

University of Puerto Rico at Mayaguez

Strategic Plan 2012 - 2022



CHANCELLOR'S MESSAGE

December 2011 marked the culmination of an intense, highly participative and successful process of preparation and approval of our Strategic Plan 2011-2012. Consisting of only seven strategic objectives and scheduled to be enacted within the next ten years, this plan truly integrates strategic planning with decision making processes while carefully aligning our institutional budget to our institutional objectives. In designing this new plan with a self-developing strategy we evidence consensus from all university constituencies for whom our plan's goals and priorities are aimed. It is clear in its content so that it becomes a working document that may become part of our decision-making processes.

The nature of this plan as a guiding document for all our daily actions was framed within a careful selection of metrics for each of our strategic objectives. At this moment, we have already begun to gather data to gauge our progress in each individual objective and strategy. This will allow us to evaluate and make necessary updates to the plan so that it may fit accordingly to the changing reality of our university milieu. The plan is clearly stated, concise, operational, and capable of moving us in the right direction for the next ten years by institutionalizing a strategic planning, by keeping us as a leader in higher education, by increasing and by diversifying our own sources of revenue, by implementing agile and efficient administrative processes, by strengthening our research and creative endeavors, by influencing our society, and by strengthening our "Collegial" sense of identity and pride. With this plan, as well as with our will and with our shared commitment to move forward firmly in our established direction, we shall achieve changes and significant successes as we venture into our second centenary.



Dr. Jorge Rivera Santos
Rector

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An overview of the Strategic Plan's revision process

The strategic plan presented in this document is the result of an institutional exercise that began on January 2011 guided by three main goals:

1. A realistic strategic plan that may serve as a practical guide in making decisions and in allocation of institutional resources, so that the Institution may comply its Mission fully while reaching consistently for its Vision
2. A strategic plan sustained by institutional indicators that will assess its compliance over time.
3. An open process that will promote full participation of university constituents from its earliest stages, particularly in identifying priorities

In order to reach these objectives, the Institutional Committee for Strategic Planning conducted an analysis of the present situation at our University including our strengths, our weaknesses, our opportunities for improvement, and external threats. This analysis was instrumental in identifying priorities and preliminary institutional objectives. The results of this first exercise served as preamble for a second exercise which fostered participation of the university community in meetings and workshops throughout the system's various units. The community shared its recommendations and issued its opinion on the relevance of the previously identified objectives, with a practically unanimous validation of previously identified priorities.

The final result is the Strategic Plan presented in this document: a strategic plan that should lead the way for our campus during the next ten years, with the goal to come closer to our Vision for this University Campus, a Strategic Plan that represents the administration's commitment to its college community.

UPRM Strategic Plan 2012-2022

This document states the priorities of our academic community substantiated by our University's mission, and in its function, serves as an essential element for the development of Puerto Rican society. Undoubtedly, the University of Puerto Rico, as a public university bears a great responsibility: to offer our youth the best college education in Puerto Rico while guaranteeing responsible and careful utilization of those resources invested by our country in this Institution.

Our Strategic Plan serves as guide for effective resource implementation at UPRM by identifying specific strategic areas requiring priority in fulfilling our Mission with excellence as we consistently direct our efforts to reach our institutional Vision. UPRM's administration, that is, the Chancellor, Deans, Directors and all administrative and academic decision-making bodies, will utilize this document as the fundamental guide in making decisions regarding human resource allocation, fiscal matters and any other related areas. The set metrics accompanying this document and its publication and analysis by our constituents will allow us to gauge the advancement of our established objectives and guide priorities set during the same time period.

Our Vision

“To be a leading institution in higher education and research, transforming society through the pursuit of knowledge in an environment of ethics, justice, and peace.”

Our Mission

“To provide excellent service to Puerto Rico and to the world by:

- Forming educated, cultured, capable, critical thinking citizens professionally prepared in the fields of agricultural sciences, engineering, arts, sciences, and business administration so they may contribute to the educational, cultural, social, technological and economic development.
- Performing creative work, research and service to meet society's needs and to make available the results of these activities.

We provide our students with the skills and sensibility needed to effectively address and solve current challenges and to exemplify the values and attitudes that should prevail in a democratic society that treasures and respects diversity.

