



UNIVERSITY OF PUERTO RICO AT CAROLINA

STRATEGIC PLAN

2006-2011



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Key Area: Sustained Ties to the Student Body

Institutional goal: To recruit the best students primarily from the Northeast of Puerto Rico, offering them excellent education and services that strengthen their institutional compromise and ownership.

Objectives	Strategic Direction	Timeframe	Indicators of Success	Responsible Dean, AES, or Teaching Unit
1. To recruit the best students from the northeast area and impact the entire island.	1.1 To strengthen counseling programs designed for sophomores through senior students in public and private schools in the northeast and island wide.	2007 - ongoing	Increased percentage of schools visited.	Dean of Student Affairs
	1.2 To promote open house activities to familiarize students with the academic programs and services offered by the Institution.	2008-ongoing	Percentage of student attendance and participation. Open house activity completed.	Dean of Student Affairs
	1.3 To prepare promotional materials for schools located beyond our geographic area.	2006 - ongoing	Percentage of promotional materials requested by schools located beyond our geographic area.	Dean of Student Affairs

Objectives	Strategic Direction	Timeframe	Indicators of Success	Responsible Dean, AES, or Teaching Unit
	1.4 To familiarize students with services, academic offerings and employment opportunities in their fields of study.	2006 - ongoing	Percentage of students oriented.	Dean of Student Affairs
2. To offer quality and excellent student services.	2.1 To strengthen student support services related to academics, security, extracurricular activities and counseling.	2006 - ongoing	Satisfaction study. Percentage increase of services. Satisfaction level.	Dean of Student Affairs Dean of Academic Affairs
	2.2 To strengthen and promote interaction between students and the university community in an environment of mutual respect.	2006 - ongoing	Satisfaction level with work and study environment.	Dean of Student Affairs Dean of Academic Affairs Dean of Administrative Affairs
	2.3 To promote ongoing assessment of student services.	2006-ongoing	Implementation of changes and service strategies.	Dean of Student Affairs Assessment Office

Objectives	Strategic Direction	Timeframe	Indicators of Success	Responsible Dean, AES, or Teaching Unit
	2.4 To establish a career center to help students find jobs in their fields of specialization.	2007-2008 2008-2011	Percentage of students that request services.	Dean of Student Affairs
	2.5 To strengthen job placement services through the Employment Office.	2007 - ongoing	Percentage of students employed. Percentage of partnerships agreed. Funds obtained.	Dean of Student Affairs
3. To strengthen collaborative relationships with alumni.	3.1 To keep alumni database updated.	2008 - ongoing	Ongoing update of alumni database updated.	Alumni Office
	3.2 To establish partnerships with alumni to assist in the process to acquire external funds.	2008 - ongoing	Increase of external funding from alumni. Evidence of use of funds.	Alumni Office
	3.3 Maintain communication with alumni through email and regular mail.	2008 - ongoing	Percentage of alumni contacted. Increase in alumni associations. Increase of alumni participation in institutional boards.	Alumni Office

Objectives	Strategic Direction	Timeframe	Indicators of Success	Responsible Dean, AES, or Teaching Unit
4. To foster the development of academic programs with more services for non-traditional students, the community and alumni.	4.1 To foster the development of academic programs through the Continuing Education Office.	2008	Percentage of programs offered through the Continuing Education Office.	Continuing Education Office
	4.2 To recruit faculty for the UPRCA academic offerings.	2008	Percentage of faculty hired.	Continuing Education Office
	4.3 To extend the working hours of offices that provide student services.	2008	Services offered during extended hours.	Continuing Education Office
	4.4 To develop institutional policies related to the academic programs for the Extended University	2007	Development and implementation of institutional policies.	Continuing Education Office
	4.5 To identify the needs of the population, the community, the adjacent municipalities and	2008	Needs study. Academic offerings developed and implemented.	Continuing Education Office

