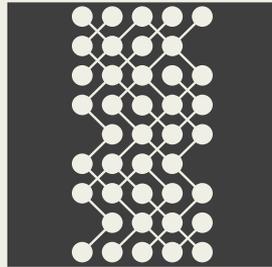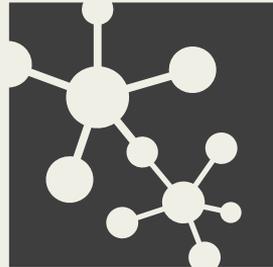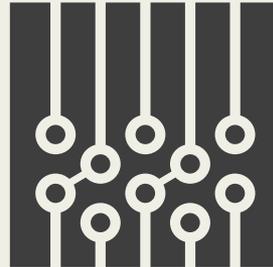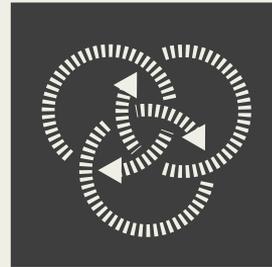# STRATEGIC AREAS

ACADEMIC ENVIRONMENT

RESEARCH AND CREATIVE WORK
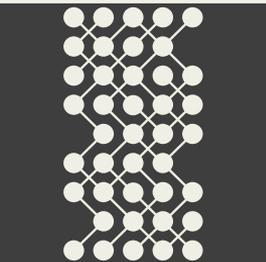
TECHNOLOGICAL CULTURE

SUSTAINABLE MANAGEMENT

## STRATEGIC AREA:
## ACADEMIC ENVIRONMENT

The University creates dynamic spaces for the comprehensive development of successful students, who value their intellectual and humanistic capacities, entrepreneurship, research, creation, and diversity.
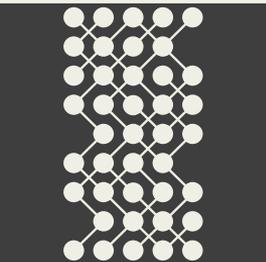
Enrich academic offerings with relevant, diverse, and competitive academic programs that through diverse modalities that respond to the development and needs of academic disciplines, professional fields, the job market (at the local and global levels), and the recruitment of students and faculty while addressing the need for the ongoing professional development of human capital.
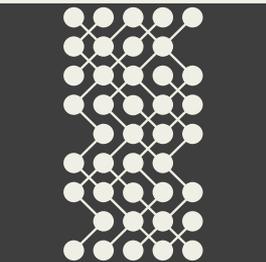
## STRATEGIC AREA:
## ACADEMIC ENVIRONMENT

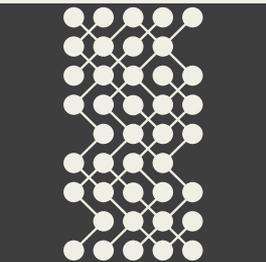| Goals | Objectives | Indicators |
|---|---|---|
| 1. Enrich the academic offerings with relevant, diverse, and competitive academic programs that through diverse methods correspond to the development and requirements of various disciplines, professions, the local and global job market, and the recruitment of students and faculty while also addressing the continuous professional development of human capital.<br><br>(MSCHE STD: 1, 2, 3, 4, 5, 6) | 1.a Create a plan for academic development that promotes synergy between the System and its institutional units and makes viable the renewal of academic offerings. | 1.a.1 Academic development plan approved and implemented.<br>1.a.2 Number of academic offerings created in compliance with the development plans of the System and the unit. |
| | 1.b Support those academic, administrative, and student service practices that most positively impact retention, persistence, and graduation rates. | 1.b.1 Registration rate.<br>1.b.2 Retention rate.<br>1.b.3 Persistence rate.<br>1.b.4 Graduation rate.<br>1.b.5 Employability rate. |

