

Project University 2011



OPERATIONAL COMPONENT OF THE STRATEGIC PLAN FOR THE RIO PIEDRAS CAMPUS FOR THE YEARS 2006-2011

University of Puerto Rico
Río Piedras Campus

*Due to the operational nature of this document, it will be subject to
revisions and continuous discussion in our Campus.*





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**PROJECT UNIVERSITY 2011: OPERATIONAL COMPONENT OF THE STRATEGIC
PLAN VISION UNIVERSITY 2016 OF THE RIO PIEDRAS CAMPUS OF THE
UNIVERSITY OF PUERTO RICO**

Project University 2011 is the 5-year Operacional Component of the Strategic Plan Vision University 2016. For each goal and objective of the Strategic Plan, this Operational Component titled Project University 2011 presents the actions, schedule, persons and units accountable for the result, strategic indicators, required resources, main challenges, and budgetary strategies for the achievement of our goals and objectives. This document is also accompanied by a Proposed Consolidated 5-year budget that assigns funds for each goal and objective of our Strategic Plan Vision University 2016. The operational component Project University 2011 will be the instrument that will help guide the effective implementation of the Strategic Plan Vision University 2016 for the first five years of the plan.

Thematic Area 1: Research, creation & scholarly work						
Goal 1 - The research, creation, and scholarship, as foundations of the academic endeavor of the Campus, will lead to the production and dissemination of knowledge, will contribute to the development of the disciplines and interdisciplinary work, and will contribute to the sustainable development of Puerto Rican and international society.						
Objective 1.1 - Increase competitive the research and creation at a high level that will contribute to the development of the disciplines and interdisciplinary work, and the international recognition of our campus. Objective 1.2 - Promote an institutional culture that will position research and creation as the foundation of the academic endeavor and learning and that will stimulate intellectual production. Objective 1.3 - Develop research lines and projects and discussion groups for topics that will position us at the forefront of the evolution of knowledge and contribute to the development of Puerto Rican and international society.						
Actions (The actions for Objectives 1.1, 1.2, & 1.3 are presented together due to the relationship of these objectives and the actions required to achieve them)	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting Strategies
1.1.1. Increase research credits assigned to faculty.	Annually	Schools	See strategic indicators for goal 1 on the enclosed “Plan for Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016”, located in Appendix to Document #4 of this progress report.	Increase in the percent of funds assigned to research credits/tasks for professors.	Budgetary challenges	Increase the percent of funds assigned to faculty for research credits.

1.1.2. Stimulate self-sufficiency of research Projects in the following ways:	Annually	DEGI & Schools		Technological & Human resources for the search, submission and administration of external proposals and external funds.	Create a culture of self-support and of seeking external funds for research	Attract external funds.
1.1.2.1. Allow professors to use research credit hours for writing a competitive proposal for external funds as long as the professor provides evidence of proposal submitted through the DEGI or through the External Funds Officers at their School. The use of research credit hours for writing a competitive proposal (vs. conducting actual research) should be limited to no more than 1 semester every two years per professor. The purpose of this action with restrictions is to stimulate the research credits to be use for actively conducting the research projects while also encouraging professors to search for external funds for research.	Prepare organizational policy for this action: 2006-07. Implementation beginning in: 2007-2008	Schools & DEGI		Research credit hours for professors	Create a culture of self-support and of seeking external funds for research.	Increase funds allocated to faculty for research credits and tasks.
1.1.2.2. Document & provide incentive for faculty to submit proposals for external funds and to use the number and quality of proposal submissions as one of the criteria for allocating travel funds and other institutional research funds.	2006-2007 & each year	Schools (Research credit hours for professors); DEGI: assistance in proposal submission		Integrate this element as evaluation criteria and as criteria for the allocation of incentives to faculty members.	Create a culture of self-support and of seeking external funds for research	Apply criteria of intellectual productivity for allocating travel funds and other incentives to faculty.

1.1.2.3. Disseminate with increased effectiveness the existence of a bonus for professors who obtain external funds that include components of compensation for the Principal Investigator.	2006-2007 & each year	DEGI		“	“	“
1.1.2.4. Condition institutional funds to Research Centers that participate in the search for external funds.	2006-2007 & each year	Schools & DEGI		“	“	“
1.1.3. Increase the contribution of faculty to the development of new knowledge in their discipline through methodological and thematic diversity on Campus by establishing a Program of Incentives to Faculty where the allocation of travel funds, sabbaticals, scholarships, grants, evaluations, workshops, etc. will be based on criteria of productivity and quality of the research, creation, & dynamic teaching. The criteria for the Faculty Incentives Program should be published in the website of the Deanship of Academic Affairs.	Preparation of Institutional Policy and the Criteria for the Incentive Program for Professors 2006-2007/ Dissemination and Implementation beginning on 2007-2008 academic year	DAA/ CEA (Center for Academic Excellence)		Program of Incentives to Professors, Technological Infrastructure, Institutional Funds for Research	“	“ Allocate Institutional Funds for Research (FIPI) and attract external funds.
1.1.4. Identify new areas of research that respond to the development of the disciplines and interdisciplinary work.	2007-2008 and Annually	Schools will be Accountable for providing the basic or minimum tools for research and teaching.		Recruitment and Retention of Faculty in areas of research priority for Schools according to the Development Plans of the Academic Units.	Academic Culture of Research	Increase budget for research credit hours assigned to faculty. Incentive Programs with criteria of intellectual productivity.

