



Tradition, Commitment, Integrity, Diversity, Excellence, Leadership, and Innovation

**Strategic Plan**  
**University of Puerto Rico at Mayagüez**  
Final Version

**Editor:**

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2004

## Vision

To become a leading institution of higher learning in Puerto Rico and throughout the entire American hemisphere while responding to the needs of a modern society within dynamic and diverse surroundings while searching unceasingly for truth, knowledge, justice, and peace.

## Mission

1. To form educated, cultivated citizens capable of critical thinking and professionally prepared in the fields of agricultural sciences, engineering, natural sciences, humanities, arts, and business administration capable of contributing to the educational, cultural, social, technological and economic development of Puerto Rico and of the international community within a democratic and collaborative framework.
2. To promote research and creative endeavors to meet the needs of our local and international society while preserving, transmitting, and advancing knowledge.
3. To provide excellent service that will contribute to the sustainable and balanced development of our society.
4. To share knowledge so that it becomes accessible to all.

## Values

- **Integrity:** Promote intellectual honesty and ethical standards throughout the institution.
- **Full satisfaction for all constituents:** Recognize our clients as deserving our optimum attention.
- **Participatory leadership and team work:** Promote shared leadership which might foster employee self-realization and motivate team-work.
- **Commitment and school pride:** Foster a greater sense of belonging and commitment among our employees, students and alumni.
- **Collaboration and Cooperation:** Promote collaborative and interdisciplinary work rooted in synergy.
- **Solidarity and a spirit of service:** Promote solidarity and empathy so these will result in thoughtful service.
- **Diversity, Autonomy and Unity:** Facilitate campus unity within its residing academic structure while protecting the idiosyncrasies and the autonomy of each independent unit in harmony with the objectives of its beneficiaries.
- **Responsibility and a sense of urgency:** Develop responsibility and a sense of urgency in dealing with problems and critical situations that affect our society.
- **Appreciation for diversity:** Promote extensive and respectful dialogue among all sectors of the university at all times.

- **Creativity and innovation:** Support the continuous advancement of knowledge and creativity to articulate innovative solutions in the midst of challenges.
- **Excellence:** Promote full commitment in all undertakings.

## **Critical Areas and Strategic Orientations**

### 1. Leadership

- Become leaders within the teaching-learning process.

#### **Strategic Orientation**

- Keep abreast of the latest methods, strategies, and technology to achieve excellence in education, in investigative and creative endeavors, and in service.
  - Create an active organization easily adaptable to the demands of a globalized and extremely dynamic society.
  - Identify the present and future needs of our society.
  - Create programs and services which will truly meet the needs of our beneficiaries.
- Internationalize the Institution.

#### **Strategic Orientation**

- Strengthen exchange programs, especially those with international orientation.
  - Maintain academic prestige locally and abroad.
  - Promote participation among teaching staff and students in symposia, seminars, competitions, and in national and international conventions.
  - Facilitate the exchange of ideas and collaboration in academic endeavors through the establishment of allegiances with other institutions.
- Implement a strong planning process.

#### **Strategic Orientation**

- Maintain an updated, strategic, institutional plan articulated through the development of institutional resources related to academic, administrative, investigative, creative, and community service endeavors.

- Develop permanent assessment structures to support decision-making processes.

**Strategic Orientation**

- Establish a formal institutional assessment research process to serve as foundation to the planning and decision-making processes.
- Strengthen all planning and assessment processes throughout UPRM.
- Make known the outcomes of all relevant studies to the college community, the academic administration, accrediting agencies, and other pertinent institutions.
- Develop a continuous improvement process.

**Strategic Orientation**

- Incorporate total quality management philosophy principles to all university endeavors.
- Educate the college community with respect to the total quality management philosophy.
- Systematize a continuous improvement in all processes and services.
- Develop and implement an assessment control process in all academic, administrative and student services.
- Facilitate and promote the implantation of those initiatives which arise from assessment processes.
- Integrate both planning and budgeting processes.

**Strategic Orientation**

- Integrate both planning and budgeting processes according to existing needs and to projected growth rates.
- Guarantee that UPRM possesses those institutional resources required to achieve its goals and to fulfill its mission.
- Promote decentralized management to foster shared leadership.

**Strategic Orientation**

- Foster employee participation in decision-making processes.
- Promote self-direction at all levels.
- Update the institution's organizational infrastructure so that it supports employee's initiatives.

- Make UPRM'S presence more evident among local, national and international communities.

#### **Strategic Orientation**

- Strengthen and re-direct all UPRM's communication, divulgation and promotion efforts.
- Promote and motivate UPRM employee and student participation in national and international forums.
- Strengthen bonds with prospective national and international employee organizations.
- Collaborate with those organized, diverse groups within the local community.

