Oficina del Decanato

Faculty of Arts and Sciences, University of Puerto Rico, Mayagüez Campus Dean's Office

Department	
Program	

September 17, 2012

Strategic plan UPRM 2012-2022. (Survey Faculty of Arts and Sciences.)

Greetings:

The Institutional Strategic Plan UPRM 2012-2022 is the work plan for the Mayagüez Campus during the next 10 years. It should serve as a tool in making management decisions at all levels since it will be the guideline for setting the priorities in the allocation of resources and efforts of all kinds. The plan is available at the following web address: http://oiip.uprm.edu/docs/Plan%20Estrat%e9gico/plan%20estrategico-mercedes/Plan Estrategico 2012-2022 versi%f3n%20ingl%e9s.pdf

Even if there is a strategic plan, its objectives will only be achieved if all units align their efforts and resources. To accomplish this, our Faculty will conduct the following actions:

- The first one, which represents the purpose of this exercise, will be to collect information on how the members of our faculty perceive the role of their Department within each of the institutional strategies, plus the levels of importance and personal commitment. Results from this survey will be assessed and distributed to proper departments.
- Using the provided data, each department will then review its current mission and vision, and evaluate if these are somehow aligned with the mision and vision included in the Institutional Strategic Plan.
- Later on, the Departments will examine their present conditions and characteristics which lead to meeting their objectives (strengths), and the characteristics and actual conditions that prevent or delay their achievement (weaknesses). We assume that the data from this survey will be of great help in this analysis.

The survey is anonymous. Only identify your Department and the program served at the top of this page. It can take about twenty minutes of your time. Once completed, please return it to the designated person in your Department.

Departments must submit completed surveys by September 28, 2012 to the Dean's Office.

Thanks for your help in this matter.

Sincerely,

Félix A. Zapata Associate Dean of Assessment and Technology

Approved by: Dr. Juan López Garriga, Dean College of Arts & Sciences





Instructions

This survey is anonymous. Only indicate your Department and Program at the top of the front page.

The following pages are dedicated to the seven objectives and corresponding strategies in the Institutional Strategic Plan. The survey will ask your opinion about the capacity and commitment of your Department to serve the strategies included in the Institutional Plan. You should answer Yes or No. Once you have answered the main question, you will also be asked to justify your answer:

- If you answered Yes, please respond to these other secondary questions:
 - How relevant you consider this strategy? Answer this question using one of the following options: "highly relevant", "mildly relevant" or "lowly relevant".
 - Do you feel committed to this strategy? Answer Yes or No.
- If you answered No to the main question, you will be asked to justify your answer choosing one of the following options:
 - Not pertinent to the Department's affairs.
 - Personnel deficiency in the Department.
 - o Budget deficiency in the Department.
 - o Other.

An extra page is provided at the end for comments and recommendations.

Please, submit completed survey to the Dean's Office by Sept. 28, 2012.

Questions regarding this survey, please e-mail them to the following address: felix.zapata@upr.edu.

Objective 1: To institutionalize a culture of strategic planning and assessment.

Can your Department be of support to these institutional strategies? (Yes or No)