1.1.5. Identify and create new areas of interdisciplinary research with Faculty and experts from in side and outside of our Campus in key areas.	Annually	Chancellor and Deans, Academic Programs, Schools, Faculty		“	“	“
1.1.5.1. Attain cooperative, inter-school, and inter-campus agreements for interdisciplinary research collaboration.	Annual	Chancellor and Deans with input from the Academia Programs and Schools.		Incentive Programs for Professors, Institutional Funds for Research, Agreements or Collaborations between Academic Programs and Schools.	“	“
1.1.5.2. Increase the number of collaborative agreements for research and study with external entities.	Annual	Faculty		“ Interinstitutional Agreements and Collaborations	“	“
1.1.5.3. Increment research in areas eligible for earning competitive external funds and with the potential of deriving social, industrial, technological and public policy implications.	Annual	Faculty		Program of Incentives to Professors, Support of the Office of External Funds of the DEGI.	“	“
1.1.5.4. Conduct research studies that will contribute to the understanding of social problems, the	Annual	Faculty		Program of Incentives to	“	“

<p>fomulation of solutions and strategies for the self-sustaining and environmentally sustainable development and to improve the quality of life in Puerto Rico and the region.</p>				<p>Professors, technological resources, library resources, funds, for research, research assistantships for graduate students.</p>		
<p>1.1.5.5. Development of Interdisciplinary Think Tanks in areas of public policy and other priority areas on Campus.</p>	<p>Plan: Jan 07-08 Implementation begins Annually on 08</p>	<p>Chancellor and Deans with input from the Academia Programs and Schools.</p>		<p>“</p>	<p>“</p>	<p>“</p>
<p>1.1.6. Revise and communicate the Campus policy on intellectual property to stimulate technology transfer and commercialization of the intellectual property and the results of research that impacts the socioeconomic development of Puerto Rico.</p>	<p>2006-2007</p>	<p>DEGI</p>		<p>DEGI and invited speakers.</p>	<p>“</p>	<p>“</p>

Thematic Area 1: Research, creation & scholarly work						
Goal 1 - The research, creation, and scholarship, as foundations of the academic endeavor of the Campus, will lead to the production and dissemination of knowledge, will contribute to the development of the disciplines and interdisciplinary work, and will contribute to the sustainable development of Puerto Rican and international society.						
Objective 1.4 – Increase and diversify the internal and external dissemination of the results of research and creative endeavors on campus with emphasis on the publication in internationally recognized peer-reviewed journals.						
Actions	Calendar	Accountable	Strategic Indicators (Organizados por Objetivo no por acción)	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting strategies
1.4.1. Communicate the knowledge generated on campus in rigorous and peer-reviewed media.	2006-2007 & Annually		See strategic indicators for goal 1 on the enclosed “Plan for Generating and Updating Strategic Indicators for the	Research of Dissemination in diverse media. Follow-up to an action plan for the area of dissemination and communications.	Culture of Research and Dissemination	Optimize existing funds & maximize technology use.
1.4.1.1. Provide incentives for the publication and dissemination of faculty research in rigorous and peer-reviewed media as an essential component of faculty performance and faculty evaluation through the Faculty Incentives Program.	Jan 2007-May 2008: Preparation, approval, and dissemination of the Faculty Incentives Program Implementation Annually beginning in 08	DAA, CEA	Strategic Plan Vision University 2016”, located in Appendix to Document #4 of this progress report.	“	“	“