## 2. Students/Alumni

- Provide outstanding student support services

#### **Strategic Orientation**

- Strengthen direct and indirect student, academic, housing, health, security, economic assistance, guidance, social and personal development support services.
  - Extend student services hours.
  - Promote healthy living standards for students through appropriate orientation.
  - Broaden range of class scheduling possibilities for students.
  - Promote ongoing assessment of student payment services to improve their reach, efficiency, and effectiveness.
  - Foster among all employees a communicative, supportive, and respectful attitude toward students and each other.
- Form motivated students who are committed to excellence and social responsibility.

#### **Strategic Orientation**

- Encourage allegiances and interdependencies between professional and student organizations.
- Foster greater student participation in those extracurricular activities which best complement academics and provide practical experiences in public and private career fields.
- Cultivate greater leadership and personal development opportunities through continuous education programs.

- Enable students to participate in curricular and extracurricular activities through flexible scheduling.
  - Foster shared student leadership roles among the student population.
  - Continue to broaden extracurricular offerings by strengthening those cultural, artistic and sport activities which enrich and diversify college educational experiences while enabling students to reach an integrated formation.
  - Promote the development of special service community projects which complement existing academic programs.
  - Sponsor philanthropic efforts within the community.
  - Promote ethical development through the establishment of an honor code.
- Fully develop student potential.

#### **Strategic Orientation**

- Sponsor study and practical experiences directly related to academic programs and to public, private, local, and international organizations.
  - Favor intensive summer experiences which promote academic and professional development and strengthen research skills.
  - Encourage student participation in extracurricular activities which foster professional, ethical, cultural, and personal development.
  - Encourage student participation in community service initiatives.
- Bring about student involvement in UPRM activities and fully develop leadership skills.

#### **Strategic Orientation**

- Support student participation in student organizations.
  - Foster student active participation in problem solving and in searching for alternatives.
  - Promote student participation in peer orientation programs and in the formulation of alternatives to solve conflicts and confrontations.
- Attract and register the best first-year students.

#### **Strategic Orientation**

- Revise and update admission mechanisms.
- Improve teaching-learning processes in the primary and secondary levels through the creation of allegiances with public and private schools.
- Provide orientation to students and academic counselors regarding academic programs, resources, and lifestyles at UPRM.

- Provide orientation to primary and secondary level students on the development of essential skills to improve their opportunities in college.
- Retain students until they complete their degrees.

#### **Strategic Orientation**

- Sponsor activities that will lead to student retention through the assessment of academic programs.
- Establish student support mechanisms for those who experience difficulty in achieving normal academic progress.
- Strengthen students in areas of academic deficiency through support programs which take into consideration individual student profiles.
- Strengthen bonds with UPRM alumni.

#### **Strategic Orientation**

- Maintain close communication between UPRM and its alumni.
- Promote a sense of belonging among UPRM students and alumni with their Alma Mater.
- Sponsor allegiances with alumni organizations.
- Develop programs and mechanisms to ease the search for external funds and alumni donations.
- Create administrative structures that promote alumni bonds with their Alma Mater.
- Explore the role of alumni in the continuous development of UPRM.
- Foster a philanthropic tradition among UPRM alumni.

### 3. Curriculum, learning and teaching

- Offer updated academic offerings.

#### **Strategic Orientation**

- Proactively promote continuous course revisions to quickly incorporate the results of research activities and of the latest developments in each discipline.
- Bring an international perspective into the academic curriculum and into curricular experiences while maintaining Puerto Rico and the Caribbean as its framework.
- Incorporate work ethic and responsibility related values into the curriculum.
- Develop administrative structures and procedures which facilitate the creation of multidisciplinary academic programs.

- Broaden and strengthen collaborative allegiances and agreements with local and foreign institutions.
- Assist students in achieving their academic degrees within the designated timeframe.
- Achieve and maintain accreditation standards in all UPRM programs.
- Improve and innovate teaching - learning processes.

#### **Strategic Orientation**

- Promote the use of effective learning strategies.
- Integrate research, creative, and informational experiences into all graduate and undergraduate curricula.
- Complement all curricula with practical applications in specialization areas.
- Facilitate the use of learning resources, including information and telecommunication technologies.
- Incorporate continuous assessment of teaching learning processes.
- Support on-going faculty development programs.
- Continue to support distance education programs as models of curricular development.
- Improve the existing evaluation system of all academic offerings.
- Broaden and preserve information and library resources.
- Increase the number of excellent academic and professional graduate offerings.