## STRATEGIC AREA:
## ACADEMIC ENVIRONMENT

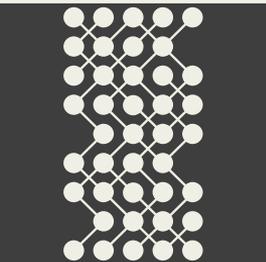| Goals | Objectives | Indicators |
|---|---|---|
| 1. Enrich the academic offerings with relevant, diverse, and competitive academic programs that through diverse methods correspond to the development and requirements of various disciplines, professions, the local and global job market, and the recruitment of students and faculty while also addressing the continuous professional development of human capital.<br><br>(MSCHE STD: 1, 2, 3, 4, 5, 6) | 1.c Implement open curricular designs in higher education that have been recognized internationally and focus on competencies in entrepreneurship, cooperativism, autonomous management, research and creative work, humanistic and intellectual development, and advanced technologies in the educational process so that students and faculty proceed in their careers with ease, and also facilitate access to more flexible degree plans and joint degrees (bachelors-masters, double masters, masters and doctorates, professional certificates towards a masters, among others), while also integrating the assessment of student learning in a continuous and systematic manner. | 1.c.1 Number of curricula and courses revised and approved.<br>1.c.2 Number of joint degrees (bachelor's-master's, double master's, master's and doctorates, professional certificates towards a master's degree, among others). |

## STRATEGIC AREA:
## ACADEMIC ENVIRONMENT

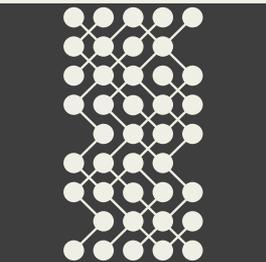| Goals | Objectives | Indicators |
|---|---|---|
| 1. Enrich the academic offerings with relevant, diverse, and competitive academic programs that through diverse methods correspond to the development and requirements of various disciplines, professions, the local and global job market, and the recruitment of students and faculty while also addressing the continuous professional development of human capital.<br><br>(MSCHE STD: 1, 2, 3, 4, 5, 6) | 1.d Expand offerings of both face-to-face and distance education of self-financing programs and professional studies for non-traditional students and older adults, focusing on the development of abilities in autonomous management, the changing requirements in disciplines, professions, and the job market. | 1.d.1 Number of academic offerings with autonomous management competencies.<br>1.d.2 Funds obtained by non-traditional programs. |
| | 1.e Establish consortia and alliances with high schools and colleges, units of the UPR System, and other universities in order to promote the development of open curricula and integrate diverse academic offerings and contribute to the enrichment of research and creative work and the acquisition of new knowledge at the local and international levels. | 1.e.1 Number of consortia and partnerships with other institutions (schools, colleges or universities).<br>1.e.2 Level of student satisfaction with consortia and partnerships with other institutions. |

**STRATEGIC AREA:**
**ACADEMIC ENVIRONMENT**

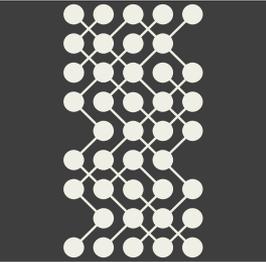| Goals | Objectives | Indicators |
|---|---|---|
| 1. Enrich the academic offerings with relevant, diverse, and competitive academic programs that through diverse methods correspond to the development and requirements of various disciplines, professions, the local and global job market, and the recruitment of students and faculty while also addressing the continuous professional development of human capital.<br><br>(MSCHE STD: 1, 2, 3, 4, 5, 6) | 1.f Expand networks of academic and technological support for faculty and non-teaching staff so that they contribute directly to student success, including mechanisms at the undergraduate, graduate, and professional degree levels in accordance with the universal design of administrative processes, teaching and learning to support students in their integral and professional development. | 1.f.1 Number of academic and technological support programs registered. |