To maintain and to publish updated institutional metrics.	O Yes If you answered Yes, please answer the	→	How relevant do you consider this strategy?	0	Lowly relevant Mildly relevant Highly relevant
	following questions:		Do you feel committed to this institutional strategy?		O Yes O No
	No If you answered No, please answer the following question:	>	Justify your answer. (Check all that apply.): Not pertinent to the Department's affairs. Personnel deficiency in the Department. Budget deficiency in the Department. Other:		
To develop an opportune	O Yes If you answered Yes,	→	How relevant do you consider this strategy?	0	Lowly relevant Mildly relevant Highly relevant
updating system of the	please answer the following questions:		Do you feel committed to this institutional strategy?		○ Yes ○ No
Strategic Plan based on the assessment of the institutional environment.	No If you answered No, please answer the following question:	>	Justify your answer. (Check all that apply.): Not pertinent to the Department's affairs. Personnel deficiency in the Department. Budget deficiency in the Department. Other:		
. To double a suptemath of all	O Yes			0	Lowly relevant
• To develop a system that al-	If you answered Yes,	\rightarrow	How relevant do you consider this strategy?	0	Mildly relevant Highly relevant
To develop a system that allows for the assignment of		→	How relevant do you consider this strategy? Do you feel committed to this institutional strategy?		
	If you answered Yes, please answer the	→			Highly relevant O Yes
lows for the assignment of resources based on those priorities established in the Strategic Plan. • To develop an assessment	If you answered Yes, please answer the following questions: ONO If you answered No, please answer the following question: OYES If you answered Yes,		Do you feel committed to this institutional strategy? Justify your answer. (Check all that apply.): Not pertinent to the Department's affairs. Personnel deficiency in the Department. Budget deficiency in the Department.		Highly relevant O Yes
lows for the assignment of resources based on those priorities established in the Strategic Plan.	If you answered Yes, please answer the following questions: No If you answered No, please answer the following question: Yes	→	Do you feel committed to this institutional strategy? Justify your answer. (Check all that apply.): Not pertinent to the Department's affairs. Personnel deficiency in the Department. Budget deficiency in the Department. Other:	0	Highly relevant Yes No Lowly relevant Mildly relevant

Objective 2: To lead higher education throughout Puerto Rico while guaranteeing the best education for our students.

Can your Department be of support to these institutional strategies? (Yes or No)

To maintain, to update, and to strengthen our academic programs by streamlining processes to effect curricular changes and to create new courses and programs	O Yes If you answered Yes, please answer the	→	How relevant do you consider this strategy?	0	Lowly relevant Mildly relevant Highly relevant
	following questions:		Do you feel committed to this institutional strategy?		O Yes O No
	No If you answered No, please answer the following question:	>	Justify your answer. (Check all that apply.): Not pertinent to the Department's affairs. Personnel deficiency in the Department. Budget deficiency in the Department. Other:		
To support and to acknowl-	O Yes If you answered Yes,	→	How relevant do you consider this strategy?	0	Lowly relevant Mildly relevant Highly relevant
edge those professors who are committed to teaching,	please answer the following questions:		Do you feel committed to this institutional strategy?		O Yes O No
to the development of new professionals, and to excellence.	If you answered No, please answer the following question:	>	Justify your answer. (Check all that apply.): Not pertinent to the Department's affairs. Personnel deficiency in the Department. Budget deficiency in the Department. Other:		
To provide an adequate and pleasing atmosphere	O Yes If you answered Yes, please answer the following questions:	→	How relevant do you consider this strategy?	0	Lowly relevant Mildly relevant Highly relevant
and pleasing atmosphere	following questions:		Do you feel committed to this institutional strategy?		O Yes O No
to support teaching learning processes.	following questions: ONO If you answered No, please answer the following question:	→	Do you feel committed to this institutional strategy? Justify your answer. (Check all that apply.): Not pertinent to the Department's affairs. Personnel deficiency in the Department. Budget deficiency in the Department. Other:		
to support teaching learn-	O No If you answered No, please answer the following question: O Yes If you answered Yes,	→	Justify your answer. (Check all that apply.): Not pertinent to the Department's affairs. Personnel deficiency in the Department. Budget deficiency in the Department.	0	O No Lowly relevant Mildly relevant Highly relevant
to support teaching learn-	No If you answered No, please answer the following question: Yes		Justify your answer. (Check all that apply.): Not pertinent to the Department's affairs. Personnel deficiency in the Department. Budget deficiency in the Department. Other:		O No Lowly relevant Mildly relevant

Objective 3: To increase and diversify the Institution's sources of revenue.