Objectives	Strategic Direction	Timeframe	Indicators of Success	Responsible Dean, AES, or Teaching Unit
	alumni in order to satisfy their needs with adequate academic offerings through continuous education and the Extended University.			
5. To enrich university experience through social and cultural extracurricular activities that encourage the integral development of students and the improvement of life.	5.1 To increase the number of cultural, social, and artistic activities organized by the Institution.	2007 - ongoing	Fulfill 90% of social, cultural, and artistic activities planned.	Office of Social and Cultural Activities
	5.2 To increase student participation in extracurricular activities.	2007 - ongoing	Percentage of student participation.	Dean of Student Affairs
6. To encourage sport and physical activities.	6.1 To identify and recruit high yield student athletes.	2007 - ongoing	Percentage of high yield student athletes recruited.	Dean of Student Affairs
	6.2 To sponsor and develop athletic activities for the development of	2009 - 2011	Percentage of athletic activities carried out. Implementation of	Dean of Student Affairs

Objectives	Strategic Direction	Timeframe	Indicators of Success	Responsible Dean, AES, or Teaching Unit
	students and the university community.		General Education Physical Wellness Plan.	
	6.3 To develop a program that supports the physical wellbeing of students.	2009 – 2011	Physical wellness Program implementation.	Dean of Administrative Affairs
7. To Provide sports facilities for the development and enjoyment of students and the university community in general.	7.1 To build Sports facilities for the development and enjoyment of students and the university community in general.	2009 - 2011	Advances in design and building of sports and recreational facilities.	Dean of Administrative Affairs
	7.2 To Improve gymnasium facilities for student and university community use.	2009-2011	Gymnasium improvements completed.	Dean of Administrative Affairs
8. To promote interaction and communication between new students and their parents.	8.1 To offer attending parents a workshop about university life transition.	2008-2009	Parent attendance	Dean of Student Affairs Counseling Department

Key Area: An Academic Culture of Currency, Experimentation, and Renewal

Institutional Goal: To guarantee academic offerings of excellence that attune general and specialized education. These offerings will provide students with the tools they need to achieve professional success.

Objectives	Strategic Direction	Timeframe	Indicators of Success	Responsible Dean, AES, or Teaching Unit
9. To keep academic offerings updated.	9.1 To reexamine academic programs according to Certification Number 43 (2006 – 2007) by the Board of Trustees.	2006 - ongoing	Total of programs reexamined according to the academic calendar.	Dean of Academic Affairs
	9.2 To promote an ongoing revision of syllabi.	2007 - ongoing	Percentage of reviewed syllabi.	Dean of Academic Affairs
	9.3 To keep within the curriculum practical experiences that provide students with knowledge, skills and attitudes needed to conduct graduate studies, and which also provide them with community service experiences.	2006-ongoing	Curricular content that includes practical experiences. Number of programs with practice courses in public and private agencies.	Dean of Academic Affairs.

Objectives	Strategic Direction	Timeframe	Indicators of Success	Responsible Dean, AES, or Teaching Unit
10. Augment bachelor programs that respond to student needs and industry demands.	10.1 To develop new bachelor degree program proposals that comply with professional accreditation agency requirements.	2006 - ongoing	Proposals approved by the Board of Trustees and the Puerto Rico Council on Higher Education. New academic programs implemented.	Dean of Academic Affairs faculty and Department Directors AES Units
	10.2 To promote usability studies to evaluate new academic program pertinence.	2007 - ongoing 2007-2010	Usability Studies completed. Proposals approved.	AES Units. Office of Planning and Institutional Studies.
	10.3 To develop the Hotel and Restaurant Department into an accredited, autonomous school.	2006 - ongoing	School established ACPHA Accreditation	Dean of Ac. Affairs Chancellor Restaurant and Hotel Management Department
11. To strengthen the teaching-learning process.	11.1 To continue introducing new technological advances and teaching strategies that support the creation of new knowledge.	2006 - ongoing	New technological advances and teaching strategies.	Academic Computing Office

Objectives	Strategic Direction	Timeframe	Indicators of Success	Responsible Dean, AES, or Teaching Unit
	11.2 To introduce experimental online courses.	2007 - ongoing	Number of courses offered. Student satisfaction survey.	Title V Proposal
	11.3 To continue training of faculty in new technological advances for classroom use.	2007-ongoing	Percentage of faculty trained.	Title V Proposal
12. To continue with improvements for professional development programs	12.1 To support completion of terminal degrees among faculty.	2007-ongoing	Total amount of faculty members conducting doctoral studies.	Academic Departments
	12.2 To recruit new professors with terminal degrees.	2006 - ongoing	Percentage of faculty hired with terminal degrees.	Academic Departments
	12.3 To prepare professional development plans that look after specific departmental needs.	2006 - ongoing	Percentage of professional development plans designed. Faculty attendance and participation in professional development activities designed by the institution.	Dean of Academic Affairs Academic Departments