1.4.1.2. Require all official academic journals on Campus to establish peer-review structures with standards of excellence.	Plan & Orientation: Jan 2007-2008. Implementation beginning on partir del 2008-2009.	Orientation & Coordination by the DEGI		“	“	“
1.4.1.3. Require all official academic journals on Campus an action plan to increase their self-support or to minimize their expenses encouraging some of them to be distributed in electronic fomate.	Action Plan: Jan 07-08	Orientation & Coordination by the DEGI		“	“	“
1.4.1.4. Sponsor exchanges between Campus Faculty and the editors of academic journals and publishers from Puerto Rico and abroad to encourage further increase of publications of the research and creation conducted on campus and to develop collaborative agreements for publications with internal and external entities.	Annually (different knowledge areas can be chosen each year)	DEGI & Schools		“	“	“
1.4.1.5. Promote the optimum utilization of the UPR Publishing (Editorial UPR) through the generation of high quality proposals for thematic series of international scope by the Schools.	Annually	DEGI & Schools		“	“	“
1.4.2. Increment & improve the internal	Annually	Schools, DEGI				

communication of the research work of faculty and students on Campus.		Office of Communications		“	“	“
1.4.2.1. Ensure the internal communication of Campus research through the publication of internal periodicals (ej: Inventio & Mosaico) and through an electronic index of research studies available on the Campus webpage and the webpages of the Schools.	2006-2007 & Annually	Internal Journals & Magazines: DEGI/ Journals/ Magazines; Electronic Websites: DTAA, DEGI, each School, each Department		“	“	“
1.4.2.2. Develop a directory of areas of research and teaching for professors that will be sent to the media. This information could be collected electronically through FACTUM or similar electronic system.	First Version: Jan 2007-2008 & Annual revisions.	Office of Communications with asistanse of the Office of Academia Planning (for the FACTUM Component/ Professors will provide data.		“	“	“
1.4.2.3. Conduct a Research and Creation Open House on Campus where each Faculty and Department presents its contributions to research, to knowledge development and creation to the members of the university community of the campus, to the alumni, to the members of the Puerto Rican community in general and to the media. This effort could be	Annually	Office of the Chancellor, Schools, Office of Development and Alumni, DAA, DEGI, Deanship of Administration (a plan will describe the role of each		“	“	“

conducted jointly with the Homcoming Activities of the Campus ('El Retorno').		unit.					
1.4.3. Increase the participation of faculty and students in conferences and competitions congruent with the strategic direction of the Academic Programs.	Annually	Schools			“ Incentive Programs for professors/ Travel Funds for Research Conferences for faculty and student presenters	“	“
1.4.4. Increase the dissemination of research, creation, books, and publications of Campus Faculty in a variety of media.	Annually	Office of Communications & Faculty Members			“	“	“
1.4.4.1. Conduct workshops for faculty members on how to interact with the media and the press and how to discuss their research and creation with them.	Annually	CEA (Center for Academic Excellence)			“	“	“
1.4.4.2. Increase the dissemination of information regarding the different journals of the Campus through traditional and electronic media.	2006-2007 & Annually	Office of Communications; Journal Directors			“	“	“
1.4.4.3. Increase the dissemination of information regarding Campus books and publications on the Campus website and the DEGI website.	2006-2007 & Annually	DTAA, DEGI, Office of Communications			“	“	“

<p>1.4.4.4. Increase and search internal and external sponsorships for the presentations of books to the internal and external community and to establish a closer relationship between authors, publishing houses, and bookstores.</p>	<p>2006-2007 & Annually</p>	<p>Office of Communications, Schools, DEGI</p>		<p>“ Sponsorships and External Funds</p>	<p>“</p>	<p>“ Sponsorships & External Funds</p>
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Thematic Area 1: Research, creation & scholarly work						
Goal 1 - The research, creation, and scholarship, as foundations of the academic endeavor of the Campus, will lead to the production and dissemination of knowledge, will contribute to the development of the disciplines and interdisciplinary work, and will contribute to the sustainable development of Puerto Rican and international society.						
Objective 1.5- Integrate research as foundation of undergraduate and graduate learning on the Campus, strengthening the research competencies of students and including research experiences in revision of the curriculum and the revision of the Bachelor's degree.						
Objective 1.6 Promote the high-level research and creative productivity of the campus faculty through incentive programs, support, and alliances and exchanges with universities and research centers abroad.						
Actions	Calendar	Accountable	Strategic Indicators (Organizados por Objetivo no por acción)	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting strategies
1.5.1. Recruit and retain faculty with the competencies and disposition necessary for research and creation, with the highest academic degree in their knowledge area and evaluate their research and creative production.	2006-2007 & Annually	Schools, Departments, DAA	See strategic indicators for goal 1 on the enclosed "Plan for Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016", located in Appendix to Document #4 of this progress report.	Adequate Compensation and Incentive Program. Implement the Development Plans of the Schools.	Budgetary Challenges/ Culture of Research and Assessment.	Increase faculty compensation and establish an incentive program.
1.5.1.1. Increase the recruitment of faculty with diversity in the institution from which they attained their highest academic degree.	2006-2007 & Annually	Schools, Departments, DAA		“	“	“
1.5.1.2. Effective and efficient recruitment of the most qualified candidates according to the needs of	2006-2007 & Annually	Schools, Departments, DAA		“	“	“