Can your Department be of support to these institutional strategies? (Yes or No)

Secure a budgetary allowance from the Board of Trustees that will take into consideration the strategic plans of each campus as well as student enrollment changes.	O Yes If you answered Yes, please answer the following questions:	→	How relevant do you consider this strategy?	0	Lowly relevant Mildly relevant Highly relevant	
			Do you feel committed to this institutional strategy?		O Yes O No	
	plans of each campus as well as student enrollment	No If you answered No, please answer the following question:	>	Justify your answer. (Check all that apply.): ☐ Not pertinent to the Department's affairs. ☐ Personnel deficiency in the Department. ☐ Budget deficiency in the Department. ☐ Other:		
	Increase income generated by UPRM, withholding	Yes If you answered Yes, please answer the following questions:	>	How relevant do you consider this strategy?	0	Lowly relevant Mildly relevant Highly relevant
	it completely for its par- ticular needs (research,			Do you feel committed to this institutional strategy?		O Yes O No
	creative work, university enterprises, federal gov- ernment, state govern- ment, intramural perfor- mances).	If you answered No, please answer the following question:	>	Justify your answer. (Check all that apply.): Not pertinent to the Department's affairs. Personnel deficiency in the Department. Budget deficiency in the Department. Other:		
		O Yes If you answered Yes, please answer the following questions:	→	How relevant do you consider this strategy?	0 0	Lowly relevant Mildly relevant Highly relevant
op sh	 Publish external funding opportunities for scholar- 			Do you feel committed to this institutional strategy?		O Yes O No
	ships and student assistantships.	No If you answered No, please answer the following question:	>	Justify your answer. (Check all that apply.): Not pertinent to the Department's affairs. Personnel deficiency in the Department. Budget deficiency in the Department.		

Objective 4: To adopt efficient and expedient administrative procedures.

Can your Department be of support to these institutional strategies? (Yes or No)

Devote human and fiscal resources to automation and streamlining of critical internal processes.	O Yes If you answered Yes, please answer the	→	How relevant do you consider this strategy?	0 0	Lowly relevant Mildly relevant Highly relevant
	following questions:		Do you feel committed to this institutional strategy?		O Yes O No
	No If you answered No, please answer the following question:	→	Justify your answer. (Check all that apply.): □ Not pertinent to the Department's affairs. □ Personnel deficiency in the Department. □ Budget deficiency in the Department. □ Other:		
Reassert and strengthen management roles in deci-	O Yes If you answered Yes,	→	How relevant do you consider this strategy?	0	Lowly relevant Mildly relevant Highly relevant
sion-making areas within our campus, as deter-	please answer the following questions:		Do you feel committed to this institutional strategy?		O Yes O No
mined by University Regu- lations, thus decentralizing decision-making on solely local matters.	If you answered No, please answer the following question:	>	Justify your answer. (Check all that apply.): Not pertinent to the Department's affairs. Personnel deficiency in the Department. Budget deficiency in the Department. Other:		
Guarantee that personnel are adequately trained to perform assigned duties and responsibilities with accountability.	Yes If you answered Yes, please answer the following questions:	→	How relevant do you consider this strategy?	0 0	Lowly relevant Mildly relevant Highly relevant
	following questions:		Do you feel committed to this institutional strategy?		O Yes O No
and responsibilities with	If you answered No, please answer the following question:	→	Do you feel committed to this institutional strategy? Justify your answer. (Check all that apply.): Not pertinent to the Department's affairs. Personnel deficiency in the Department. Budget deficiency in the Department. Other:		
and responsibilities with accountability. • Promote and encourage an attitude of service and	O No If you answered No, please answer the following question: O Yes If you answered Yes,	→	Justify your answer. (Check all that apply.): Not pertinent to the Department's affairs. Personnel deficiency in the Department. Budget deficiency in the Department.	0 0 0	
and responsibilities with accountability. • Promote and encourage	O No If you answered No, please answer the following question: O Yes		Justify your answer. (Check all that apply.): Not pertinent to the Department's affairs. Personnel deficiency in the Department. Budget deficiency in the Department. Other:		O No Lowly relevant Mildly relevant

Objective 5: To strengthen research and competitive creative endeavors.