#### **Strategic Orientation**

- Extend and improve those specialized resources required by academic programs.
- Promote research skills within the scope of academic offerings.
- Establish innovative programs and research areas which address the needs of society and the development of knowledge.
- Develop an evaluation system for all graduate academic offerings.
- Promote intercollegiate coordination and program development with UPR system units and other universities.
- Promote, from a graduate perspective, research and creative undergraduate undertakings.
- Promote entrepreneurial spirit and initiatives among all students.

#### **Strategic Orientation**

- Strengthen alliances with all public and private sectors to provide practical experiences leading students to competitive development.

- Continually revise course and curriculum content to develop students' business administrative skills.
- Promote the establishment of student enterprises and cooperatives.
- Improve continuous education offerings.

#### **Strategic Orientation**

- Identify society's needs to appropriately plan academic continuous education offerings.
- Develop continuous education programs and activities, professional studies, and special education programs to address the ever-changing educational needs, as well as the community's personal and professional advancement.
- Supply broad, dynamic, pertinent and flexible academic offerings to address the knowledge base, personal and professional improvement of various sectors of the Puerto Rican community.
- Establish necessary coordination for the development of academic offerings and academic extension activities. (distance education, continuous education, agriculture extension).
- Work on extending educational programs and collaborative partnerships to industries, government, and other educational institutions, offering distance education through virtual classrooms.
- Integrate academic course offerings with distance education technology to reach students in remote locations.

#### 4. Investigation, creative activities and graduate studies

- Achieve greater research endeavors.

#### **Strategic Orientation**

- Cultivate the necessary institutional atmosphere and conditions that will lead to creative and research activities.
- Stimulate investigative activities in all professional fields.
- Develop those research activities characterized by interdisciplinary and multidisciplinary focus.
- Develop research funding lines in support of Puerto Rico's technological, economic and social development.

#### **Strategic Orientation**

- Promote the application of new knowledge, generated by investigative and creative activity, to the development of Puerto Rico and new practical technologies in classrooms, and laboratories.

- Continue developing in a proactive manner and with practical applications, creative, innovative and skilled professionals in the application of research, while contributing to the solution of problems in the Puerto Rican society.
  - Strengthen the development of innovative products, processes and services which might prove beneficial to the community.
  - Make public the results of research projects which seem beneficial to the general community.
- Establish collaborative efforts within the UPRM system and with other universities in and outside Puerto Rico.

#### **Strategic Orientation**

- Promote collaborative bonds with a variety of organizations at the local, national and international levels that will lead to research and to the exchange of resources and knowledge.
  - Broaden the publication and promotion of research activities at the institutional level and throughout the general community.
- Strengthen efforts in the search for external funding sources.

#### **Strategic Orientation**

- Improve institutional infrastructure to pursue additional external funding sources for research and creative activities.
- Promote the search for external funding sources among researchers by sponsoring viable and competitive proposal writing.
- Strengthen relations with agencies which provide research and educational funding.

### 5. Community Service and Social Outreach

- Broaden publication and promotion of research, creative, and service activities.

#### **Strategic Orientation**

- Utilize effective mechanisms to make known and promote intellectual and service pursuits.
- Increase those research and collaborative mentoring efforts related to the quality of life, health, public security, ecology, public service and the economic development of Puerto Rico to make us more competitive in the international arena.

- Promote close collaborative efforts and broader community services.

#### **Strategic Orientation**

- Facilitate collaboration and cooperation in the search of solutions to those problems which affect Puerto Rico through alliances with government communities and the private sector.
  - Promote the development of short non-credit courses in those skills which promote effective self-direction while participating in a changing globalized economy.
  - Facilitate academic alternatives in scheduling and in other modalities to satisfy the needs of the community.
  - Facilitate structural changes within the socioeconomic and cultural milieu of Puerto Rico through their identification, analysis, and innovative proposals.
  - Support faculty participation in educational services and activities which promote improved social life skills.
  - Extend educational program offerings to community groups.
- Promote community and institutional initiatives leading to community development.

#### **Strategic Orientation**

- Identify community needs and promote college activities leading to the search of possible alternative solutions.
- Strengthen college outreach service programs to provide locally accessible sources of information.
- Develop community socio-economic development initiatives to make UPRM's presence evident in the community.
- Broaden educational program offerings directed to pre-college level students.

## 6. Human Resources

- Develop a college atmosphere which fosters good communication and improves cultural awareness.

#### **Strategic Orientation**

- Continually foster among employees a deep sense of commitment to excellence and to UPRM.
- Strengthen and promote effective communication systems throughout all levels of the institution.
- Enable full employee participation in decision-making processes.

- Promote an appropriate work atmosphere leading to productive collaboration among human resources.
- Bring continuity to all processes.
- Attract and retain the best human talent.

#### **Strategic Orientation**

- Establish an employee contract system based on standardized and uniform criteria.
- Consistently utilize merit systems in granting new contracts and promotions.
- Publish job opportunities making available accessible divulgation methods to those interested individuals.
- Maintain an institutional plan characterized by affirmative action.
- Increase the number of faculty members by sponsoring the completion of doctoral degrees and postdoctoral experiences.
- Revise and update descriptions and requirements for available positions to make them parallel to the institution's real needs.
- Educate and train employees to keep them updated on pertinent work-related knowledge and skills.

#### **Strategic Orientation**

- Develop education and professional programs aimed to maintain personnel aware of technological advances and implement new strategies and techniques in their respective work areas.
- Facilitate the training of personnel in new technology and information in a continuous and systematic manner.
- Increase and support activities that will strengthen all faculty.
- Strengthen the development of ethical values among all personnel.
- Strengthen employee diversification and cross-training.

#### **Strategic Orientation**

- Educate and enable employees to develop multiple functions effectively and efficiently.
- Establish strategies to rotate employees periodically in the fulfillment of their duties and in the development of new skills.
- Develop strategies and mechanisms to identify those employees who are willing to engage in multiple duties.

- Develop objective evaluation systems for the assessment of human resources.

#### **Strategic Orientation**

- Develop an evaluation system to measure in a just and integrated manner the execution level of human resources.
  - Develop educational and self-improvement programs to address opportunity areas specifically identified through employee evaluations.
  - Continually evaluate the retribution plan while adjusting it to the levels of responsibility and complexity of each function.
  - Continue the development and implantation of a human resources evaluation program.
  - Develop an assessment system for administrative functions (deans and directors).
- Develop motivation, promotion and rewards to stimulate commitment and excellence.

#### **Strategic Orientation**

- Strengthen recognition efforts in the areas of excellence, efficiency, innovation, and team work.

### 7. Effective and Efficient Administration

- Self-evaluate, criticize, and learn from their own experience.

#### **Strategic Orientation**

- Facilitate learning and organizational development continuously by systematizing self-evaluation and self-criticism.
- Establish among departments and faculties an articulated and continuous assessment system rooted in each individual unit's work plan.
- Diversify support systems as well as self-criticism and reflection stages that will lead to change or to the re-affirmation of evaluated processes.

- Establish a university which is operationally agile, efficient, and capable of being audited.

#### **Strategic Orientation**

- Develop workshops for administrative personnel to provide orientation regarding established operational norms and rules.
  - Design integrated and flexible processes which meet fully the internal and external needs of all stockholders.
  - Develop an evaluation and control system for administrative and service processes.
- Promote the establishment of technologies to facilitate all processes.

#### **Strategic Orientation**

- Foster process automation to promote efficiency and effectiveness.
  - Continue the development and strengthening of electronic pages.
  - Sponsor the utilization of electronic pages as a means of promotion, documentation access, and basic internet service requests.
- Continually evaluate and improve faculty support systems.

#### **Strategic Orientation**

- Promote faculty support program offerings to strengthen their teaching skills.
  - Develop effective mechanisms to evaluate faculty support programs.
- Re-design core processes.

#### **Strategic Orientation**

- Develop guides to document appropriately administrative processes.
- Expedite and simplify administration processes through standardization.
- Reduce bureaucracy and simplify core processes.

## 8. Infrastructure and heritage

- Review the master infrastructure and physical facilities plan.

### **Strategic Orientation**

- Determine those needs directly related to UPRM infrastructure and installations.
  - Preserve UPRM's heritage.
  - Establish a preventive property maintenance program.
  - Maximize available space utilization through careful planning and adequate disposition of physical resources.
  - Utilize UPRM's master plan to guarantee UPRM's healthy development.
  - Protect and preserve ecological resources.
  - Transform UPRM into a botanical garden.
  - Preserve and increase UPRM's art collection.
  - Meet ADA access requirements for all installations and infrastructure.
  - Meet all requirements established by Department of Health and the Fire Department.
  - Protect and preserve the health and security of UPRM human resources.
- Update the continuous permanent improvement program.

### **Strategic Orientation**

- Assign priority to all permanent improvement projects in accordance with the Master Plan.
  - Modify the permanent improvement plan according to unexpected occurrences and existing needs.
  - Effectively administer permanent improvement projects.
- Update educational technology and information systems.

### **Strategic Orientation**

- Increase the use of educational technologies to reach students in remote locations.
- Update infrastructure according to the latest information and telecommunication technologies.
- Train personnel, faculty, and students in technology-related skills.
- Continue to provide technological access to the college community.
- Continue to promote the utilization of technology and digitalization in teaching –learning processes.
- Facilitate rental services.

- Promote graduate and continual education offerings transporting our virtual classroom to industries and enterprises in order to promote competitiveness in Puerto Rico.