Objectives	Strategic Direction	Timeframe	Indicators of Success	Responsible Dean, AES, or Teaching Unit
13. To strengthen the library system	13.1 To review and update library policies and guidelines.	2007-2008	Percentage of compensations authorized. Policies and guidelines updated.	UPRCA Library
	13.2 To keep library resources updated.	2006-ongoing	Library resources updated. Acquisition of online databases.	UPRCA Library
	13.3 To encourage interlibrary loans.	2007-2011	Usage statistics	UPRCA Library
	13.4 To promote ongoing assessment of library services.	2007-2011	New strategies implemented as a result of assessment outcomes.	UPRCA Library
14. To Revise the institutional Mission, Vision and Objectives.	14.1 To encourage the participation of the university community in the revision process.	2007-2008	Evidence of participation involving all community sectors.	Chancellor Dean of Academic Affairs
	14.2 Submit mission, vision, and objectives to institutional forums, and accreditation and licensing agencies	2008	Approval of Mission, Vision, and Objectives by deliberative bodies.	Chancellor Dean of Academic Affairs

Objectives	Strategic Direction	Timeframe	Indicators of Success	Responsible Dean, AES, or Teaching Unit
	for their evaluation and approval			
15. To establish collaborative agreements with other UPR campuses, and higher education institutions from PR and from outside PR.	15.1 To promote the exchange of resources to strengthen study programs, services, and research.	2008-2011	Percentage of UPRCA faculty and students, and faculty and resources from other higher education institutions participating in exchange programs.	Chancellor Dean of Academic Affairs
	15.2 To continue the establishment of articulated transfer programs with other UPR campuses.		Collaborative agreements established. Percentage of articulated transfer programs established.	Chancellor Dean of Academic Affairs
16. To institutionalize assessment in the teaching learning process.	16.1 To develop and implement an assessment system for the teaching learning process.	2006-2011	Implementation of the University Assessment Plan. Processes for academic planning developed.	Dean of Academic Affairs Assessment Office Title V Proposal Academic Departments
	16.2 To implement a learning	2006-ongoing	Development of a Student Learning	Dean of Academic Affairs

Objectives	Strategic Direction	Timeframe	Indicators of Success	Responsible Dean, AES, or Teaching Unit
	assessment plan in every academic department		Assessment Plan for Academic programs	Assessment Office Academic Departments
	16.3 To make use of outcomes assessment for the curricular decision making process.	2007 – ongoing	Curricular revisions made. Progress reports, changes implemented.	Dean of Academic Affairs Assessment Office Academic Departments
17. To encourage competitive research in every field taught at UPRCA.	17.1 To establish an institutional development plan to obtain external research funding.	2008-2009	Institutional plan to win external funding.	Dean of Academic Affairs Academic Departments External Funds Coordinator
	17.2 To support the writing and development of competitive proposals.	2007 - ongoing	Percentage of external resources received from approved proposals.	Dean of Academic Affairs Academic Departments External Funds Coordinator

Key Area: Competitive Research, Investigation, and Creative Endeavour

Institutional Goal: To promote an environment of competitive research and creative endeavor within the academic community that leads to the acquisition of knowledge and the solution of problems.

Objectives	Strategic Direction	Timeframe	Indicators of Success	Responsible Dean, AES, or Teaching Unit
18. To foster and develop a culture of research.	18.1 To foster and support a culture of research in all fields of study.	2006 - ongoing	Increase in percentage of faculty doing research. Increase in publications. Participation in international events. Increase in the number of articles published in peer-reviewed journals.	Dean of Academic Affairs Academic Departments External Funds Coordinator and the Committee for the Advancement of Academic Research and Innovation
	18.2 To support and identify financial sources for research projects with the support of the External Funds Coordinator and the Committee for the Advancement of Academic Research and Innovation	2006 - ongoing	Percentage of internal and external funds obtained.	Dean of Academic Affairs Academic Departments External Funds Coordinator and the Committee for the Advancement of Academic Research and Innovation