## STRATEGIC AREA:
## ACADEMIC ENVIRONMENT

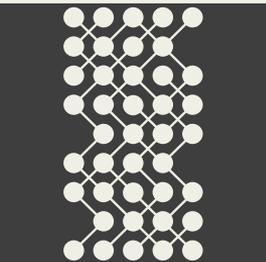| Goals | Objectives | Indicators |
|---|---|---|
| 1. Enrich the academic offerings with relevant, diverse, and competitive academic programs that through diverse methods correspond to the development and requirements of various disciplines, professions, the local and global job market, and the recruitment of students and faculty while also addressing the continuous professional development of human capital.<br><br>(MSCHE STD: 1, 2, 3, 4, 5, 6) | 1.g Establish models of self-financing consortia, programs, and projects that promote the use and conservation of spaces and resources, safe environments, healthy lifestyles, and proactive education with respect to the prevention and management of risks in the university of community and in general. | 1.g.1 Number of models of self-financing consortia, programs, and projects. |

## STRATEGIC AREA:
## ACADEMIC ENVIRONMENT

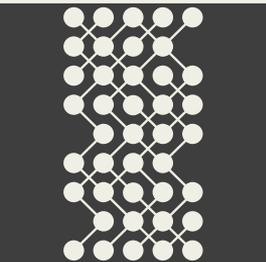| Goals | Objectives | Indicators |
|---|---|---|
| 2. Attract a diverse student population and retain it through an innovative university experience that facilitates their transition to graduate study, insertion into the job market, and business management.<br><br>(MSCHE STD: 1, 2, 3, 4, 5, 6) | 2.a Develop university projects with the country's public and private schools in order to foster the best practices in services and programs intended to increase student recruitment and diversity. | 2.a.1 Number of student recruitment projects (services and programs).<br>2.a.2 Number of registered students compared to the established maximum capacity.<br>2.a.3 Number of students impacted by their first alternative.<br>2.a.4 Employability rate. |
| | 2.b Develop study plans of 15 or more credits, coupled with a student service program and a counseling system that incorporate components of academic, professional, and personal development, support the participation of all the students, and help students reach their academic goals. | 2.b.1 Registration rate.<br>2.b.2 Retention rate.<br>2.b.3 Persistence rate.<br>2.b.4 Graduation rate.<br>2.b.5 Number of students follow their study plan. |

## STRATEGIC AREA:
## ACADEMIC ENVIRONMENT

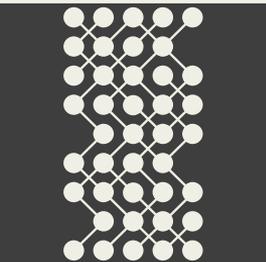| Goals | Objectives | Indicators |
|-------|-----------|-----------|
| 2. Attract a diverse student population and retain it through an innovative university experience that facilitates their transition to graduate study, insertion into the job market, and business management.<br><br>(MSCHE STD: 1, 2, 3, 4, 5, 6) | 2.c Implement structured programs of proven effectivity that focus on prevention and academic and student services for students that show high rates of failure, course repetition, and low levels of academic progress in the courses required for their academic programs. | 2.c.1 Percentage of students who increase their levels of academic progress in response to interventions. |

## STRATEGIC AREA:
## ACADEMIC ENVIRONMENT

| Goals | Objectives | Indicators |
|---|---|---|
| 3. Promote the UPR as a competitive option for learning and global projection for students, faculty, and researchers, in the Puerto Rican diaspora and the international context.<br><br>(MSCHE STD: 1, 2, 3, 4, 5, 6) | 3.a Establish a development plan that identifies the international exchange programs among the units of the System and strengthen student support services for their successful integration in units, programs, and university life. | 3.a.1 Development plan approved and implemented.<br>3.a.2 Internationalization index (mobility of students and faculty). |
| | 3.b Create an online platform that facilitates the collection of data related to institutional effectiveness and the assessment of student learning and promotes results and informed decision-making for the sustained improvement of institutions and academic programs. | 3.b.1 Number of corrective actions (improvement) put in place by unit.<br>3.b.2 Data showing the assessment of student learning. |

| Goals | Objectives | Indicators |
|---|---|---|
| 3. Promote the UPR as a competitive option for learning and global projection for students, faculty, and researchers, in the Puerto Rican diaspora and the international context.<br><br>(MSCHE STD: 1, 2, 3, 4, 5, 6) | 3.c Establish policy for the recognition and equivalence of curricula and courses, at both the undergraduate and graduate levels, including internships, exchange, study abroad, research and creative work projects, learning experiences, and community service. | 3.c.1 Creation of a coursework policy and a register of equivalencies for approved international offerings. |
| | 3.d Institutionalize and maintain an electronic registry of the recognition of students that distinguish themselves in international competitions in the areas of research, creative work, and community service. | 3.d.1 Number of students recognized.<br>3.d.2 Electronic registry of activities and distinguished students. |