Strategic Objectives 2012-2022

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

UPRM's community has identified the institutionalization of strategic planning as an essential element for the development of the institution. We will have reached the institutionalization of strategic planning when we are able to manage the institution under the following assumptions:

1. Maintaining an updated strategic plan that includes a defined process for timely updates. The plan should include metrics or indicators to determine the institution's level of success in achieving its strategic goals and objectives.
2. Strategic plan updates will be based on institutional assessment and in the analysis of institutional needs and opportunities. Strategic plan updates will be part of a natural process based on the need to take action based on institutional performance.
3. Institutional administrators at all levels will make administrative, academic, and financial decisions based on the UPRM Strategic Plan, including the Institutional Metrics defined in it.

Achieving progress in this objective will require that the institutional administration commits to the following strategies:

1. To maintain and to publish updated institutional metrics.
2. To develop an opportune updating system of the Strategic Plan based on the assessment of the institutional environment.
3. To develop a system that allows to establish a relationship between the assignment of resources and the priorities established in the Strategic Plan.
4. To develop an assessment plan that examines the performance-level of internal processes as well as the effectiveness of teaching-learning processes.

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

Undoubtedly, to educate is the main purpose of our institution. For the past century our institution has served this purpose successfully; therefore, it is eminent that we provide a dynamic and agile atmosphere that will allow our institution to remain as leader of Puerto Rico's higher education.

During these times of accelerated knowledge where technology continues to make unprecedented advances, becoming a leading institution while maintaining a rigorous educational and academic level may result in a complex yet essential task which requires an academic atmosphere that fosters and motivates learning, an atmosphere where the following elements may co-exist:

- Curricula and programs which integrate updated knowledge in all areas of learning.
- Highly qualified faculty, committed and passionate about college education and about newer areas of learning.
- Appropriate atmosphere, processes and spaces conducive to the transfer of knowledge
- Adequate and accessible support services

To advance this objective, it is essential that the institutional administration is committed to the following *Strategies*:

1. To maintain, to update, and to strengthen our academic programs by streamlining or redesign of the processes defined to effect curricular changes and to create new courses and programs
2. To support and to acknowledge those professors who are committed to teaching, to the development of new professionals, and to excellence.
 - a. To provide professors with the necessary tools for effective teaching
 - b. To comply with the evaluation processes for all teaching personnel in order to encourage and acknowledge excellence.
 - c. To encourage cutting-edge initiatives among teaching-learning methodologies and support those that prove to be most effective
 - d. To acknowledge and to publish the institution's academic achievements

3. To provide an adequate and pleasing atmosphere to support teaching learning processes
 - a. To provide an academic atmosphere conducive to effective communication and to the development of a professional attitude characterized by tact, reasonableness, equity, tolerance and mutual respect
 - b. To provide for infrastructure, equipment and technological needs
 - c. To provide a safe and secure environment and surroundings at all times
 - d. To provide adequate spaces conducive to independent and group learning
4. To maintain adequate academic offerings
 - a. To guarantee academic offerings that will allow students to make advancements in their respective academic choices
 - b. To integrate the use of technology within academic activities and to provide students with skill-development opportunities essential to their careers

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

Historically, the University of Puerto Rico system has received a significant economic support from the State (80% throughout 2010-2012). The main drawback in this financial model becomes evident at times when our country undergoes an economic crisis, thus the vital need to increase and to identify new sources of revenue.

It becomes essential to insist in a fair and reasonable distribution of funds within UPR university system. Distribution of funds among UPR campuses is at the sole discretion of the Board of Trustees. At present, the fund distribution formula does not take into account the number of students registered at each campus, thus affecting adversely, particularly UPRM, a campus that has grown and maintained the number and quality of applicants to its programs.

For UPRM, this juncture of fiscal constraints represents a framework to evaluate and to document our role within the UPR system, as a framework to focus on our future development emphasizing our strengths and our own sources of revenue.

Achieving progress in this objective will require the university's administration commitment to the following *Strategies*:

1. 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
2. Increase income generated by UPRM, withholding it completely for its particular needs (research, creative work, university enterprises, federal government, state government, intramural performances)
3. To keep students aware of external funding opportunities for scholarships and assistantships

Objective #4: To implement efficient and expedient administrative procedures

The university's main function is the professional development of Puerto Rican youth able to contribute positively to the country and to the world. To successfully fulfill this mission, the university should become a leading model of excellence and efficiency both academically and operationally.