Objectives	Strategic Direction	Timeframe	Indicators of Success	Responsible Dean, AES, or Teaching Unit
	18.3 To support interdisciplinary research activities.	2008 - ongoing	Percentage of faculty doing interdisciplinary research.	Dean of Academic Affairs Academic Departments External Funds Coordinator CICA
19. To encourage student participation in faculty research activities and projects.	19.1. To provide XX eliminate adequate resources that make possible student participation in faculty research.	2007 - ongoing	Percentage of students doing research.	Dean of Academic Affairs
	19.2 To provide XX eliminate resources to encourage faculty and student participation in conferences, forums and research programs	2006-- ongoing	Amount of participating students and faculty	Dean of Academic Affairs Academic Departments
20. To link faculty recruitment to research	20.1 To provide new faculty with support to encourage the development of proposals for	2008- ongoing	Project support plans, proposals submitted/approved Recruiting guidelines.	Dean of Academic Affairs

Objectives	Strategic Direction	Timeframe	Indicators of Success	Responsible Dean, AES, or Teaching Unit
	research projects financed through internal and external funds.			
21. To encourage research among new faculty	21.1 To develop an incentives plan for new faculty	2007-ongoing	Incentives Plan, Proposals submitted/approved Recruitment Guidelines.	Chancellor Dean of Academic Affairs
22. To establish an institutional policy to protect intellectual property, technology transfers and the commercialization of ideas.	22.1 To develop an institutional policy to protect intellectual property, technology transfers and the commercialization of ideas.	2008 - 2009	Institutional policy developed and implemented	Dean of Academic Affairs
23. To encourage and sponsor faculty and student participation in exchange programs.	23.1 To strengthen and promote faculty and student participation in local and international research programs.	2007 - ongoing	Total of agreements convened, and faculty and student participants in research.	Dean of Academic Affairs

Objectives	Strategic Direction	Timeframe	Indicators of Success	Responsible Dean, AES, or Teaching Unit
	23.2 To encourage exchange programs that bring mainland and international students, faculty, and researchers to UPRCA.	2007 – ongoing	Total of faculty students and researchers participants in exchange programs.	Dean of Academic Affairs Academic Computing Office Faculty involved in research.

Key Area: A Culture of Institutional Assessment and Evaluation

Institutional Goal: To promote cultures of assessment and planning in order to strengthen teaching-learning processes, administrative efficiency, and institutional data/research centered decision making procedures.

Objectives	Strategic Direction	Timeframe	Indicators of Success	Responsible Dean, AES, or Teaching Unit
24. To establish a decision making process based on institutional planning and research	24.1 To conduct studies that lead to an effective decision making process and institutional improvement.	2007 - ongoing	Study results. Evidence of decision making based on outcomes.	Dean of Academic Affairs, Assessment Office, Professional Accreditation Office Institutional Assessment Committee
	24.2 To keep an updated strategic plan that meets institutional needs.	2006 - ongoing	Continuous plan revision. Annual Achievements Report.	Dean of Academic Affairs, Assessment Office, Professional Accreditation Office Institutional Assessment Committee
	24.3 To encourage the development of strategic plans in academic departments.	2006 - ongoing	Processes developed for academic planning. Decisions made based on recommendations.	Dean of Academic Affairs, Assessment Office, Professional Accreditation
	24.4 To link UPRCA's Permanent Improvement Plan, the Strategic	2006 - ongoing	Priority analyses	Dean of Academic Affairs Office of Planning and Institutional

Objectives	Strategic Direction	Timeframe	Indicators of Success	Responsible Dean, AES, or Teaching Unit
	Plan, and the budget.			Studies Budget Office Institutional Assessment Committee
25. To foster the development of a culture of assessment within the Institution.	25.1 To encourage by means of institutional policy the development of assessment plans in all AES and Teaching Units	2007 - 2008	Certifications of the Administrative Board and the Academic Senate. Department, service, and administrative offices assessment plans.	Dean of Administrative Affairs Office of Planning and Institutional Studies Budget Office Institutional Assessment Committee
	25.2. To link faculty recruitment to assessment processes	2007 – ongoing	Faculty recruitment guidelines	Dean of Academic Affairs Academic Departments
	25.3 To train faculty in program and classroom assessment techniques.	2007-2011	Percentage of faculty trained. Total amount of faculty that incorporate assessment techniques into the teaching-learning process.	Assessment and Accreditation Office Title V Proposal Office of Planning and Institutional Studies