## STRATEGIC AREA:
## ACADEMIC ENVIRONMENT

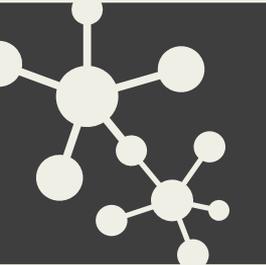| Goals | Objectives | Indicators |
|---|---|---|
| 3. Promote the UPR as a competitive option for learning and global projection for students, faculty, and researchers, in the Puerto Rican diaspora and the international context.<br><br>(MSCHE STD: 1, 2, 3, 4, 5, 6) | 3.e Create common meeting spaces to strengthen university identity and the pertinence of the UPR as a capital of the country, thereby enabling the graduates to become lifelong students. | 3.e.1 Number of alumni that register their participation in activities sponsored by units.<br>3.e.2 Number of activities sponsored by the units. |

## STRATEGIC AREA:
## RESEARCH AND CREATIVE WORK

The University of Puerto Rico sustains environments that incentivize research and creative work through advanced technologies, as well as collaborations among the units of the UPR System, and other local and international institutions.
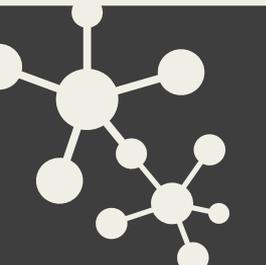
Likewise, it facilitates faculty and student exchange between units through courses and projects aimed at research and creative work, thus promoting the best practices in the use of human and financial resources.  In this way, the University effectively and continually fulfills its mission and maintains its position as a leader in the diverse communities of the country that it serves, and in communities of knowledge and creative work.

## STRATEGIC AREA:
## RESEARCH AND CREATIVE WORK

| Goals | Objectives | Indicators |
|---|---|---|
| 1. Develop new knowledge through research and creative work by making the best use of human and fiscal resources and the technologies of the UPR System.<br><br>(MSCHE STD: 1, 2, 3, 4, 5, 6, 7) | 1.a Create policies that support the mobility of faculty and students, at the undergraduate and graduate levels, through inter- and transdisciplinary collaborations involving research and creative work. | 1.a.1 Number of policies created and implemented. |
| | 1.b Optimize resources (human, physical, and fiscal) with efficient administrative structures that support and facilitate activities related to research and creative work. | 1.b.1 Total number of funds allocated to research and creative work.<br>1.b.2 Number of research publications and creative works. |

## STRATEGIC AREA:
## RESEARCH AND CREATIVE WORK

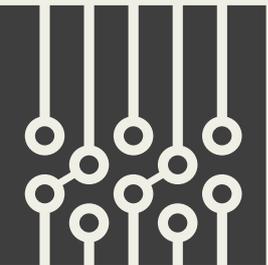| Goals | Objectives | Indicators |
|---|---|---|
| 1. Develop new knowledge through research and creative work by making the best use of human and fiscal resources and the technologies of the UPR System.<br><br>(MSCHE STD: 1, 2, 3, 4, 5, 6, 7) | 1.c Increase the number of indexed and cataloged UPR journals that meet the quality criteria of LATINDEX. | 1.c.1 Number of journals cataloged in LATINDEX. |
| | 1.d Increase the publication of articles in peer-reviewed journals. | 1.d.1 Number of articles published in peer-reviewed journals. |