the curriculum and consistent with the Development Plans of the Schools, Departments, and Units.						
1.5.1.3. Ensure open and competed access to all Faculty positions to recruit excellent faculty with diversity in their areas of expertise and university of origin. This will be accomplished through announcements and dissemination in the mass media and in conferences specializing in the area or discipline that is being recruited. Faculty positions will also be announced in the Campus and Human Resource Websites.	2006-2007 & Annually	Schools, Departments		“	“	“
1.5.1.4. Assign academic workloads that integrate research and creation as core functions for faculty. To implement this action the Campus will increase the percentage of funds assigned to Research Tasks or credit hours for professors.	2006-2007 & Annually	Schools, Departments, DAA		“	“	“
1.5.1.5. Increase faculty	2006-2007 &	Central				

compensation to make it more competitive to be able to attract faculty members of recognized prestige.	Annually	Administration Central & Office of the Chancellor		“	“	“
1.5.2.Promote faculty development through the recognition of achievements based on the periodic evaluation of the faculty by students and their peers.	2006-2007 & Annually	Schools & DAA/CEA		“	“	“
1.5.1.6. Develop a system of annual recognition of achievements in research, creation and dissemination of results.	Jan 2007-2008: Preparation for establishing the Faculty Recognition and Incentive Program; Annual Implementation beginning on 2008.	Schools & DAA/CEA		“	“	“
1.5.1.7. Revision of faculty evaluation systems. Any revision should take into consideration the strategic plans and development plans for the Campus, the School, and the Academic Programs.	School Development Plans: 2006-2007 Revision of Assessment Instruments: 2006-2008 (50%) of the Schools/ 2007-2009 (100% of the Schools)	Schools, Personnel Committees at the academic units.		“	“	“
1.5.2.Increase the opportunities for development of research competencies and projects for	“	“		“	“	“

students and faculty.						
1.5.2.1. Increase institutional funds for professional development and travel for professors and students to keep abreast of development in their areas of expertise with funds assigned based on productivity criteria.	2006-2007 & Annually	Schools		“	“	“
1.5.2.2. Facilitate the participation of professors in academic and professional events outside of the university.	2006-2007 & Annually	Schools		“	“	“
1.5.2.3. Increase the research participation of undergraduate and graduate students through voluntary involvement in faculty research and through research assistantships.	2006-2007 & Annually	Schools, Faculty, DEGI		“	“	“
1.5.2.4. Expand the research experiences and use of library resources for undergraduate students consistent with the	2006-2007 & Annually	Schools, Faculty		“	“	“

profile of the graduating students of the Rio Piedras Campus.						
1.5.2.5. Increase the number of post-doctoral researcher positions on campus.	Annually	Schools			“ Recruitment of Posdoctoral Students	“
1.5.3. Provide evidence of a greater integration of research to the curriculum developing research skills of students beginning at the undergraduate level.	DAA designates the year in which each academic program will be responsible to conduct their curricular revision	DAA will designate the years in which each academia program will be responsible to conduct their curricular revision/ DAA, Schools, Curriculum Committees.			“	“

Thematic Area 1: Research, creation & scholarly work						
Goal 1 - The research, creation, and scholarship, as foundations of the academic endeavor of the Campus, will lead to the production and dissemination of knowledge, will contribute to the development of the disciplines and interdisciplinary work, and will contribute to the sustainable development of Puerto Rican and international society.						
Objective 1.7- Provide needed resources for the strengthening of research and creation on campus such as effective administrative supports, adequate equipment and work environment conducive to greater research productivity.						
Actions	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting strategies
1.7.1.Schools and Departments will be accountable for providing the basic tools for faculty research and teaching.	Annually	Schools & Departments	1.4 See strategic indicators for goal 1 on the enclosed “Plan for Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016”, located in Appendix to Document #4 of this progress report.	“ Research Tools	Provide basic research tools	“ Student Technology Fee
1.7.2.Increase the number of proposals, success rates, and quantity of external funds for research.	Annually	DEGI & Schools		“	“	“
1.7.1.1. Provide incentives for professors and students who wish to obtain external funds for research.	Annually	DEGI & Schools		“	“	“
1.7.1.2. Provide incentives for self-supporting research centers ad self-supporting academic journals that have updated development plans.	Annually	DEGI, Schools & Journal Editorial Boards		“	“	“
1.7.3.Assing institutional funds for research with excellent criteria and competitive procedures for resource allocation.	Annually	DEGI, Schools		“	“	“
1.7.2.1. Create programs for	Program	DEGI, Schools				

allocating seed funds for research to new faculty at the Campus and Departmental levels.	Development 2007, 08 & Annual Implementation			“ Seed Funds	“	“
1.7.2.2. Create programs for allocating seed funds for research to faculty conducting research studies with potential for attracting external competitive funds.	Program Development 2007, 08 & Annual Implementation	DEGI, Schools		“ Seed Funds	“	“ Seed Funds
1.7.3. Asignar travel funds for disseminating the results of research studies.	Annually	Schools, DEGI, DAA		“	“	“
1.7.4. Increase the library resources and services necessary for research and creation on campus through the following:	Annually	Office of Facilities Development and Planning (OPDF), Deanship of Administration, OPASO, Office of Budget, Office of the Chancellor		Library Resources/ Active Participation from the Library Committees	Active Participation from the Library Committees	Increase Library Funds
1.7.4.1 An 8-10% increase in the funds allocated to the UPR Library System.	Annually	Office of Development and Alumni		“	“	“
1.7.4.2. Creation and promotion of an Account or Fund where alumni and members of the community can contribute to the Improvement of the Collections of the Campus Library System.	Annually	DAA/ Library System/ Library of the School of Law/ Library of the School of Architecture		“	“	“
1.7.4.3. Prepare proposals for attracting external funds for the improvement of	2006-2007 y Annually	“		“ External Funds	“	“

the specialized library collections.						
1.7.4.4. Implement an evaluation and development plan for the library services and resources as a key to achieve our research goals.	DAA establishes the evaluation calendar	“		“	“	“
1.7.4.5. Conduct a Project for Efficient Aquisition and Cataloguing processes that will result in faster processes.	Annually	Schools, Deanship of Administration, OPASO, OPDF		“	“	“
1.7.4.6. Promote dynamic relationships between library and academic systems through innovative policies and protocols of communication and circulation.	Annually	Office of the Chancellor, Deanship of Administration, Office of the Chancellor, DAA, & DEGI		“	“	“
1.7.4. Improve the phycial infrastructure (facilities), technical infrastructure, and administrative support necessary for research and creation on Campus.	2006-2007 & Annually	Office of the Chancellor, Deanship of Administration, DEGI, Schools, DTAA		Incentive Programs Facilities, space for research (including labs), technological infrastructure.	“	“
1.7.5.1. Increase, maintain in optimum conditions and provide the necessary equipment for the spaces utilized for research and creation on Campus.	Annually	Office of the Chancellor, Deanship of Administration, DEGI, Schools, DTAA		“	“	“
1.7.5.2. Ensure the uninterrupted access of professors and research assistants to their research facilities through revisions of current policies.	Annually	Office of the Chancellor, Deanship of Administration,		“	“	“

		DEGI, Schools, DTAA				
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Thematic Area 1: Research, creation & scholarly work						
Goal 1 - The research, creation, and scholarship, as foundations of the academic endeavor of the Campus, will lead to the production and dissemination of knowledge, will contribute to the development of the disciplines and interdisciplinary work, and will contribute to the sustainable development of Puerto Rican and international society.						
Objective 1.8 – Promote and improve the needed infrastructure for the search, attainment, and administration of external funds and support research project susceptible of attaining competitive funds.						
Actions	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting strategies
1.8.1. The research component will be integrated to the faculty identity promoting a culture of research from the time of faculty and student recruitment.	2006-2007 & Annually	Schools & DEGI	See strategic indicators for goal 1 on the enclosed “Plan for Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016”, located in Appendix to Document #4 of this progress report.	Research Tools and Facilities	Research Culture	Increase research funds and faculty credit for research
1.8.2. Develop and implement standards of excellence, metrics, and strategic indicators of achievements at all levels (Campus-wide, Schools, units) on Campus.	2006-2007 & Annually	Schools & DEGI		“	“	“
1.8.3. The Development Plan of the Professor, his or her contract letter, and evaluation will include research components.	2006-2007 & Annually	Schools & DEGI		“	“	“
1.8.4. Each professor and student will identify areas or lines of research from the time of recruitment at the beginning of their academic career as student or faculty.	2006-2007 & Annually	Schools & DEGI		“	“	“

1.8.5. Provide training that will promote research skills as well as a culture of research, creation, and scholarship.	2006-2007 & Annually	Schools & DEGI		“	“	“
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Thematic Area #2: Excellence of our Academic Programs						
Goal 2 - The academic and service programs will be characterized for their excellence, leadership, relevant and dynamism, and will respond to the highest standards and developments of knowledge.						
Objective 2.1 – Implement the revision of the Bachelor’s degree at the Schools of the campus.						
Actions	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting strategies
2.1.1. Evaluate periodically and systematically all academic programs through activities of learning and institutional assessment taking into consideration international standards.	Each Program is evaluated every 7 years but not all are evaluated simultaneously. DAA prepares the assessment schedule.	DAA, Schools	See strategic indicators for goal 2 on the enclosed “Plan for Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016”, located in Appendix to Document #4 of this progress report.	Assessment Committees	Assessment Culture	Administrative time allocation for members of Assessment Comités
2.1.1.1. Implement the learning assessment system on Campus	“	“		“	“	“
2.1.1.2. Complete the assessment of all graduate and undergraduate programs.	“	“		“	“	“
2.1.1.2.1. Implement the Work Plan of the Institutional Committee for Evaluation of Academic Programs (CIEPA).	“	“		“	“	“
2.1.1.3. Integrate an international	“	“		“	“	“

dimension and standards to these evaluations una dimensión internacional including the academic perspectives from abroad.						
2.1.1.4. Establish a development plan and standards of excellence for all graduate and professional programs on Campus.	“	“		“	“	“
2.1.1.5. Evaluate all graduate and professional programs on Campus with the participation of Faculty, students and external academicians.	“	“		“	“	“
2.1.1.6. Evaluate the Evening Academic Programs and make decisions regarding revisions to the programs based on results.	“	“		“	“	“
2.1.2. Establish periodic curricular revisions based on assessment results to achieve a dynamic, updated, flexible, and innovative academic offering that responds to the needs of the academic and professional world and that contributes to the solution to social problems.	Periodic Curricular Revisions. Detailed schedule prepared by DAA	DAA, Schools, DEGI		“	“	“
2.1.2.1. Restructure and speed up processes of curricular revision.			DAA & Schools	“	“	“
2.1.2.2. Identify graduate programs that require curricular revision based on internal and external evaluations.			Schools & DEGI	“	“	“
2.1.2.3. Increase the integration of technology to academic programs.			Schools & Faculty	“	“	“
2.1.2.4. Promote and provide incentives for increasing interactive			Personnel Committees	“	“	“

learning processes and diverse teaching and learning methodology during faculty evaluation processes.						
2.1.2.5. Integrate the international dimension of the disciplines to the curricular revision.		Schools, DAA			“ Curricular Revision by each School/ Time of Committee Members	“
2.1.2.6. Consolidate academic programs based on the results of evaluation and accreditation processes of the programs and the institution.		DAA & Schools			“	“
2.1.2.7. Provide the tools required for teaching at the current time (e.g. computer and materials)		Schools			Tools for Teaching	“
2.1.3. Increase offering of professional practice, cooperative programs, and internships to students in PR and abroad.	2006-2007 & Annually	Schools			“	“
2.1.3.1. Increase opportunities for community service as a tool of teaching and learning, creating alliances with the public, private, and community sectors and maximizing contacts with alumni.	“	Schools, DAA & Deanship of Administration			“	“
2.1.3.2. Revise the administrative dimension to increase the opportunities for professional practice.						
2.1.4. Develop pilot programs for distance learning in at least two selected	DAA determines the specific	DAA, chosen academic			“ Technology for	“ Technology Funds

academic areas. We will evaluate the effectiveness of the pilot programs and make decisions for further development based on assessment results.	calendar for pilot programs.	programs, DTAA		Distance Education & Learning		
2.1.5. Develop a pilot program of further integration of technology into academic programs in which a group of 20-24 professors will voluntarily participate in a substantial integration of technology in their courses will receive during the program period the necessary technology for use in the classroom and virtual spaces. We will assess its effectiveness.	2006-2007: Acquisition of New Virtual Classroom Technology 2007-2011: Program implementation and assessment.	DTAA		“	“	“
2.1.6. Evaluate Continuous Education Programs and Develop and/or Revise their Development Plans.	Jan 2007-2008 Development Plan. Annually: Implementation of Development Plan	DECEP, DAA		Assessment Committees	Assessment Culture	Research
2.1.7. Guarantee a course offering that allows for the timely graduation of students.	Annually	Schools, DAA		Human Resources, Classrooms, Teaching	“	Funds for Teaching

