Occupational Safety and Environmental Protection	Updated Plans on the Website	

### **Strategic Area: Physical Infrastructure and Security**

Goal 6: Promote a safe university campus with an updated physical and technological infrastructure that allows a robust academic offer while providing excellent services.

Objectives	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
	6.9.2 Promote and disseminate UPRA's programs, protocols, and compliance plans	Rectory, DAAadm, Office of Health, Occupational Safety and Environmental Protection	Updated plans and protocols on the Website	
	6.9.3 Maintain current permits required by regulatory agencies	Rectory, DAAadm, Office of Health, Occupational Safety and Environmental Protection	Valid Permits and Licenses	
	6.9.4 Continue the implementation of control measures to reduce the amount of potential pollutants discharged into the storm drain system	Rectory, DAAadm, Office of Health, Occupational Safety and Environmental Protection	Health and Safety Report	
	6.9.5 Identify new strategies for health, occupational safety, and protection of the environment in the university community	Rectory, DAAadm, Office of Health, Occupational Safety and Environmental Protection	Level of satisfaction with security measures	

### **Strategic Area: Physical Infrastructure and Security**

Goal 6: Promote a safe university campus with an updated physical and technological infrastructure that allows a robust academic offer while providing excellent services.

Objectives	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
	6.9.6 Engage the Reduction, Reuse and Recycling Committee (RRR) in the development of activities as part of the Institution's recycling program	Rectory, DAAadm, Office of Health, Occupational Safety and Environmental Protection	Appointment Letter, Agendas, Minutes	
	6.9.7 Adopt recycling strategies to reduce the amount of garbage that reaches landfills or landfill systems through the recovery of solid waste, in compliance with the requirements of the Solid Waste Authority.	Rectory, DAAadm, Office of Health, Occupational Safety and Environmental Protection	Recycling Committee Report	
	6.9.8 Prepare the Institutional Risk Assessment Plan that ensures a speedy recovery in emergency situations	Rectory, DAAadm, Office of Health, Occupational Safety and Environmental Protection	Risk Assessment Plan	
	6.9.9 Carry out inspections and audits to identify possible risks	Rectory, DAAadm, Office of Health, Occupational Safety and Environmental Protection	Inspection Report	
6.10 Ensure the state of readiness of the Institution to attend emergencies due to	6.10.1 Review, promote and disclose emergency plans	Rectory, DAAadm, Office of Health, Occupational	Emergency Plans disclosed	

### Strategic Area: Physical Infrastructure and Security

Goal 6: Promote a safe university campus with an updated physical and technological infrastructure that allows a robust academic offer while providing excellent services.

Objectives	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
natural, technological and other disasters that allow the continuity of academic and administrative operations		Safety and Environmental Protection		
	6.10.2 Carry out evacuation practices to achieve a quick and effective response to an emergency situation	Rectory, DAAadm, Office of Health, Occupational Safety and Environmental Protection	Drills conducted	At least one annual drill
	6.10.3 Strengthen the measures established in the Storm and Hurricane Emergency Plan to avoid or minimize damage to life, property, and the environment as a consequence of an event	Rectory, DAAadm, Office of Health, Occupational Safety and Environmental Protection	Level of satisfaction with security measures	
	6.10.4 Promote initiatives for the development and immediate response of the Emergency Management Group	Rectory, DAAadm, Office of Health, Occupational Safety and Environmental Protection	Report on initiatives taken	
6.11 Promote a culture of assessment of the technological, physical, and security infrastructure of the university environment	6.11.1 Develop a uniform assessment form for the various offices that offer technological, physical and security services	Rectory, DAAadm, Office of Health, Occupational Safety and Environmental Protection	Evaluation sheet	

### **Strategic Area: Physical Infrastructure and Security**

Goal 6: Promote a safe university campus with an updated physical and technological infrastructure that allows a robust academic offer while providing excellent services.

Objectives	Activities	Responsible	Performance indicators	Expected Results (Outcomes)
	6.11.2 Develop the Assessment Plan for compliance with Goal 6	Rectory, DAAadm, Office of Health, Occupational Safety and Environmental Protection	Assessment Plan	
	6.11.3 Implement the Plan	Rectory, DAAadm, Office of Health, Occupational Safety and Environmental Protection	Total activities implemented (Annual Report - Administrative Table 5.1)	
	6.11.4 Plan Assessment	Rectory, DAAadm, Office of Health, Occupational Safety and Environmental Protection	Assessment Report	

**Appendix B. Alignment of the Strategic Plan 2017-2022: A New Era of Innovation and Transformation for Student Success of the UPR System with UPRA's Institutional Strategic Plan (PEI): FARO 2025**

Affair Strategic	UPR Strategic Plan		PEI: FARO 2025 UPRA	
	M	OR	Goal	objective
Educational environment	1	1 B	Goal 1: Provide a comprehensive education of excellence with an updated curriculum; that is adjusted to the needs of the market, local and international communities and is enriched with research and creation activities through various teaching modalities.	<ul style="list-style-type: none"> <li>1.1 Enrich the academic offer by developing relevant and competitive academic programs and courses in various modalities that respond to the needs of the local and international labor market.</li> </ul>
			Goal 3: Recruit and retain a diverse student population through an innovative university experience that facilitates their transition to graduate studies and integration into the labor market	<ul style="list-style-type: none"> <li>1.2 Strengthen learning communities to support retention, persistence, and graduation strategies.</li> <li>1.4 Evaluate the general education policy to adjust it to the Puerto Rican Student Profile of the XXI Century</li> </ul>
	1d		Goal 1: Provide a comprehensive education of excellence with an updated curriculum; that is adjusted to the needs of the market, local and international communities and is enriched with research and creation activities through various teaching modalities	<ul style="list-style-type: none"> <li>3.1 Optimize and diversify services to students, adjusting them to their needs</li> <li>1.3 Encourage the development of academic proposals aimed at meeting the professional needs of the community through initiatives coordinated by the Division of Continuing Education and Professional Studies (DECEP) and similar programs in academic departments</li> </ul>
2	2nd		Goal 3: Recruit and retain a diverse student population through an innovative university experience that facilitates their transition to	3.2 Diversify promotion and recruitment activities

Affair Strategic	UPR Strategic Plan		PEI: FARO 2025 UPRA	objective
	M	OR	Goal	
graduate studies and entry into the labor market				
	2 C		Goal 1: Provide a comprehensive education of excellence with an updated curriculum; that is adjusted to the needs of the market, local and international communities and is enriched with research and creation activities through various teaching modalities	1.2 Strengthen learning communities to support retention, persistence, and graduation strategies.
	2 C		Goal 3: Recruit and retain a diverse student population through an innovative university experience that facilitates their transition to graduate studies and integration into the labor market	3.3 Facilitate the integral development of students to achieve their academic and professional goals
3	3rd		Goal 5: Optimize campus operations in response to fiscal changes and budget adjustments through best practices in academic, administrative, technological, and process reengineering areas	5.3 Promote internationalization through collaboration agreements between local and foreign universities
	3e		Goal 3: Recruit and retain a diverse student population through an innovative university experience that facilitates their transition to graduate studies and integration into the labor market	3.4 Institute links with graduates to achieve greater collaboration and participation in various institutional initiatives

Affair Strategic	UPR Strategic Plan		PEI: FARO 2025 UPRA	objective
	M	OR	Goal	
Research and Creation	one	1st		
		1 B	Goal 2: Promote a university culture of research and creative work for both professors and students that forges leaders in new knowledge, fosters collaboration agreements between researchers and institutions, and supports fundraising.	2.3 Support research and creation projects aimed at raising funds
		1 C		
		1d	Goal 2: Promote a university culture of research and creative work for both professors and students that forges leaders in new knowledge, fosters collaboration agreements between researchers and institutions, and supports fundraising.	2.1 Develop and support the dissemination of scientific research and creative projects in conferences, forums, peer-reviewed journals and applicable publications
	two	2nd	Goal 2: Promote a university culture of research and creative work for both professors and students that forges leaders in new knowledge, fosters collaboration agreements between researchers and institutions, and supports fundraising.	2.2 Promote alliances and collaboration agreements between UPRA researchers and creators and other universities and institutions
	3	3b	Goal 2: Promote a university culture of research and creative work for both professors and students that forges leaders in new knowledge, fosters collaboration agreements between researchers and institutions, and supports fundraising.	2.1 Develop and support the dissemination of scientific research and creative projects in conferences, forums, peer-reviewed journals and applicable publications

Affair Strategic	UPR Strategic Plan			PEI: FARO 2025 UPRA
	M	OR	Goal	objective
<b>Technological Culture</b>	one	1st	Goal 6: Promote a secure university campus with an updated physical and technological infrastructure that allows a robust academic offer while providing excellent services	6.1 Optimize technological and physical infrastructure including emerging systems and technologies to strengthen distance education and academic development.
		1 B	Goal 6: Promote a secure university campus with an updated physical and technological infrastructure that allows a robust academic offer while providing excellent services	6.2 Strengthen complementary systems and technologies applied to student and administrative services
	two	2b	Goal 5: Optimize campus operations in response to fiscal changes and budget adjustments through best practices in academic, administrative, technological, and process reengineering areas.	5.5 Promote the continuous improvement of the capacities, competences and skills of teaching and non-teaching staff
		2 C	Goal 4: Link the university with the external community and promote the Institution as a center of academic, cultural and service activity	4.2 Adopt communication strategies to strengthen the institutional image
		2 C	Goal 5: Optimize campus operations in response to fiscal changes and budget adjustments through best practices in academic, administrative, technological,	5.4 Strengthen the human and technological resources of the administrative and service support offices to streamline your internal processes.

Affair Strategic	UPR Strategic Plan			PEI: FARO 2025 UPRA
	M	OR	Goal	objective
			and process reengineering areas.	
3	3rd	Goal 1: Provide a comprehensive education of excellence with an updated curriculum; that is adjusted to the needs of the market, local and international communities and is enriched with research and creation activities through various teaching modalities	1.6 Promote an academic culture oriented to evaluate teaching-learning processes to improve educational effectiveness	

Affair Strategic	UPR Strategic Plan			PEI: FARO 2025 UPRA	
	M	OR	Goal	objective	
Management Sustainable	one	1st	Goal 5: Optimize campus operations in response to fiscal changes and budget adjustments through best practices in academic, administrative, technological, and process reengineering areas.	5.2	Develop an ecosystem of entrepreneurship, innovation and entrepreneurship through courses, extracurricular activities, support centers, alliances, research and work with student associations, among others, in order to expand the entrepreneurial mindset
	two	2 C	Goal 2: Promote a university culture of research and creative work for both professors and students that forges leaders in new knowledge, fosters collaboration agreements between researchers and institutions, and supports fundraising.	2.1	Develop and support the dissemination of scientific research and creative projects in conferences, forums, peer-reviewed journals and applicable publications
	2d		Goal 2: Promote a university culture of research and creative work for both teachers and students to forge leaders in new knowledge, foster collaboration agreements between researchers and institutions and support fundraising	2.4	Promote student research and student creation activities under the mentorship of teachers
	3	3rd	Goal 6: Promote a secure university campus with an updated physical and technological infrastructure that allows a robust academic offer while providing excellent services	6.4	Strengthen the energy infrastructure with renewable resources to ensure the continuity of academic and administrative operations.
				6.6	Optimize the maintenance processes of the physical infrastructure and vehicle fleet
				6.7	Beautify and expand common areas

Affair Strategic	UPR Strategic Plan			PEI: FARO 2025 UPRA	
	M	OR	Goal	objective	
	3e	Goal 5: Optimize campus operations in response to fiscal changes and budget adjustments through best practices in academic, administrative, technological, and process reengineering areas.		5.1	Increase internal and external sources to generate new income and achieve the proposed goals of financial sustainability
	4	4th	Goal 2: Promote a university culture of research and creative work for both professors and students that forges leaders in new knowledge, fosters collaboration agreements between researchers and institutions, and supports fundraising.	2.3	Support research and creation projects aimed at raising funds