Objectives	Strategic Direction	Timeframe	Indicators of Success	Responsible Dean, AES, or Teaching Unit
	25.4 To train service and support personnel in institutional assessment techniques.	2007-2011 ongoing	Total amount of trained personnel. Total amount of offices that conduct assessment. Client satisfaction level.	Assessment Office Title V Proposal
	25.5 To create an assessment database accessible to UPRCA's decision making processes and accreditation agencies.	2008 – 2009	Database available	Dean of Academic Affairs Title V Office of Planning and Institutional Studies
	25.6. To use outcomes assessment as the basis for curricular revisions; the strengthening of support services, the teaching-learning process and administrative efforts; the implementation of new academic programs; and the execution of	2007 – ongoing 2007-2011	Decisions made according to recommendations. Evidence of outcomes assessment such as curricular revisions.	

Objectives	Strategic Direction	Timeframe	Indicators of Success	Responsible Dean, AES, or Teaching Unit
	the planning agenda.			
26. To continuously review current and future programs of study to attain and maintain professional accreditation.	26.1 To review academic programs subject to professional accreditation to ensure that they meet standards of excellence required by national and professional accreditation agencies as well as licensing agencies.	2008 - ongoing	Approved proposals that conform to accreditation agency standards.	Dean of Academic Affairs Academic Departments
27. To foster the use of accurate data for the decision-making process.	27.1 To maintain an updated database.	2008-ongoing	Ongoing updating of data. Reliability of data. Study results.	Office of Planning and Institutional Studies Assessment and Accreditation Office
	27.2 To disseminate results through forums and publications.	2008-ongoing	Assessment and institutional studies results. Reports from Academic Departments, the President and the Chancellors to the	Office of Planning and Institutional Studies Assessment and Accreditation Office Dean of Academic

Objectives	Strategic Direction	Timeframe	Indicators of Success	Responsible Dean, AES, or Teaching Unit
			University Board, and federal surveys (IPEDS).	Affairs
28. Design and implement processes that lead to and ensure quality, efficient administration, and an adequate use of resources.	28.1 To train personnel, supervisors, and directors.	2006 - ongoing	Percentage of administrative personnel trained for the assessment process. Satisfaction level.	Dean of Administrative Affairs Human Resources Office
	28.2 To develop and implement control and evaluation systems for administrative and service processes.	2008 - 2009	Evaluation protocols and process controls	Dean of Administrative Affairs

Key Area: Technological Currency

Institutional Goal: To provide a state of the art computer network that integrates and hastens the effective output of all academic, service, administrative, research, and scholarly processes.

Objectives	Strategic Direction	Timeframe	Indicators of Success	Responsible Dean, AES, or Teaching Unit
29. To provide a Faculty Development Center to support technological improvement of faculty.	29.1 To create a Faculty Development Center.	2007-ongoing	Installation of the Faculty Development Center	Dean of Academic Affairs Title V Proposal
	29.2. To increase the amount of faculty members that integrate technology in the teaching-learning process.		Number of faculty that use technology in the classroom.	Dean of Academic Affairs Title V Proposal
	29.3 To increase the amount of faculty members that integrate technology in their research.		Amount of faculty trained	Dean of Academic Affairs Title V Proposal
	29.4. To train faculty in the use of information technologies for the teaching-learning process.	2007-08 2008-09 2009-10	Trained faculty	Dean of Academic Affairs Title V Proposal Faculty Development

Objectives	Strategic Direction	Timeframe	Indicators of Success	Responsible Dean, AES, or Teaching Unit
	29.5. To convert a minimum of 40 traditional classrooms and conference rooms into electronic ones	2007-2008 2008-2009	Classrooms and conference rooms transformed	Title V Proposal
	29.6. To incorporate technology in academic offerings through curricular revisions.	2007 - 2008 2008 - 2009 2009 - 2010 2010 - 2011	Incorporation of Technology in academic programs	Dean of Academic Affairs Title V Proposal
	29.7. To promote the integration of portfolios and <i>Web logs</i> in courses and academic programs as assessment tools.		Percentage of courses or academic programs that include portfolios and <i>Web logs</i> .	Dean of Academic Affairs Title V Proposal
	29.8. To make available two computer laboratories to students		Computer laboratories available. Average of weekly visits.	Academic Computing Office

Objectives	Strategic Direction	Timeframe	Indicators of Success	Responsible Dean, AES, or Teaching Unit
30. To strengthen the security system of technology infrastructure.	30.1 To keep the Emergency Plan updated to ensure security and effective use of technological equipment.		Updating of Emergency Plan	Information Systems Office Academic Computing Office
31. To increase availability of technological equipment to students, faculty, staff, and alumni.	31.1 To determine and identify space needed for the use of technology.	2006-ongoing	Needs study.	Information Systems Academic Computing Office
	31.2 To expand wireless access on campus as suggested in the needs study carried out.	2007-2008	Total amount of spaces for wireless network.	Information Systems Office Academic Computing Office
	31.3 To update technology equipment in research centers, auditorium, classrooms and laboratories.	2007-2008 2008-2009 2009-2010	Technological equipment upgraded	Title V Proposal
	31.4 To increase	2007-2011	Equipment installed	Academic

Objectives	Strategic Direction	Timeframe	Indicators of Success	Responsible Dean, AES, or Teaching Unit
	network speed from 100 to 1,000 mb.	2007-2009		Computing Office
32 To make the information system available on the Web.	32.1 To implement online transactions for academic, administrative, and service processes.	2007-08 2008-09 2009-10 2010-11	Increase in the use of computers in administrative offices. Personnel hired.	Title V Proposal
	32.2 To acquire necessary programming software to make frequent transactions available on the Web.	2007-08 2008-09 2009-10 2010-11	Software acquisition. Increase in web server use. Personnel hired.	Title V Proposal
	32.3 To train users in the use of services available on the Web.	2008-2009 2007-2009	Amount of users trained	Academic Computing Office
	32.4 To digitize historic and institutional documentation.	2007-08 2008-09	Digitized documents	Title V Proposal

Objectives	Strategic Direction	Timeframe	Indicators of Success	Responsible Dean, AES, or Teaching Unit
	To create online tutorials on the use of technology	2007-08 2008-09 2009-10	Tutorials created.	Title V Proposal
	32.5 To develop an online technical help service	2007-2008 2008-2009 2009-2010	Service implementation. Personnel hired. Users serviced	Title V Proposal
33. To install necessary infrastructure to support distance learning and/or alternate options.	33.1 To install infrastructure for online courses.	2007-2008 2008-2009 2009-2010	Infrastructure installed.	Title V Proposal
	33.2 To continue faculty training in distance course design.	2007-08 2008-09 2009-10	Faculty trained. Amount of professors that designed online courses.	Title V Proposal
	33.3 To establish an institutional policy for distance education.		Policy Developed	Dean of Administrative Affairs
	33.4 To provide necessary technology and support for distance learning.	2007 – 008 2008 - 2009 2009 - 2010	Licenses purchased. Instructional designer hired.	Title V Proposal

Objectives	Strategic Direction	Timeframe	Indicators of Success	Responsible Dean, AES, or Teaching Unit
34. To strengthen information library services online.	34.1 To establish virtual reference and RefWorks online.	2007-2008 2008-2009 2009-2010 2010 – 2011	Software acquisition. Personnel hired.	Title V Proposal Learning Resource Center
	34.2 To develop information literacy tutorials online.	2007-2008 2008-2009 2009-2010 2010-2011	Tutorials developed. Weekly average users.	Title V Proposal Learning Resource Center
	34.3. To acquire necessary computers for the information literacy computer laboratory.	2007-2008	Computers acquired and installed.	Title V Proposal Learning Resource Center Academic Computing Office
	34.4. To increase online databases.	2007-2008 2008-2009 2009-2010 2010-2011	Databases purchased.	Title V Proposal Learning Resource Center

Key Area: Leadership in Community Investment and Cultural Initiatives

Institutional Goal: To foster ties with different community sectors to contribute to their well being and a better quality of life.

Objectives	Strategic Direction	Timeframe	Indicators of Success	Responsible Dean, AES, or Teaching Unit
35. To encourage the development of cultural, social, and educational activities that strengthens ties with the community, and result in the solution of problems and the wellbeing of the community.	35.1 To encourage communication between university personnel and community members through educational activities and services.	2007 - ongoing	Community needs study. Services and activities offered.	Dean of Academic Affairs Academic Departments Continuing Education Office
	35.2 To encourage the participation of university personnel in educational activities and community services.	2007 - ongoing	Percentage of personnel participation and number of participants	Dean of Academic Affairs Academic Departments Continuing Education Office
	35.3 To promote the creation of short courses that support community development.	2007-ongoing	Courses created. Community members enrolled.	Dean of Academic Affairs Academic Departments Continuing Education Office

Objectives	Strategic Direction	Timeframe	Indicators of Success	Responsible Dean, AES, or Teaching Unit
	35.4 To include in academic departments' curricula social practice experiences that meet community needs.		Curricula that included social practice experiences. Activities carried out.	Dean of Academic Affairs Academic Departments Continuing Education Office

Key Area: Dedication to the Integration of the University into the World at Large

To internationally promote UPRCA within a framework of education and globalization through the establishment of consortia and exchange programs that enhance the institution's ability to become a renown center of research and international knowledge.

Institutional Goal: Internationally promote the Institution within a framework of education and globalization through the establishment of consortia and exchange programs that make the University stand out as a research and knowledge center.

Objectives	Strategic Direction	Timeframe	Indicators of Success	Responsible Dean, AES, or Teaching Unit
36. To support the exchange of UPRCA students and faculty with mainland and foreign universities.	36.1 To strengthen exchange programs with US and foreign universities.	2006 - ongoing	Percentage of exchange programs	Chancellor Dean of Academic Affairs Continuing Education Office Exchange Coordinator
	36.2 To make possible student and faculty exchange with US and foreign universities.	2008 - ongoing	Percentage of agreements established. Participating students and faculty members.	Chancellor Dean of Academic Affairs Continuing Education Office Exchange Coordinator

Key Area: Efficiency and Beauty in both Natural and Built Spaces

Institutional Goal: To maintain and preserve existing physical spaces to encourage study, research, and a better quality of life for the university community.

Objectives	Strategic Direction	Timeframe	Indicators of Success	Responsible Dean, AES, or Teaching Unit
37. To ensure that physical facilities and spaces are adequate for academic offerings and research activities.	37.1. To determine UPRCA's needs based on academic offerings, research, and services.	2006 - ongoing	Needs study Link between the Permanent Updated Improvement Plan and academic offerings. Results of user satisfaction survey.	Chancellor Dean of Administrative Affairs Human Resources Office
	37.2. To keep current physical facilities in optimum conditions.	2006 - ongoing	Physical Resources Office Report. User satisfaction study results.	Dean of Administrative Affairs
	37.3 To ensure that physical facilities comply with regulations and required permits.	2006 - ongoing	Permits granted	Dean of Administrative Affairs
	37.4. To ensure the availability of necessary facilities for research projects.	2006 - ongoing	Availability of spaces for research	Chancellor Dean of Academic Affairs Dean of Administrative Affairs

Objectives	Strategic Direction	Timeframe	Indicators of Success	Responsible Dean, AES, or Teaching Unit
38. To update the Permanent Improvement Plan depending on institutional priorities and needs.	38.1 To update the Permanent Improvement Plan according to academic, student and administrative needs.	2008-2011	Permanent Improvement Plan updated in accordance with the Institutional Strategic Plan.	Chancellor Dean of Administrative Affairs
	38.2 To build new physical facilities (Child Care Center and Athletics) and improve existing ones.	2006 - ongoing	Physical Infrastructure Improvement Plan	Chancellor Dean of Administrative Affairs
39. To ensure the availability of a secure working environment.	39.1. To provide a safe working environment through security protocols.	2006-ongoing	Security protocols implemented. Inventory of Physical Facilities and Equipment Satisfaction survey.	Deans Offices Security and Health Office
	39.2 To keep UPRCA's Preventive Maintenance Plan updated.	2006 - ongoing	Plan updated.	Deans Offices Security and Health Office
	39.3 To update the Campus Emergency	2006 - ongoing	Plan updated. Frequency of drills. Training offered to	Dean of Administrative Affairs

Objectives	Strategic Direction	Timeframe	Indicators of Success	Responsible Dean, AES, or Teaching Unit
	Plan. To train personnel for the emergency plan.		personnel. Amount of participants.	Security and Health Office Institutional Emergency Committee
40. To make available environmental preservation practices.	40.1. To identify materials for recycling.	2006 - ongoing	Quantity of recycled materials.	Dean of Administrative Affairs Dean of Administrative Affairs
	40.2. To identify alternatives to minimize the use of water and electricity.	2006 - ongoing	Savings on utilities.	Dean of Administrative Affairs
	40.3. To make the community environmentally conscious.	2007 - ongoing	Orientation activities.	Dean of Administrative Affairs Security and Health Office
41. To provide spaces for art exhibitions.	41.1. To identify adequate areas for art exhibitions.	2008	Spaces available.	Chancellor Dean of Administrative Affairs