## STRATEGIC AREA:
## RESEARCH AND CREATIVE WORK

| Goals | Objectives | Indicators |
|---|---|---|
| 2. Increase applications for and awards of external funds for research and creative work.<br><br>(MSCHE STD: 1, 6, 7) | 2.a. Promote the participation of faculty and collaborative research groups among the units of the System for applications to and awards of external funds for research and creative work. | 2.a.1 Number of proposals submitted.<br>2.a.2 Number of proposals awarded.<br>2.a.3 Number of faculty and research groups collaborating on research or creative work projects in and outside the unit.<br>2.a.4 Number of presentations of findings by researchers and producers of creative work at the local, national, and international levels. |

## STRATEGIC AREA:
## RESEARCH AND CREATIVE WORK

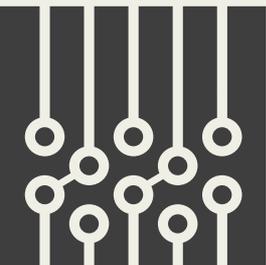| Goals | Objectives | Indicators |
|---|---|---|
| 2. Increase applications for and awards of external funds for research and creative work.<br><br>(MSCHE STD: 1, 6, 7) | 3.a Promote the recognition of faculty and students with international metrics and indicators through the creation and use of a central platform. | 3.a.1 Central platform and registry created. |
| | 3.b Impact the global positioning (ranking) of the university by increasing the number of research publications per researcher. | 3.b.1 Ranking. |
| | 3.c Increase practicum and internship courses with community service experience as a graduation requirement for bachelor's, master's, doctoral, and professional studies. | 3.c.1 Number of students in practicum and internship courses with a community service component.<br>3.c.2 Number of projects generated by participants in community service experiences. |

## STRATEGIC AREA:
## TECHNOLOGICAL CULTURE

The University of Puerto Rico provides local and international access to higher education of the greatest quality through its at-distance academic programs and professionals.
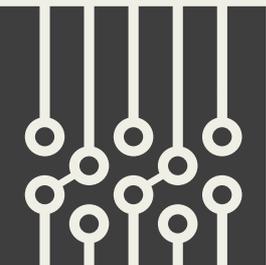
Likewise, it creates learning environments and contributes to the production and dissemination of knowledge by strengthening its technological infrastructure and information systems, thereby promoting innovation and excellence.
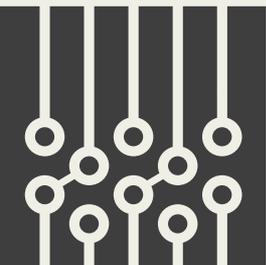
## STRATEGIC AREA:
## TECHNOLOGICAL CULTURE

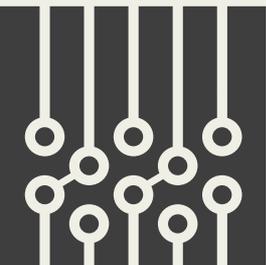| Goals | Objectives | Indicators |
|---|---|---|
| 1. Develop and offer at-distance academic programs for undergraduates, graduates, and professionals that respond to educational needs and opportunities in Puerto Rico and abroad.<br><br>(MSCHE STD: 1, 2, 3, 4, 5) | 1.a Review the institution's at-distance education policy and its relation to other pertinent academic policies. | 1.a.1 Institutional policy approved and implemented. |
| | 1.b Strengthen the support systems and technologies that are applied in the teaching and learning process and in the assessment of student learning online. | 1.b.1 Systems and technologies adopted and implemented.<br>1.b.2 Statistics of the systems' use.<br>1.b.3 User satisfaction levels. |

# STRATEGIC AREA:
# TECHNOLOGICAL CULTURE

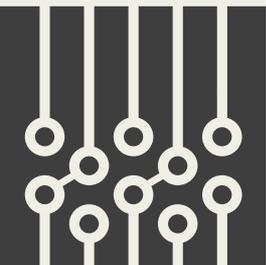| Goals | Objectives | Indicators |
|---|---|---|
| 1. Develop and offer at-distance academic programs for undergraduates, graduates, and professionals that respond to educational needs and opportunities in Puerto Rico and abroad.<br><br>(MSCHE STD: 1, 2, 3, 4, 5) | 1.c Create a repository of online learning objects to aid in the production of knowledge, research, creative work, and service. | 1.c.1 Number of learning objects developed and available through the repository. |
| | 1.d Develop system-wide processes for the creation, revision, and evaluation of online programs and courses. | 1.d.1 Number of at-distance proposals elaborated, under evaluation, approved, and implemented.<br>1.d.2 Number and profiles of students impacted. |

## STRATEGIC AREA:
## TECHNOLOGICAL CULTURE

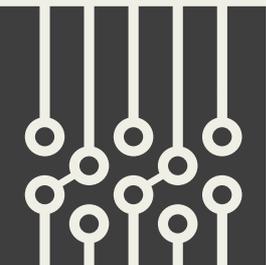| Goals | Objectives | Indicators |
|---|---|---|
| 2. Establish an institutional plan for information and communication technologies (ICT) that provides, at the level of the UPR System, the technological infrastructure, online services, support networks, and training for its users.<br><br>(MSCHE STD: 1, 2, 6, 7) | 2.a Elaborate an institutional plan for technologies and information systems that makes viable distance education and maximizes the effective use of online applications. | 2.a.1 System-wide technological plan approved and implemented |
| | 2.b Develop training and professional development programs for the faculty, non-teaching staff, and students to support the effective implementation of at-distance offerings. | 2.b.1 Number of participants.<br>2.b.2 Participants' satisfaction level. |

## STRATEGIC AREA:
## TECHNOLOGICAL CULTURE

| Goals | Objectives | Indicators |
|---|---|---|
| 2. Establish an institutional plan for information and communication technologies (ICT) that provides, at the level of the UPR System, the technological infrastructure, online services, support networks, and training for its users.<br><br>(MSCHE STD: 1, 2, 6, 7) | 2.c Strengthen the articulation of the information and communications systems across the units, thus supporting the areas of institutional research, academics (teaching, research, and service), administration (finance, budget, and human resources), faculty and non-teaching staff, library systems, and student services. | 2.c.1 Number of completed articulation projects.<br>2.c.2 Implementation of an institutional data warehouse and dashboard with indicators.<br>2.c.3 Number of implemented modules in the Student Information System (Next). |

## STRATEGIC AREA:
## TECHNOLOGICAL CULTURE

| Goals | Objectives | Indicators |
|---|---|---|
| 3. Strengthen the assessment processes for programs and student learning in order to support sustained improvement through the integration of complementary systems and technologies, and articulation between the programs, both undergraduate and graduate, the academic units, and the UPR System.<br><br>(MSCHE STD: 1, 2, 3, 4, 5, 6, 7) | 3.a Develop online assessment for programs and student learning to articulate, at the level of programs, units and the UPR System, the collection, analysis, and dissemination of data and performance reports, to support informed decision-making and sustained improvement in programs and student learning. | 3.a.1 Creation of the platform.<br>3.a.2 Number of improvements implemented system-wide and in programs. |

## STRATEGIC AREA:
## TECHNOLOGICAL CULTURE

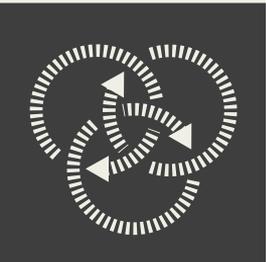| Goals | Objectives | Indicators |
|---|---|---|
| 3. Strengthen the assessment processes for programs and student learning in order to support sustained improvement through the integration of complementary systems and technologies, and articulation between the programs, both undergraduate and graduate, the academic units, and the UPR System.<br><br>(MSCHE STD: 1, 2, 3, 4, 5, 6, 7) | 3.b Integrate online auditing mechanisms to measure the effectiveness of the assessment practices of programs and student learning initiatives, articulated among the System, units and programs, as evidenced by the strengthening of programs and complementary applied technologies. | 3.b.1 Create rubric and dashboard.<br>3.b.2 Level of user compliance with procedures in accordance with the rubric. |
| | 3.c. Strengthen the development of communities of practice with peer-to-peer networks and online repositories that support the assessment processes and the sustained improvement of programs and student learning. | 3.c.1 Number of online communities of practice by discipline.<br>3.c.2 Repository created.<br>3.c.3 User satisfaction levels. |

## STRATEGIC AREA:
## SUSTAINABLE MANAGEMENT

The University of Puerto Rico strengthens its position as a leader of higher education by embracing fiscal sustainability and transforming its organization and technologies, which benefits the development, society, culture, environment, and well-being of the country through innovative projects and coalitions locally and abroad.
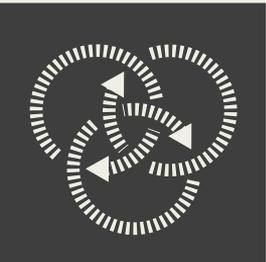
By doing so, it fulfills its commitment and institutional identity, and articulates the participation of its agents of change and talents to citizens and philanthropic and collaborative leaders.
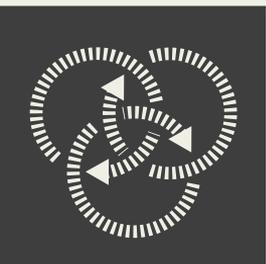
## STRATEGIC AREA:
## SUSTAINABLE MANAGEMENT

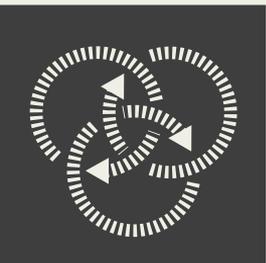| Goals | Objectives | Indicators |
|---|---|---|
| 1. Convert the institution into an efficient entity that contributes to its own sustainable budget by teaching students competencies in autonomous management, while at the same time serving as a model to other entities in and outside the country.<br><br>(MSCHE STD: 1, 2, 6, 7) | 1.a Establish a business development plan for the UPR System based on the creation of new subsidiary corporations and cooperatives that will ensure additional funds for the University. | 1.a.1 Business development plan approved and implemented.<br>1.a.2 Number of businesses and corporations created, locally and internationally.<br>1.a.3 Total funds generated by these university ventures. |

# STRATEGIC AREA:
# SUSTAINABLE MANAGEMENT

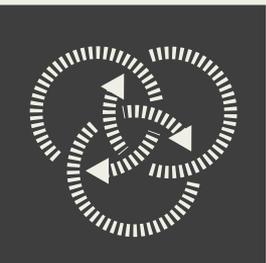| Goals | Objectives | Indicators |
|---|---|---|
| 2. Adjust the policies concerning institutional research to the new vision and better practices of higher education for said field in order to provide timely and informed decisions between the System and the units, as well as helping to establish the actual position of the UPR in the community of higher education, locally and internationally.<br><br>(MSCHE STD: 1, 2, 6, 7) | 2.a Review the existing policy in accordance with the new vision and administrative model to support decision-making and institutional improvements centered in student success. | 2.a.1 Institutional policy revised and approved. |
| | 2.b Establish a new profile for institutional research, classifications, and applicable functions in the UPR System. | 2.b.1 Profile, classifications, and functions created and implemented. |

## STRATEGIC AREA:
## SUSTAINABLE MANAGEMENT

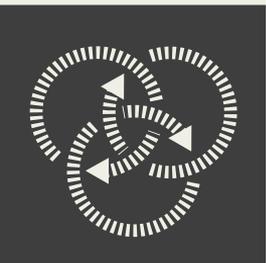| Goals | Objectives | Indicators |
|---|---|---|
| 2. Adjust the policies concerning institutional research to the new vision and better practices of higher education for said field in order to provide timely and informed decisions between the System and the units, as well as helping to establish the actual position of the UPR in the community of higher education, locally and internationally.<br><br>(MSCHE STD: 1, 2, 6, 7) | 2.c Create a permanent system for collecting and disseminating institutional data of the UPR System, with uniform indicators and metrics of institutional effectiveness that comply with the information requirements of state and federal agencies. | 2.c.1 Platform created.<br>2.c.2 Creation of collection instruments, indicators, and uniform metrics. |
| | 2.d Strengthen the areas of institutional research with the necessary resources, articulate personnel functions, and standardize information systems, including databases, programs, equipment, and tools to ensure the integrity of data. | 2.d.1 Dissemination of data and reports using data visualization tools.<br>2.d.2 Level of compliance with the information requirements. |

## STRATEGIC AREA:
## SUSTAINABLE MANAGEMENT

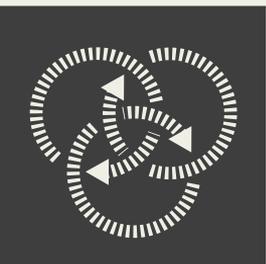| Goals | Objectives | Indicators |
|---|---|---|
| 3. Optimize university operations in response to the fiscal changes and budget adjustments through best practices, academic, administrative, technological and those related to redesigned processes.<br><br>(MSCHE STD: 1, 2, 3, 6, 7) | 3.a Develop a broad and participatory process that considers models for restructuring the university system, in accordance with the mission, existing conditions, and those projected for the fiscal sustainability for the UPR. | 3.a.1 Number of proposals submitted.<br>3.a.2 Number of proposals approved. |
| | 3.b Review academic and administrative structures and physical and technological infrastructure to maximize resources and promote efficiency within the System. | 3.b.1 Number of measures revised and implemented throughout the System and units.<br>3.b.2 Savings generated by operational adjustments.<br>3.b.3 Return on investment. |

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| 3. Optimize university operations in response to the fiscal changes and budget adjustments through best practices, academic, administrative, technological and those related to redesigned processes.<br><br>(MSCHE STD: 1, 2, 3, 6, 7) | 3.c Develop a new plan for classifying non-teaching staff in accordance with professional and vocational changes, in order to optimize the use of their abilities and impact the effectivity and efficiency of institutional management. | 3.c.1 New classification plan of non-teaching staff approved and implemented. |
| | 3.d Develop a recruitment plan for first-rate faculty members in response to positions that become vacant due to retirement in the UPR System, for the purpose of ensuring the rigor and quality, innovation and efficiency of academic offerings, research, and service, and at the same time maintaining the fiscal stability of the institution. | 3.d.1 Approved recruitment plan for faculty of the UPR System. |

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| 4. Diversify funding sources in order to increase the richness of the institution through local and international alliances with universities, government agencies, the private sector, competitive institutional research, and philanthropy.<br><br>(MSCHE STD: 1, 2, 6, 7) | 4.a Create a plan for projects and alliances in fields poised to attract funds that support the management of collaborative and philanthropic leadership among alumni, retirees, friends, and other sectors of the community, including resources and revenue projections per unit and across the System. | 4.a.1 Approval and implementation of plan for projects and alliances in areas that tend to attract funding.<br>4.a.2 Number of projects and coalitions with universities, government agencies, and the private sector.<br>4.a.3 External funds obtained through competitive research and philanthropic management.<br>4.a.4 Number of leaders and partners in philanthropy. |

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| 4. Diversify funding sources in order to increase the richness of the institution through local and international alliances with universities, government agencies, the private sector, competitive institutional research, and philanthropy.<br><br>(MSCHE STD: 1, 2, 6, 7) | 4.b Establish institutional mechanisms that facilitate the development of patents, technology transfer, and income-related activities concerning the ownership of intellectual property. | 4.b.1 Number of patents issued.<br>4.b.2 External funds obtained through patents, transfer of technology, and marketing activities. |
| | 4.c Revise intramural practice policies and support services that contribute to the economic development of their units and their areas of service. | 4.c.1 Number of intramural practice services reviewed and implemented.<br>4.c.2 Amount of external funds obtained through intramural practice. |