Can your Department be of support to these institutional strategies? (Yes or No)

To provide support and essential resources necessary for efficient research and creative endeavors.	Yes If you answered Yes, please answer the following questions:	→	How relevant do you consider this strategy?	0	Lowly relevant Mildly relevant Highly relevant
			Do you feel committed to this institutional strategy?		O Yes O No
	No If you answered No, please answer the following question:	>	Justify your answer. (Check all that apply.): Not pertinent to the Department's affairs. Personnel deficiency in the Department. Budget deficiency in the Department. Other:		
To support external fund- ing opportunities for re-	O Yes If you answered Yes,	→	How relevant do you consider this strategy?	0	Mildly relevant Highly relevant
search and creative en-	please answer the following questions:		Do you feel committed to this institutional strategy?		O Yes
deavors at our campus, while supporting efforts for securing external in- vestigation income.	If you answered No, please answer the following question:	>	Justify your answer. (Check all that apply.): Not pertinent to the Department's affairs. Personnel deficiency in the Department. Budget deficiency in the Department. Other:		
	Yes If you answered Yes, please answer the following questions:	→	How relevant do you consider this strategy?	0	Lowly relevant Mildly relevant Highly relevant
• To develop assessment mechanisms to assure ef-			Do you feel committed to this institutional strategy?		O Yes O No
ficiency in research and creative endeavors.	No If you answered No, please answer the following question:	>	Justify your answer. (Check all that apply.): Not pertinent to the Department's affairs. Personnel deficiency in the Department. Budget deficiency in the Department. Other:		
	O Yes If you answered Yes,	→	How relevant do you consider this strategy?	0	Lowly relevant Mildly relevant Highly relevant
To promote and to give rel-	please answer the following questions:		Do you feel committed to this institutional strategy?		O Yes O No
evancy to Graduate Studies.	If you answered No, please answer the following question:	>	Justify your answer. (Check all that apply.): Not pertinent to the Department's affairs. Personnel deficiency in the Department. Budget deficiency in the Department. Other:		
To strive to identify, among	O Yes If you answered Yes, please answer the	→	How relevant do you consider this strategy?	0	Lowly relevant Mildly relevant Highly relevant
existing graduate pro-	following questions:		Do you feel committed to this institutional strategy?		○ Yes○ No
grams, highly universally ranked niches of special-ized research.	No If you answered No, please answer the following question:	>	Justify your answer. (Check all that apply.): Not pertinent to the Department's affairs. Personnel deficiency in the Department. Budget deficiency in the Department. Other:		

Objective 6: To influence our Puerto Rican society.

Can your Department be of support to these institutional strategies? (Yes or No)

To promote the use of expertise within our university community to meet both our campus' and our country's needs.	Yes If you answered Yes, please answer the following questions:	→	How relevant do you consider this strategy?	0	Lowly relevant Mildly relevant Highly relevant
			Do you feel committed to this institutional strategy?		O Yes O No
	No If you answered No, please answer the following question:	>	Justify your answer. (Check all that apply.): Not pertinent to the Department's affairs. Personnel deficiency in the Department. Budget deficiency in the Department. Other:		
• To promote, to develop	O Yes If you answered Yes,	→	How relevant do you consider this strategy?	0	Lowly relevant Mildly relevant Highly relevant
and to facilitate research,	please answer the following questions:		Do you feel committed to this institutional strategy?		O Yes O No
focused in the application and marketing of results to meet the country's needs.	If you answered No, please answer the following question:	→	Justify your answer. (Check all that apply.): Not pertinent to the Department's affairs. Personnel deficiency in the Department. Budget deficiency in the Department. Other:		
• To promote student par-	Yes If you answered Yes,	→	How relevant do you consider this strategy?	0	Lowly relevant Mildly relevant Highly relevant
ticipation in community	please answer the following questions:		Do you feel committed to this institutional strategy?		O Yes O No
projects, providing opportunities for these activities within university curricula.	No If you answered No, please answer the following question:	→	Justify your answer. (Check all that apply.): □ Not pertinent to the Department's affairs. □ Personnel deficiency in the Department. □ Budget deficiency in the Department. □ Other:		
	O Yes	→	How relevant do you consider this strategy?	0	Lowly relevant Mildly relevant Highly relevant
To strengthen fundamental values such as ethics, jus-	please answer the following questions:		Do you feel committed to this institutional strategy?		O Yes O No
tice, and honesty among our students.	If you answered No, please answer the following question:	→	Justify your answer. (Check all that apply.): Not pertinent to the Department's affairs. Personnel deficiency in the Department. Budget deficiency in the Department. Other:		
To promote entrepreneur-	Yes If you answered Yes, please answer the	→	How relevant do you consider this strategy?	0	Lowly relevant Mildly relevant Highly relevant
ial and leadership ap-	following questions:		Do you feel committed to this institutional strategy?		○ Yes○ No
proaches among our stu- dents throughout all fields of knowledge.	If you answered No, please answer the following question:	→	Justify your answer. (Check all that apply.): Not pertinent to the Department's affairs. Personnel deficiency in the Department. Budget deficiency in the Department. Other:		