Thematic Area #2: Excellence of our Academic Programs						
Goal 2 - The academic and service programs will be characterized for their excellence, leadership, relevant and dynamism, and will respond to the highest standards and developments of knowledge.						
Objective 2.2 – Systematize the evaluation and revision of the undergraduate and graduate programs, development an academic culture of evaluation and actualization accompanied by agile mechanisms and the facilitation of processes that will encourage renovation and alternative forms of teaching.						
Actions	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting strategies
2.2.1 Implement in all the Schools the revision of the Bachelors degree following the guidelines of the Certification No. 46 of the Academic Senate.	DAA has established a Calendar for this process.	Schools & DAA	See strategic indicators for goal 2 on the enclosed “Plan for Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016”, located in Appendix to Document #4 of this progress report.	Human Resources and Tools for Teaching and Research	Adequate Implementation	Assign funds for curriculum revision
2.2.2 With the purpose of promoting the coordination of inter-school courses of general education, we will facilitate the registration of courses with double or multiple codes according to the guidelines of Certification Num. 46 of the Academic Senate.		Schools, DAA, Registrar		“	“	“
2.2.3. We will revise and add flexibility to the criteria and administrative processes for joint appointments according to the Certification Num. 46 of the Academic Senate.		Office of the Chancellor, Deanship of Administration, Office of Budget, Schools		“	“	“

2.2.4. The curricular revision of the bachelor's degree will be developed taking into consideration the Profile of the Bachelor's Degree Graduate and the guiding principles for the Revision of the Bachelor's degree.		DAA, Schools & Undergraduate Program Revision Committees		“	“	“
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Thematic Area #2: Excellence of our Academic Programs						
Goal 2 - The academic and service programs will be characterized for their excellence, leadership, relevant and dynamism, and will respond to the highest standards and developments of knowledge.						
Objective 2.3 – Use the results of systematic evaluations to determine the development of the programs.						
Actions	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting strategies
2.3.1 Increase the proportion of graduate students on campus consistent with a campus of marked doctoral character. The Chancellor and the Deans will identify (in consultative processes with graduate programs) those programs with more growth potential and those programs that need an increase in the number of graduate students. The Campus will maximize the growth in interdisciplinary areas of collaboration between existing programs with courses with multiple codes that integrate various areas of knowledge minimizing additional cost.	Annual strategies	Graduate Programs, DAA, DEGI	See strategic indicators for goal 2 on the enclosed “Plan for Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016”, located in Appendix to Document #4 of this progress report.	Increase graduate school sections, increase graduate recruitment, faculty recruitment, implementation of the development plan of the academic units.	Research Culture	“
2.3.2 Revise and develop graduate programs relevant to the current state of the disciplines and to the social and environmental commitment of the Campus	DAA and DEGI establish the calendar for program revision	Graduate Programs, DAA, DEGI		“	“	“

with Puerto Rico and the World.						
2.3.3 Expand space for intellectual exchanges among graduate students.	See OPDF Calendar	OPDF & Central Administration/ Permanent Improvements (Facilities)		“	“	“
2.3.3.1 Design and build the Diseñar y construir la Sala del Estudiante Graduado (Graduate Student Center) in the new wing of the Library José M Lázaro.	“	“		“	“	“
2.3.3.2 Ensure the integration of students in Departmental Committees that consider the proposals and academic initiatives resulting in the excellence of graduate programs.	Annually	Academic Programs, Departments		Student Participation	Student Participation	N/A
2.3.4 Increase the research experiences of graduate students. Graduate students will work on their research projects and/or faculty research projects beginning on their first semester on Campus.	Annually	Graduate Programs, DEGI, DAA		Research Tools	Research Culture	“

Thematic Area #2: Excellence of our Academic Programs						
Goal 2 - The academic and service programs will be characterized for their excellence, leadership, relevant and dynamism, and will respond to the highest standards and developments of knowledge.						
Objective 2.4 - Promote and accomplish attainment of the accreditation of programs of study and service susceptible to accreditation on Campus.						
Actions	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges para las Unidades	Budgeting strategies
2.4.1 Complete the accreditation or reaccreditation of all professional programs on campus.	DAA coordinates the accreditation support processes for schools and the calendar.	DAA, Schools & Academic Programs eligible for accreditation.	See strategic indicators for goal 2 on the enclosed “Plan for Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016”, located in Appendix to Document #4 of this progress report.	Required resources for accreditation processes	Cumply wit requirements of accreditation agencies.	Assign Funds for Accreditation Processes
2.4.1.1 Periodically evaluate the progress of professional programs and service programs) in their accreditation processes.				“	“	“
2.4.1.2 Revise the organizational structure supporting accreditation processes.				“	“	“
2.4.1.3 Provide follow-up to the accreditation processes and plans of elegible programs.				“	“	“
2.4.2 Implement action plans that will ensure the Campus-wide accreditation.	Annually	Office of the Chancellor, DAA		“	“	“