The highly bureaucratic processes and pyramidal structures defined within the UPR-system represent a challenge in the search for operational efficiency, and directly harming students by hindering the University's ability to timely adapt to the changing needs of the modern world. It is imminent that changes be effected among existing structures to achieve expediency in the following areas:

1. Approval of new courses
2. Approval of new academic programs in recently developed areas
3. Decision-making at the local level

In the same manner, it is necessary to improve internal operations in support areas by guaranteeing that all requested services are adequately addressed within a reasonable time period.

To advance this goal, the institutional administration will commit to the following *Strategies*:

1. Dedicate human and fiscal resources to automation and streamlining of critical internal processes.
2. Reassert and strengthen spaces of authority for decision making, as defined by the UPR current regulations, decentralizing the decision-making processes for those matters with solely local impact.
3. Guarantee that personnel are adequately trained to perform the work and responsibilities entrusted to them and therefore are accountable for compliance.
4. Promote and encourage service attitude and a sense of responsibility in all units. Educate all personnel about the relevance of their duties and negative impact of noncompliance on the university community.

Objective #5: To strengthen research and competitive creative endeavors

The degree of competitive research, relevant publications and other creative endeavors as elements in the development of new knowledge represents a fundamental asset to the university and one of its main pillars for its development, growth and dynamism. By adequately fostering and supporting these efforts, the resulting educational milieu provides professors and students with intellectual challenges, professional growth, and continuous learning opportunities. Besides their immeasurable value, these activities represent an important potential in securing financial resources for our campus that will serve to support new initiatives and to improve the quality of our educational atmosphere. To advance this objective, university administration will commit to the following *Strategies*:

1. To provide support and essential resources necessary for efficient research and creative endeavors
2. Increase external funding for research and creative work that provide Campus income
3. To develop assessment procedures to assure efficiency in research and creative endeavors
4. To promote and to give relevancy to Graduate Studies by
 - a. Increasing investment in graduate research and teaching fellowships and assistantships
 - b. Diversifying and enhancing graduate candidates pool
 - c. Providing scholarship and assistantship awards as incentives in the selection of top students
 - d. Promoting our graduate offerings throughout the western hemisphere
 - e. Promoting and supporting the creation of graduate programs that have either high demand or high probability of success in reaching external funds for research and development.
5. To identify, among existing graduate programs, world-class niches of specialized research

Objective #6: To impact our Puerto Rican society

As part of the most relevant and only public higher education system of our country, UPRM has rendered a notable service to Puerto Rican society by serving mostly the most talented youth in our country with comprehensive quality education that serves them as foundation for their personal and professional development resulting in a better quality of life for them and their families.

Nevertheless, during these times when Puerto Rican society faces difficulty in multiple levels, UPRM acknowledges that as a public institution it is called to share part of its prestigious scientific personnel to address some of the most urgent needs of the Puerto Rican society. It is necessary that UPRM's presence be evident throughout Puerto Rico by directly intervening with the Puerto Rican community.

The country must feel UPRM's influence in two ways:

1. Receiving direct service from our experts in various areas of knowledge
2. Receiving UPRM graduates with positive values and commitment to their country.

To advance this objective, it will be required that the institutional administration commits to the following *Strategies*:

1. To promote the use of expertise within our university community to meet both our campus' and our country's needs.
2. To promote, to develop and to facilitate research, focused in the application and marketing of results to meet the country's needs.
3. To promote student participation in community projects, providing opportunities for these activities within university curricula.
4. To strengthen fundamental values such as ethics, justice, and honesty among our students and employees.
5. To promote entrepreneurial and leadership approaches among our students throughout all fields of knowledge.

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

The greatest legacy of a university is the imprint that it leaves on its graduates. This mark is shaped from the moment candidates initiate their search for an answer to the questions: What to study? Where to study? Students' level of identification with their Alma Mater will be determined by university experiences that will be shared either directly or indirectly with an undetermined number of potential candidates. For these reasons, the university must remain zealous, attentive and sensitive to each and every one of the most relevant components of the college experience.

- First class education
- Access to the most relevant information
- Support services that are accessible, effective and sensitive to students' needs
- Adequate infrastructure within aesthetically pleasing surroundings
- Ethical environments conducive to open and effective communication among all university sectors
- Integrated development environment that promotes and encourages extracurricular and integrative activities in the fields of sports, culture and academics

Understanding the need to achieve successfully each of the previous components, UPRM's community understands that to advance this objective will require its institutional administration's commitment to the following *Strategies*:

1. To provide excellent support and infrastructure services to our students and to the entire college community
2. To enhance effective communication and trust among various sectors of the college community
3. To encourage student participation in college student organizations
4. To provide adequate areas for extracurricular and co-curricular activities which promote healthy lifestyles
5. To strengthen ties with alumni and surrounding communities sponsoring their participation as partners in academic endeavors
6. To make evident our school pride throughout the country

Institutional metrics to assess Strategic Plan's progress

Institutional metrics will serve as barometer to measure progress in achieving UPRM's 2012-2022 Strategic Plan objectives. Metrics will remain updated and available to the entire university community.

Institutional Metrics to Assess Objective #1: "To institutionalize a strategic planning and assessment culture"

1. Budget uptake levels destined to meet institutional and unit objectives as stated in the Strategic Plan
2. Proportion of institutional metrics consistently and positively influenced during a two- year cycle
3. Assessment plans' compliance level
4. Satisfaction level among graduates and employers

Institutional Metrics to Assess Objective #2: "To lead higher education throughout Puerto Rico while guaranteeing the best education for our students"

1. Graduation, retention and placement rates
2. Proportion of students with enriching educational experiences
3. Maintenance needs index for academic facilities and spaces
4. Time period needed to complete approval of new courses, programs and curricular changes
5. Ratio between UPRM salaries and salaries at peer universities
6. Satisfaction levels among graduates and their respective employers
7. Proportion among programs that have not been reviewed in ten or more years

Institutional Metrics to Assess Objective #3: "To increase and to diversify Institutional sources of revenue"

1. Total donation revenues
2. Total and proportion of external funds secured according to source divided by the number of credits assigned to research
3. Funds obtained from Intramural Practice or other related services
4. Budget percentage allocated to the Multiannual Planning Budget
5. Percentage of the General Fund assigned to the campus
6. Fund assignment by the Board of Trustees per registered student

Institutional Metrics to Assess Objective #4: “To implement efficient and expedient administrative procedures”

1. Proportion among critical services revised and improved within a two-year period
2. Satisfaction levels among the university community (faculty, non-faculty personnel and students) with key administrative and regulatory processes
3. Compliance level with administrative assessment processes
4. Assessment results among administrators (Deans and Directors) on attention given to Strategic Plan Objectives within their respective units

Institutional Metrics to Assess Objective #5: “To strengthen research and competitive creative endeavors”

1. External funds dedicated to research according to source divided by the number of credits allocated to research
2. Total number of peer-reviewed journal publications divided by the number of credits allocated for research
3. Total number of articles or presentations in peer-reviewed journals divided by the number of credits allocated to research
4. Total number of creative works performed, exhibited or published divided by the number of credits allocated to research
5. Rate between approved projects and project proposals submissions

Institutional metrics to assess Objective #6: “To impact our Puerto Rican society”

1. Total number of social emergency projects served by students and professors
2. Total number of students participating on social impact projects
3. Total number of on-campus projects served through internal expertise
4. Total number of submitted patents, provisional patents and awarded patents
5. Total number of UPRM graduates engaged in their own businesses
6. Sponsorships for research with local funding

Institutional metrics to assess Objective #7: “To strengthen school spirit, pride, and identity”

1. Student satisfaction level with specific aspects of college life
2. Student engagement level within the Institution
3. Total alumni donations
4. Total number of applications, admissions and occupation levels
5. Minimum and average admission index among admitted students
6. Student participation rate in UPRM student organizations
7. Maintenance needs index among academic facilities and spaces



Strategic Plan for the Mayaguez University Campus
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To access the full version, please visit our web page at:

<http://oiip.uprm.edu/pest1.html>

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