Objectives	Strategic Direction	Timeframe	Indicators of Success	Responsible Dean, AES, or Teaching Unit
42. To keep gardens and natural environments in excellent condition.	42.1. To plan for future landscape design.	2008	Plans implemented. Conditioned spaces.	Dean of Administrative Affairs
43. To support appreciation of natural environments and architectural heritage of UPR Units.	43.1 To sponsor tours and visits to other UPR campuses.	2008	Number of visits and participants.	Dean of Students

Key Area: Administrative and Managerial Optimization

Institutional Goal: To maintain and preserve existing physical spaces to encourage study, research, and a better quality of life for the university community.

Objectives	Strategic Direction	Timeframe	Indicators of Success	Responsible Dean, AES, or Teaching Unit
44. To promote training processes that update and enhance the abilities of administrative personnel	44.1. To design training workshops and courses for administrative, management and physical facilities personnel.	2006--ongoing	Amount of trainings offered.	Dean of Administrative Affairs Human Resources Office
	44.2. To update administrative personnel technology skills.	2006 - ongoing	Number of trainings offered and participants. Study and follow-up results.	Dean of Administrative Affairs Human Resources Office
45. To promote a working environment that leads to communication, respectful interpersonal relations, cooperation, productivity, commitment, and belonging.	45.1. To support the participation of administrative personnel in the decision making process.	2006-ongoing	Evidence of faculty and non-faculty personnel participation in department and office administrative processes.	Dean of Administrative Affairs

Objectives	Strategic Direction	Timeframe	Indicators of Success	Responsible Dean, AES, or Teaching Unit
	45.2 Train faculty and non-faculty personnel in subjects related to effective communication, teamwork, increased productivity levels, and work commitment.		Evaluation of personnel reactions. Follow-up.	Dean of Administrative Affairs
46. To ensure that financial resources remain adequate to sustain institutional economic stability.	46.1. To increase external and internal sources of funds.	2006 - ongoing	Increase in number of donations received Total of funds donated. Total of funds received from external source	Dean of Administrative Affairs

Key Area: Strengthened Institutional Identity

Institutional Goal: To promote UPRCA as a center of learning and culture by disseminating its contributions to the community while strengthening institutional commitment, belonging, and collaborative ties between all university components and alumni.

Objectives	Strategic Direction	Timeframe	Indicators of Success	Responsible Dean, AES, or Teaching Unit
47. To market the University as a center of studies and culture.	47.1 To use varied means to make known activities that impact the community.	2006-2011	Evidence of publications in institutional and private media.	Chancellor Public Relations Officer
	47.2 To maintain a cooperative relationship with public and private media.	2006-2011	Frequency of presence in media Participation and coverage of special activities	Public Relations Officer
	47.3 To acknowledge faculty, student, and administrative personnel accomplishments.	2006-2011	Evidence of publications in institutional and private media. Evidence of publications in institutional and private media.	Chancellor Dean of Academic Affairs Dean of Administrative Affairs Dean of Students
48 To develop fund raising activities by private groups, corporate entities and alumni to benefit UPRCA.	48.1 To strengthen the Fundraising Plan	2006-2011	Increase in external funds received. Evidence of use of funds.	Alumni Office

Objectives	Strategic Direction	Timeframe	Indicators of Success	Responsible Dean, AES, or Teaching Unit
	48.2 To maintain an updated database to keep in touch with Alumni	2007 - ongoing	Frequent updating of database Communication strategies used. Answers obtained.	Alumni Office
	48.3 To maintain ties with Alumni to obtain external funding.	2007 - ongoing	Increase in external funds received from alumni. Evidence of use of funds.	Chancellor
	48.4 To identify strategies for fundraising through <i>Annual Giving</i> .	2007 - ongoing	Funds obtained from the <i>Annual Giving</i> .	Chancellor
	48.5 To strengthen the Chancellor's Board of Advisers.	2006 - ongoing	Amount of additional members Members of the Board of Advisers participating in fundraising activities. Total amount of funds obtained from donations and external sources.	Chancellor