Objective 7: To strengthen school spirit, pride and identity.

Can your Department be of support to these institutional strategies? (Yes or No)

• To provide excellent sup-	Yes If you answered Yes, please answer the	→	How relevant do you consider this strategy?	0	Lowly relevant Mildly relevant Highly relevant
port and infrastructure	following questions:		Do you feel committed to this institutional strategy?		O Yes O No
services to our students and to the entire college community.	No If you answered No, please answer the following question:	>	Justify your answer. (Check all that apply.): Not pertinent to the Department's affairs. Personnel deficiency in the Department. Budget deficiency in the Department. Other:		
	O Yes If you answered Yes,	→	How relevant do you consider this strategy?	0	Lowly relevant Mildly relevant Highly relevant
• To enhance effective communication and trust	please answer the following questions:		Do you feel committed to this institutional strategy?		O Yes O No
among various sectors of the college community.	No If you answered No, please answer the following question:	>	Justify your answer. (Check all that apply.): ☐ Not pertinent to the Department's affairs. ☐ Personnel deficiency in the Department. ☐ Budget deficiency in the Department. ☐ Other:		
	O Yes If you answered Yes,	→	How relevant do you consider this strategy?	0	Lowly relevant Mildly relevant Highly relevant
To encourage student participation in college student organizations.	please answer the following questions:		Do you feel committed to this institutional strategy?		O Yes O No
	No If you answered No, please answer the following question:	>	Justify your answer. (Check all that apply.): \[\subseteq \text{Not pertinent to the Department's affairs.} \] \[\subseteq \text{Personnel deficiency in the Department.} \] \[\subseteq \text{Budget deficiency in the Department.} \] \[\subseteq \text{Other:} \]		
	O Yes If you answered Yes, please answer the	→	How relevant do you consider this strategy?	0	Lowly relevant Mildly relevant Highly relevant
To provide adequate areas for extracurricular and co-	following questions:		Do you feel committed to this institutional strategy?		O Yes O No
curricular and co- curricular activities which promote healthy lifestyles.	No If you answered No, please answer the following question:	>	Justify your answer. (Check all that apply.): Not pertinent to the Department's affairs. Personnel deficiency in the Department. Budget deficiency in the Department. Other:		
• To strengthen ties with	O Yes If you answered Yes,	→	How relevant do you consider this strategy?	0	Lowly relevant Mildly relevant Highly relevant
alumni and surrounding communities sponsoring	please answer the following questions:	_	Do you feel committed to this institutional strategy?		O Yes O No
their participation as part- ners in academic endeav- ors.	No If you answered No, please answer the following question:	>	Justify your answer. (Check all that apply.): ☐ Not pertinent to the Department's affairs. ☐ Personnel deficiency in the Department. ☐ Budget deficiency in the Department. ☐ Other:		
	O Yes If you answered Yes,	→	How relevant do you consider this strategy?	0	Lowly relevant Mildly relevant Highly relevant
To make evident our school pride throughout the coun-	please answer the following questions:		Do you feel committed to this institutional strategy?		O Yes O No
pride throughout the country.	No If you answered No, please answer the following question:	>	Justify your answer. (Check all that apply.): ☐ Not pertinent to the Department's affairs. ☐ Personnel deficiency in the Department. ☐ Budget deficiency in the Department. ☐ Other		

Comments and recommendations: