

Vision University 2016



STRATEGIC PLAN
University of Puerto Rico
Río Piedras Campus
2006-2016

Document Approved by the Academic Senate
Certification #26, Academic Year 2006-2007



Introduction

The Río Piedras Campus of the University of Puerto Rico begins its second century of contribution to the country guided by an action plan compatible with the aspirations of the members of the university community. The Plan, titled **University Vision 2016**, articulates an innovation and transformation process for next ten years with the concurrence of the different sectors of our community. **University Vision 2016** builds on the foundation laid by the Strategic Action Plan (PLEA, for its Spanish acronym), developed more than a decade ago, and prioritizes several institutional areas. Also, the new Plan has been developed in harmony with the system-wide institutional planning initiatives.

University Vision 2016 constitutes a decision-making blueprint that conceives our campus as privileging research, creation, and the dissemination of knowledge; committed to life-long learning and the integral formation of the students; and contributing to the intellectual, social, economic, and cultural development of the Puerto Rican as well as the international society. This Plan will guide the participative elaboration of strategic action plans, as well as of development plans, by the different colleges and units in the campus. These, in turn, will subject to collective discussion, analysis, and constant review in terms of their strategies and objectives aimed at the achievement of our aspirations.

Legal and Regulatory Context

University Vision 2016 follows the rules, policies, and recommendations adopted by the pertinent institutional bodies, as noted in several documents, among which are the following:

- University of Puerto Rico Law (Act No. 1, 1966)
- Mission of the University of Puerto Rico, Río Piedras Campus (1989-1990)
- Chancellor's academic-administrative project (2002)
- Certification No. 123, Board of Trustees (2005-2006) that approves and includes the document titled **Diez para la Década: Agenda para la Planificación de la Universidad de Puerto Rico**
- Certification No. 100, Board of Trustees (2005-2006), on the budgetary process
- Certification No. 46, Río Piedras Campus Academic Senate (2005-2006) on the revision of the bachelor's degree program

Planning Process

University Vision 2016 is the product of discussions on many committees and focus groups that benefited from the participation of hundreds of members of the campus community, including students, professors, unit directors, student representatives, student associations, non-teaching personnel, and members of the external community. Throughout this process, the members of the different components of the university

community and of the Puerto Rican community in general reaffirmed their commitment to the future of our institution.

The Strategic Plan was prepared by an Executive Steering Committee composed by the Chancellor, the Deans Steering Committee and the Strategic Plan Coordinator. The structure also benefited from an Internal Steering Committee, an External Steering Committee, and several Special Advisory Committees.

- As already mentioned, the Executive Steering Committee was composed by the Chancellor, Gladys Escalona de Motta, the Deans and the Strategic Plan Coordinator. Its task was to develop the mission statement, to point out the priority areas, the goals and the objectives of the Plan.
- The Internal Steering Committee was constituted by two committees (A and B). Committee A was composed by administrative and academic personnel that worked with the process and contents of the strategic plan in areas such as the critical analysis of the Mission and Vision statements as elaborated in the 1997 PLEA; an analysis of the present situation of the Campus based on the Self Study report; the discussion of the general aspirations of the Campus, by subject area; the drafting of goals, objectives and strategic activities per subject area, taking into account the Self Study findings. Committee B was composed of representatives of the Special Committees (e.g., internationalization, organizational change, communications) and by members of the teaching and the non-teaching staff, as well as by students. This committee made recommendations to the University Vision 2016 in terms of its contents, and it collaborated in the drafting, revision, and validation of the contents of the vision and mission statements, as well as of the goals, objectives and general perspectives of the strategic plan.
- The External Steering Committee was composed of distinguished citizens in different areas, and it offered advice on external trends, opportunities for the university, and on its role as provider of educational and intellectual services in Puerto Rico.

Several other committees were constituted on specific subjects or areas of the strategic plan, among them, the Committee of Writing and Style, the Communications Committee, the Internationalization Committee, the Validation Committee, the Committee of Student Representatives and Student Associations, the Infrastructure Committee, the Technology Committee, the Resources & Budget Committee, and the Organizational Change Committee.

Stages of the planning process and forms of participation

Stage No. 8: The Senate approves the document in principle, provided the recommendations are incorporated therein. The Subcommittee incorporates the suggestions made by the Academic Senate, and which means that the document has been approved by the Senate.

Mission of the Río Piedras Campus, University of Puerto Rico

The Río Piedras Campus, founded in 1903 as the Insular Normal School, is the oldest, most heterogeneous and complex unit in the Island's public system of higher education. By law, the Campus must seek to attain the general mission of the University as set out in Article 2.b of the University of Puerto Rico Act of January 20, 1966, but within that framework the Campus, like the other units in the University of Puerto Rico System, is given the greatest possible autonomy, academic freedom, and freedom to pursue research goals. In addition to this general mission, the campus has a particular mission which emerges from and is based upon the peculiar historical and cultural circumstances which distinguish it from the other campuses and units of the System. The mission is as follows:

1. To foster the integrated education of its students through programs of study which promote intellectual curiosity, the capacity for critical thinking, constant and ongoing learning, effective communication skills, an appreciation for and cultivation of ethical and aesthetic values, involvement in Campus governance, and a sense of social awareness and responsibility.
2. To provide graduate education of the highest quality, whose key elements are research and creative activity and which strengthens undergraduate education, and to provide post-baccalaureate programs for the education and training of professionals of the highest caliber, committed to the ideals and values of Puerto Rican society.
3. To provide an undergraduate education of excellence which offers students a unified vision of knowledge that brings general education and specialization into harmony, and to foster in students a capacity for independent study and research.
4. To develop teaching and research skills; to promote participation in the life of the community as well as service to that community; to promote respect for the historical and social conditions of Puerto Rico, taking into account its Caribbean and Latin American surroundings yet reaching out into the international community; to enrich and strengthen the storehouse of knowledge associated with the consolidation of Puerto Rican nationality, history, language, and culture; and simultaneously to foster the growth and dissemination of knowledge at an international level.
5. To develop innovative, relevant programs of research, community service, and continuing education which will support and contribute to the Campus's academic and professional activity and contribute to the transformation and continuing progress of Puerto Rican society, to the analysis of the Island's socioeconomic and political problems, to the formulation of solutions to those problems, and to the improvement of the quality of life.

Profile, and External and Internal Contexts of the Río Piedras Campus

The future of the Río Piedras Campus of the University of Puerto Rico is based on the legacy of past and present generations of professors, students and university personnel. The University Vision 2016 Strategic Plan takes into account this diversity of collaborations and projects them into a promising future. The Plan defines, in an inclusive manner, terms such as professors, students and university personnel, representative of the academic, professional, cultural, and individual diversity of the members of our campus community. The Plan also takes into account the internal and external challenges faced by our institution, and invites us to build upon our strengths.

Profile and Internal Context

The Río Piedras Campus of the University of Puerto Rico is a comprehensive institution with an academic offer that goes from the BA to doctorate degrees in the basic disciplines and professional fields of knowledge. It is also custodian of myriad artistic, documentary, cultural, environmental, and symbolic resources for the study, teaching, research, creation, and enjoyment of the citizenry. It counts upon a diverse faculty whose academic degrees have been granted by world-class universities. Its student body presents the best academic characteristics in our island.

On the threshold of the 21st century, our Río Piedras Campus wants to accelerate its transformation into a research institution of international prestige, devoted to the creation of new knowledge through research and scholarship in order to: (1) advance knowledge; (2) understand changing reality and update our interpretation of the human and social condition, its history and culture; (3) find solutions to the pressing problems related to our historical and cultural legacy, the quality of life, the natural and human environment; and (4) to create new offers in all the disciplines and professional studies it promotes in order to endow the country with first-rate professionals. The Río Piedras Campus, as intellectual leader and promoter of change, must undertake tasks that will promote sustainable development on harmony with our natural surroundings, its resources and ecology.

The mission statement of the University of Puerto Rico Río Piedras Campus is defined in a document approved in 1990, and endorsed by the Board of Trustees of the University of Puerto Rico. The Campus has recently started developing a culture of assessment. We have also begun to acknowledge that strategic planning is necessary for all institutional activities. As a result of this, the Campus has moved toward the implementation of a strategic plan based on learning and institutional effectiveness assessment, which define areas of institutional development in proposing the lineup of resources with the mission and vision statements. Thus, the Campus integrates the planning agenda of the University of Puerto Rico, titled **Diez para la Década (Ten for the Decade)**, which is a guide of principles and actions for the renewal and continuous improvement of our academic offerings, research, and services throughout the University of Puerto Rico system.

Presently, the Campus offers 78 BA majors, and 52 graduate majors, which represents the most complete academic offer on the island, especially at the doctoral level. It works actively in the revision of its BA programs as per the guidelines set by the

Academic Senate. Its commitment to self evaluation and accreditation has been confirmed by several accreditation agencies. Fifty-four academic programs have already been accredited by either academic or professional agencies. It also has an Honors Program, several continuing education programs, as well as community service opportunities for the external community, as well as distance learning opportunities.

Our institution acknowledges the importance of research and believes it is its preferred tool for contributing to the social, cultural, scientific-technological and economic development of the society that sustains it and which it serves. The new Carnegie Foundation classification system (2006) defines the Río Piedras Campus as a high level comprehensive doctoral research institution because of its complexity and the diversity of its academic and professional offerings. In fact, recent studies show that the research and development activity in our country concentrates to a great degree on the Río Piedras Campus¹. This constant contribution requires the Campus to strengthen its working environments, buttress its equipment infrastructures and its research spaces, and emphasize on its research activities and creative work when assigning teaching loads. The urgency to deal with crucial matters such as academic load and better incentives for research have been pointed out in the self studies and external evaluations of graduate programs up to now throughout the Campus.

The Campus has a little more than 1000 full-time teaching faculty members, almost 80% of which hold a doctoral degree. Research and teaching activity of these professors is widely evinced by peer-reviewed publications and other dissemination activities of the result of their scholarly research, and has been acknowledged by the accreditation agencies. Also to be noted is the substantial representation of women among the faculty, as well as the ample and inclusive diversity of the teaching personnel. We must still develop processes of evaluation for these professors that account for the growing diversity of their academic preparation and activities, so that the process is really able to measure the results of their teaching, research, and creative activities.

Our student body is diverse and academically competent. Most students come from local educational institutions. We are concentrating our efforts in strengthening their diversity and new strategies are being set in place for increasing the number of international students. Likewise, new points of view are being promoted in order to open up options for student exchange and studies abroad. Also, students show intelligence and understanding of those matters that concern them, and they believe that a role to play in the organization and operation of the institution. In order to ensure this continuing interest, it is necessary to frequently survey their level of satisfaction with regard to program and administrative aspects of the Campus.

The Campus provides students with a wide-ranging general education, experiences that aim to foster a sense of civic and ethical responsibility, and opportunities to develop those skills required in their chosen field of studies, so that they may creatively contribute to their future work scenarios. We work towards creating an academic offer that will strengthen interdisciplinary studies as an academic practice that will promote intellectual development and the creation of new knowledge that will transcend disciplinary careers, as is contemplated in the guidelines for the revision of the BA programs. In general, the student body feels that it receives an excellent education for a very reasonable price. According to recent satisfaction surveys, near 75% of the

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students surveying show a high degree of general satisfaction with the institution, and say that they will enroll again in the institution because they believe that their teachers are excellent as are their mayor studies and the academic curriculum in general. Likewise, institutional research indicates there is a need to improve student services as well as strengthen the sense of community as essential element in the Campus experience.

The revision of BA programs approved by the Academic Senate proposes a graduating student profile as guide for the formative student experience, and sets up that the curriculum, co-curricular activities, the physical facilities, and the teaching-learning strategies, the support for research and creation, professional counseling and academic advise, information resources and the access to international exchange must have an integrated character. The profile integrates research as a medullar element of the learning environment and establishes that the graduated students will sate committed research, creation, and life-long learning. We work toward implementing strategies to make this aspirations come true.

In order to give consequence to the collaboration between professors and students, the Campus has developed and begun to implement student learning assessment plans, for both the undergraduate and the graduate levels, and has become involve in an active process of evaluation of its academic programs and its research centers, for which high caliber external evaluators are being used. Several professional schools use the resource of the assessment of student learning to make decisions on several areas of the curriculum and faculty development. As part of our drive towards a culture of student learning assessment, the Campus has establishes a Center for Academic Excellence that provides faculty training for this type of assessment. An Office for the assessment of student learning has also been open in order to help programs to develop and eventually implement individual assessment plans. The success of the external evaluation processes and of learning assessments will depend on the Campus commitment to setting them up as systematic and continuing concepts whose results, as envisioned by the university 2016 Plan, will be used for guiding action plans and budget allocations.

In terms of inter faculty relations as well as relations with other institutions, we are a Campus in the process of development for his interaction collaboration and creation of alliances between disciplines that should lead to productive convergences with other institutions of higher education and research centers for dealing with groundbreaking themes with international relevance and bearing a great impact of global society, as witnesses by the huge amount collaboration agreements and covenants with local and international institutions with different purposes. It is necessary to strengthen our community relations and to “make community” within the Campus and in the larger sphere of the country through inter-institutional effort. It is also necessary to improve the complementary services that will support these initiatives from different perspectives.

EXTERNAL CONTEXT

The Río Piedras Campus is a leading intellectual institution that contributes to the productive sector and to the social institutions, and that propitiate the valuation of things intellectual and cultural as well as of the sustainable growth for Puerto Rico. The Campus will be able to comply with his mission as developer of the countries human assets if continuously brings to bear the needs and aspirations of Puerto Rico in this new

century and ask itself what is the nature and the scope of the knowledge on which they must be based. Like wise, it must restate how to better serve our society and the world in a context of excellence and competitiveness. The Campus keeps a dynamic relationship with the social, economic, and cultural context of our country. On the one hand, this context affects in the direct and indirect manner our endeavor as a university community as well as the contributions we make to Puerto Rico, to our disciplines of study, and to the corpus of knowledge and creative work. On the other hand we create offers that have an impact on that context, and that open new avenues for knowledge and for its productive application and social changes.

In order to enable this dynamic relationship, university vision 2016 analyze both the important factors of the Campus internal context, as well as local and global trends on higher education, the constant technological changes, the competition before the best academic and the research talent and for the financial resources the need to prepare labor force capable of adapting to change and to update its skills, the emphasis on an institutional of based on results-oriented evaluation culture, and the claim that we should become fully integrated into national, regional, and international development. The plan defined the need to meditate on our and environmental responsibility, and to the social value added that university represents for the social, cultural and economic development of all countries in this Era of Knowledge.

The report submitted by the Puerto Rico 2025 Commission helps define, analyze and summarize some of the most important challenges faced by our country. According to this report, Puerto Rico and its institutions are also affected by five fundamental forces that impact the hole world: accelerated demographic changes, the global location of markets and of the offer and demand of products and services and a stepping up of global competition, technological innovation, changes in political empowerment and social activism, and the changes that impact natural resources and environmental policies. Globalization presents different challenges and opportunities for universities through the world, and for our university, and commits ours to and intellectual production an active contribution to Puerto Rico, the Caribbean and the world. Demographic changes including population growth, increasing levels of schooling and income, migration, urbanization, the needs of the young population and that of the senior population, and the evolution of social rules, affect the profile of our incoming students and that of the members of the community we serve. Also we living the era of knowledge and of the discoveries brought about by technological advancement and innovations in the information and communication systems, biotechnology, biological and life sciences and development of new materials.

Recent studies conclude that the impact upon society of graduate programs and research activities is insufficient.^{2]} Thus, the Campus has a fundamental roll in the solution of our country's most pressing problems and to its public administration. The Río Piedras Campus—in so far as it has unique programs and knowledge that enable it to contribute guidelines for the adequate management of our natural, human, economic, and the cultural resources—has the responsibility to continue contributing to the development of new knowledge and discovery in Puerto Rico as well as in the rest of the world by developing new economic, social, and resource management models. It is important that the Campus increases its graduate offer in key areas for economic and social

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development of Puerto Rico, in order to accommodate for the new needs for specialized studies and research in academic as well as in professional areas.

An analysis of the present situation of higher education in Puerto Rico reveals that 18% of the population has a college education. It is necessary to train more people in research and development to attract to the university more professors with diverse interests and preparations, and to propitiate a grated number of joint projects between our university and the productive sectors of our country. Studies have also questioned the relevance of some specialized university programs vis a vis the present requirements of the labor force and of Puerto Rican society. In fact, the creation of innovative academic programs has not gone hand in hand with present demand, whereas there are some academic fields the number of whose graduating students exceeds the employment market demand. The number of MA professional programs has increased, whereas the number of Ph.D.s has had a smaller growth.³ However, we cannot forget that the university is committed to maintaining the development of its disciplines, regardless of how imminently practical they can be for society at a given time. The responsibility of the University is multiple. It must answer to society and also to the search knowledge for knowledge's sake, which will also redound in the benefit of society. Of course, the University committed to the development of research and the graduate studies needs to strengthen its financial status in elaborating strategies and actions to increase the fiscal autonomy of the public higher education sectors. Thus, there is an urgent need to define the course to be taken by the Campus and its role as a graduate studies and research center within the university system.

In the world scenario, the creation of the European Union and its emphasis on the mobility of human resources, have produced important changes in the characteristic of higher education that could serve as a model in our will to become more competitive by enlarging our capacity for international collaboration. Research universities must review the academic offerings as well as the effectiveness and efficiency of the academic-administrative practices by integrating research and creative experiences as essential components of the learning process⁴. On the other hand, the high cost of an excellent higher education, together with the population growth sustained in developing countries dramatized the enormous challenges we must faced when producing those human assets that are indispensable for leading the different social and economic activities of our country. That is why it is urgent to procure new ways of financial support in order to sustain this university endeavor, and it is necessary to devise strategies and actions toward increasing the financial autonomy for an institution like ours.

A comparative study 4 of the strategic plans of more than 1,000 universities shows that the best student services frequently surveys their satisfaction levels as well as that of the other members of the university community. This university fosters a sense of belonging in the student body, offering them co-curricular activities, optimized the use of technology, and train the personnel to give quality services. Universities that have a greater international presence bring international subjects and personalities to their curriculum, offer diverse international opportunities and experiences to professors and students, have structures for international services that response to their academic and

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administrative needs, and maximize the collaborations and agreements with foreign institutions closely following international trends.

An examination of the administrative practices of different institutions shows that the universities with the best administrative effectiveness carry out deliberate projects for organizational change, develop a results-oriented evaluation culture, strengthen the use of technology for facilitating administrative processes, manage human resources talent through recruitment, training, evaluation, and motivation systems in agreement with the best practices principles, train their academic managers, and ensure an allocation of resources that will take care of the priorities established. This type of university that maintains and infrastructure that promotes high intellectual productivity levels, invest a large percent of their budget in capita improvement, designate space for intellectual concourse, reflect their academic priorities in their capital improvement plans, and implement effective maintenance schedules in agreement with the use of their physical facilities. Our Campus is committed to following these models, and that is the reason why our Strategic Plan Vision University 2016 Strategic Plan integrates these best practices and strategies to our new vision, as well as to our strategic goals and objectives.

Public universities fulfill their duty to contribute to their community and country and to create relationships among its members by carrying out high impact activities in the community and society, publishing and disseminating its contribution to science, art and intellectual endeavor, carrying out joint projects between students, teachers, and community members, offering continuing education programs and launching fund raising complaint among alumnae and members of the general community.

Taking into account our institutional profile and our external context, the vision of the Río Piedras Campus must lead us to the maximum development of our capacities in order to continue being a key player towards the progress of Puerto Rican society. With the University Vision 2016, the Campus reaffirm its commitment to research, creation, and the dissemination of knowledge as tools for the advancement of the disciplines, the integral development of the students and all the members of the university community, and the development of our country. Likewise, it identifies our strengths and defines areas we must improve, for which it assigns priorities, redirect efforts and resources, points the routes for the next decade.

Strategic Plan Vision University 2016

Vision, Goals & Objectives

VISION OF THE RÍO PIEDRAS CAMPUS

A university community, with a marked doctoral character and endowed with first-rate resources, dedicated to research, creation, and the dissemination of knowledge; committed to the integral formation of the student and lifelong learning; and recognized for the excellence of its contribution of the development and intellectual enrichment of the Puerto Rican, Caribbean and world society.

The Vision Explained:

The Vision of the Río Piedras Campus formulated in this Strategic Plan establishes how this university community will be when it thoroughly fulfills its mission as the flagship public university in Puerto Rico. This vision implies a commitment to fully developing ourselves as a graduate and undergraduate studies center because of the diversity of our academic offerings, lines of research and opportunities for creative action, maintaining the highest levels of productivity and participation in the community.

Goal 1

The research, creation, and scholarship, as foundations of the academic endeavor of the Campus, will lead to the production and dissemination of knowledge, will contribute to the development of the disciplines and interdisciplinary work, and will contribute to the sustainable development of Puerto Rican and international society.

Objectives:

- 1.1. Increase competitive the research and creation at a high level that will contribute to the development of the disciplines and interdisciplinary work, and the international recognition of our campus.
- 1.2. Promote an institutional culture that will position research and creation as the foundation of the academic endeavor and learning and that will stimulate intellectual production.
- 1.3. Develop research lines and projects and discussion groups for topics that will position us at the forefront of the evolution of knowledge and contribute to the development of Puerto Rican and international society.
- 1.4. Increase and diversify the internal and external dissemination of the results of research and creative endeavors on campus with emphasis on the publication in internationally recognized peer-reviewed journals.
- 1.5. Integrate research as foundation of undergraduate and graduate learning on the Campus, strengthening the research competencies of students and including research experiences in revision of the curriculum and the revision of the Bachelor's degree.
- 1.6. Promote the high-level research and creative productivity of the campus faculty through incentive programs, support, and alliances and exchanges with universities and research centers abroad.
- 1.7. Provide needed resources for the strengthening of research and creation on campus such as effective administrative supports, adequate equipment and work environment conducive to greater research productivity.
- 1.8. Promote and improve the needed infrastructure for the search, attainment, and administration of external funds and support research project susceptible of attaining competitive funds.

Goal 1 Explained:

To develop the doctoral character of the Campus, we will place research, creation, and scholarship as foundations of the academic endeavor that leads to the production and dissemination of knowledge, contributes to the growth of the disciplines and interdisciplinary work, and contributes to the sustainable development of Puerto Rican and international society. The Campus should promote an institutional culture that will privilege intellectual and research productivity at a high level that will take advantage of the richness of the contact areas between the disciplines to nourish the creation of knowledge and the development of knowledge, thereby contributing to the social and cultural growth of Puerto Rico, and our Caribbean and world environment.

Goal 2

The academic and service programs will be characterized for their excellence, leadership, relevant and dynamism, and will respond to the highest standards and developments of knowledge.

Objectives:

- 2.1 Implement the revision of the Bachelor's degree at the Schools of the campus.
- 2.2 Systematize the evaluation and revision of the undergraduate and graduate programs, development an academic culture of evaluation and actualization accompanied by agile mechanisms and the facilitation of processes that will encourage renovation and alternative forms of teaching.
- 2.3 Use the results of systematic evaluations to determine the development of the programs.
- 2.4 Promote and accomplish attainment of the accreditation of programs of study and service susceptible to accreditation on Campus.
- 2.5 Promote and facilitate interdisciplinary collaboration and projects between faculty, departments, and programs.
- 2.6 Strengthen and disseminate the variety of academic experiences through the incorporation of research, practice, information technology and congruent/compatible cocurricular activities in the undergraduate and graduate programs.
- 2.7 Update and increase the quantity and availability of needed resources for teaching and for the curricular enrichment such as effective administrative supports, adequate equipments, and work climate conducive to learning.

Goal 2 Explained:

The new vision of the Campus is sustained by academic and service programs characterized by their excellence, leadership, relevance and dynamism, and that will respond to the highest standards. For this, it will maintain its curriculum, materials, support resources for teaching, and will enrich the cocurricular offer and the recreational and cultural activities, returning to the country individuals with a solid general education and prepared to undertake with success a career in the work scenarios in which they perform work. We will promote a culture of actualization, experimentation, and renovation, based on systematic processes of evaluation for the development of academic programs as well as to maintain accreditation and obtain it for susceptible programs.

Goal 3

The recruitment, support services and institutional incentives will bestow the Campus with a competent and productive faculty at the forefront of knowledge.

Objectives:

- 3.1 Recruit academically, professionally, and culturally diverse faculty, selected for its competencies and intellectual and research productivity through a recruitment plan and innovative strategies including special professorships.
- 3.2 Provide the faculty body with increased opportunities for professional recognition through offering competitive working conditions and incentives for high level teaching and research.
- 3.3 Offer faculty opportunities to update, knowledge in areas of specialty and in teaching-learning skills at the national and international scenarios and stimulate the acquisition of the doctoral degree to professors who have not attain it.
- 3.4 Expand the opportunities of dialogue and Exchange between members of the faculty and students of different disciplines and institutions of national and international prestige.
- 3.5 Propitiate an institutional climate that will promote quality of life, a feeling of belonging and identification and the commitment of active participation of the faculty with the institution.

Goal 3 Explained:

To reach excellence in institutional performance, the Campus will be characterized/bestowed by a faculty selected by its diversity, competencies, and intellectual and research productivity, and provided with opportunities and incentives needed to remain at the forefront of knowledge and prepared to established a rich exchange with other disciplines, with the community and with other countries and cultures.

Goal 4

Student recruitment and the quality of the university experience will promote the student's continuous academic advancement, intellectual and cultural enrichment and integral development.

Objectives:

- 4.1 Recruit undergraduate and graduate students from Puerto Rico and abroad with outstanding talents, abilities and achievements.
- 4.2 Promote the participation of our students in university expositions, university consortia and conferences.
- 4.3 Increase student retention and graduation rate to a high level, and proactively offer high quality services to facilitate their academia advancement and their transition and productive integration to the labor market and graduate studies.
- 4.4 Promote an institutional climate that promotes the quality of life, the sense of belonging and identification and the commitment for active participation of the students with the institution.
- 4.5 Improve the quality, diversity, and internal dissemination of services, cocurricular activities, and recreational, sport, and cultural activities that contribute to the integral/comprehensive formation/development and academic advancement of a diverse student body.
- 4.6 Expand the opportunities that the university offers students for dialogue and interaction with intellectual and professional leaders from Puerto Rico and the World.
- 4.7 Improve the effectiveness of communication with and between students and faculty diversifying and speeding communication processes and ensuring opportunities for student participation.

Goal 4 Explained:

The institution of marked doctoral character that we want to intellectually enrich the country requires a recruitment of undergraduate and graduate students with talents, abilities and academic achievements of great potential that will identify with the institutional objectives and mission, and will take advantage of the quality of the university experience for the benefit of their continuous academic advancement and their integral formation of students. The institution will provide cocurricular, recreational, and

cultural experiences and opportunities to converse and interact with intellectual and professional, local and international leaders, along with a diversity of services and programs that recognize the changing profile of the student to promote the feeling of belonging and identification of students with the institution, increase student retention and graduation and facilitate their productive integration to the world of work.

Goal 5

The Campus will be characterized by the Exchange and collaboration with academic and professional institutions on the World scenario, envisioning the development of an international academic perspective.

Objectives:

- 5.1 Integrate international subjects and experiences to the curriculum and research.
- 5.2 Expand opportunities for study and research abroad for our faculty and students and on Campus for student and faculty from abroad.
- 5.3 Strengthen and diversify international alliances and international and intercultural collaboration programs.
- 5.4 Strengthen, diversify, and intensify the international projection of the intellectual and academia production of the Campus.
- 5.5 Create structures to organize and speed up the diverse institutional initiatives related to internationalization.

Goal 5 Explained:

To attain the Vision, the Campus will be characterized by the strengthening of the Exchange and collaboration with academic and professional institutions on the World scenario, envisioning the development of an international academic perspective. It will be necessary to integrate to the curriculum international topics and experiences, expend the opportunities for study and research abroad, as well as to strengthen, diversify, and intensify the international projection of the intellectual and academia production. In this manner, the Campus will be converted into a university of international character with a diverse faculty and student body, great amplitude and richness in its offerings, and numerous programs of international and intercultural collaboration and research.

Goal 6

The Campus will increase institutional effectiveness through the transformation of its structures, management practices, and processes in which the academic priorities guide the administrative undertakings of the Campus.

Objectives:

- 6.1 Develop innovative projects to eliminate redundancy in processes and reduce the transaction time.
- 6.2 Implement systematic evaluations, professional development, and human resource management practices to optimize performance.
- 6.3 Improve communication between schools and administrative units on Campus.
- 6.4 Develop a culture of evaluation, self-study, institutional research and implementation of plans of action based on results.
- 6.5 Ensure that the assignment of resources responds to the new vision, goals, and objectives of Campus and address the establish priorities and promote the expected results.
- 6.6 Promote activities of leadership development in the academic and administrative processes of transformation.

Goal 6 Explained:

The new Vision of the Campus will require the transformation of its structures, processes, and management practices to attain the maximum institutional effectiveness. This transformation, supported by a culture of evaluation, action plans, development plans, and leadership in the processes of academic and administrative change, will require the optimization of the efficiency of processes, performance, resource assignment, and communication. In the institution of excellence we aspire, the academic priorities will guide these administrative processes.

Goal 7

The integration of information and communication technology and systems will characterize the academia and administrative development of the Campus.

Objectives:

- 7.1 Provide the infrastructure needed to integrate technology to the processes of teaching-learning and the support services for students.
- 7.2 Improve the availability and access to library resources through electronic media.
- 7.3 Redesign administrative, academic, and service processes for students and for the entire university community utilizing digital technology.
- 7.4 Optimize the use of technology that serves special needs and reasonable accommodations.
- 7.5 Develop and maintain up to date, integrated, and relevant databases to support diverse institutional functions.
- 7.6 Use information Technologies as official communication method for written communication and transfer of documents and information in the university community.

Goal 7 Explained:

For the new vision, the academic and administrative development of the Campus will be characterized by the integration of the Technologies and information and communication systems. We contemplate the strengthening and actualization of the infrastructure to integrate the technology to the teaching-learning process and the support services for the student; increase the availability of electronic bibliographic resources; digitize/automate academic and administrative processes; create and maintain databases usable for the university endeavor; and utilize with increased frequency electronic media for the communication and transference of information in the university community.

Goal 8

The Campus will develop and maintain installations and natural spaces that will promote intellectual and creative production/labor, and will enrich the quality of life of the university community.

Objectives:

- 8.1 Update the structures and buildings of the Campus to improve their habitability, optimize their utility, and promote the performance of the university.
- 8.2 Design and implement an effective plan for the preventive maintenance of installations and green areas of the Campus.
- 8.3 Ensure compliance with the laws and regulations that govern access to the installations for persons with special needs.
- 8.4 Promote environmental policies of design, construction, use, and maintenance of the natural and architectural landscape of the Campus that will promote its enjoyment and conservation.
- 8.5 Designate spaces that promote intellectual concourse, artistic creativity, and the university spirit.
- 8.6 Propose a capital improvements plan that will communicate Campus priorities.

Goal 8 Explained:

To attain the new Vision, the Campus will develop and maintain installations and natural spaces that promote the intellectual and creative endeavor, and that enrich the quality of life of the university community. In that manner it will upgrade and offer maintenance to structures and natural spaces; will ensure compliance with laws and regulations that rule the access to people with special needs; it will promote environmental policies of sustainability, design, construction, and maintenance of installations and natural spaces; it will design spaces for the promotion of intellectual exchange, artistic creativity and the university spirit; and will propose a plan of permanent works and improvements that will communicate Campus priorities.

Goal 9

The Campus will contribute to the intellectual, cultural, economic, and social enrichment of Puerto Rico strengthening our relationships of service and collaboration with its alumni and with the diverse sectors of the community.

Objectives:

- 9.1 Strengthen the relationship of the Campus and each of its academia programs with the alumni incorporating them as collaborators and sponsors and nurturing their commitment of support to the institution.
- 9.2 Actively participate on the generation of ideas and establish alliances and collaborative projects with the public, private and community sectors, demonstrating the university commitment from our urban Río Piedras setting to the country as a whole.
- 9.3 Create opportunities for joint service and work with the diverse components of the community.
- 9.4 Expand the offering of continuing education to alumni and to professional, community, and non-traditional groups.
- 9.5 Disseminate the artistic, intellectual, and research contributions of the Campus to the intellectual, cultural, economic and social progress of Puerto Rico and the World.
- 9.6 Attract to the Campus diverse sectors of the external community to share the university holdings.
- 9.7 Promote in the university community the sense of belonging to the university and the Puerto Rican community that nourishes it.

Goal 9 Explained:

The new Vision requires that the Campus strengthen its relationships of service and collaboration with its alumni and with diverse sectors of the community to contribute in this manner to the intellectual, cultural, economic and social enrichment of Puerto Rico and the World. To attain this, it will incorporate the public, private and community sectors, especially the surrounding community of Río Piedras as sponsors in support of the institutional mission; it will create opportunity of joint service and work with these sectors; it will expand the offerings of continuous education for professional, community, and non traditional groups; it will promote the intellectual, artistic, and research production of the Campus to strengthen the cultural, economic and social progress of Puerto Rico and the world; it will create occasions and events to attract to Campus diverse sectors of the external community to share the university holdings.