Thematic Area #2: Excellence of our Academic Programs						
Goal 2 - The academic and service programs will be characterized for their excellence, leadership, relevant and dynamism, and will respond to the highest standards and developments of knowledge.						
Objective 2.5 – Promote and facilitate interdisciplinary collaboration and projects between faculty, departments, and programs.						
Actions	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting strategies
2.5.1 Expand the interdisciplinary and interfacultative offer of courses (including courses of double or multiple codifications) on Campus congruent with the needs of the country.	Annually	DAA, Schools	See strategic indicators for goal 2 on the enclosed “Plan for Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016”, located in Appendix to Document #4 of this progress report.	Coordinators for Interdisciplinary Initiatives	Collaboration between Academic Programs and Schools	Revise processes to facilitate interfaculty collaboration

Thematic Area #2: Excellence of our Academic Programs						
Goal 2 - The academic and service programs will be characterized for their excellence, leadership, relevant and dynamism, and will respond to the highest standards and developments of knowledge.						
Objective 2.6 - Strengthen and disseminate the variety of academic experiences through the incorporation of research, practice, information technology and congruent/compatible co-curricular activities in the undergraduate and graduate programs.						
Actions	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges para las Unidades	Budgeting strategies
2.6.1 Ensure a greater integration of theory, research, professional practice, and community service for students.	Calendar for the Curricular Revision (DAA)	DAA Schools, Faculty, Curriculum Committees &/or Curriculum Revision Committees.	See strategic indicators for goal 2 on the enclosed “Plan for Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016”, located in Appendix to Document #4 of this progress report.	Tools for Teaching	Curricular Revision	Funds for Teaching
2.6.1.1 Ensure a greater integration of theory and research to existing practice and community service projects.				“	“	“
2.6.1.2 Develop new opportunities for professional practice and service to the community and the university that integrate theory and research to practical experiences.				“	“	“
2.6.1.3 Integrar la reflexión y el análisis crítico al proceso de práctica y				“	“	“

servicio.						
2.6.2 Increase the number of voluntary and/or required course credits for community service and service to the university.	Calendar for the Curricular Revision (DAA)	DAA Schools, Faculty, Curriculum Committees &/or Curriculum Revision Committees.		“	“	“
2.6.3 Establish a classification system to describe the components of the courses such as General Education, Specialization, Service or Practice, Research, etc. (1 course can have and utually will have multiple classification).	Calendar for the Curricular Revision (DAA)	DAA Schools, Faculty, Curriculum Committees &/or Curriculum Revision Committees.		“	“	“
2.6.4 Integrate to the curriculum the concept of social responsibility of the disciplines and other important components included in the Profile of the Campus Graduates.	Calendar for the Curricular Revision (DAA)	DAA Schools, Faculty, Curriculum Committees &/or Curriculum Revision Committees.		“	“	“

Thematic Area #2: Excellence of our Academic Programs						
Goal 2 - The academic and service programs will be characterized for their excellence, leadership, relevant and dynamism, and will respond to the highest standards and developments of knowledge.						
Objective 2.7 - Update and increase the quantity and availability of needed resources for teaching and for the curricular enrichment such as effective administrative supports, adequate equipments, and work climate conducive to learning.						
Actions	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges para las Unidades	Budgeting strategies
2.7.1 Increase the library resources needed for teaching.	Annually	DAA & Library System	See strategic indicators for goal 2 on the enclosed “Plan for Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016”, located in Appendix to Document #4 of this progress report.	Library Resources	Active Library Committees at the Schools	Increase resources for the Library
2.7.2 Increase the quantity and availability of equipment for academic laboratories.	Annually	Schools		Research Tools	Research Culture	Research funds
2.7.3 Facilitate the increase in the number of courses that integrate technology to multimedia equipment.	Annually	DTAA & Schools		“	“	“
2.7.3.1 Provide access to the use of technology to support teaching and learning.	Annually	DTAA, Schools		“	“	“

2.7.3.2	Pilot Project for the Major Integration of Technology to the courses of at 20 professors.	Technology Acquisition 06-07 (Phase I), Phase II 07-08, Phase III, 08-09	DTAA		“	“	“
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Thematic Area 3: Faculty Support & Incentives						
Goal 3 – The recruitment, support services and institutional incentives will bestow the Campus with a competent and productive faculty at the forefront of knowledge.						
Objective 3.1 - Recruit academically, professionally, and culturally diverse faculty, selected for its competencies and intellectual and research productivity through a recruitment plan and innovative strategies including special professorships.						
Actions	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges para las Unidades	Budgeting strategies
3.1.1 Development Plans for Academic Programs will include faculty profiles, recruitment plans that integrate strategies for the recruitment in Puerto Rico and abroad, and faculty development plans.	06-07 Plans 07-08 Implementation	Schools, DAA	See strategic indicators for goal 3 on the enclosed “Plan for	Development Plans and Assigned Funds	Implement Plans	Prepared budget based on strategic planning & academic priorities
3.1.2. Increase faculty compensation.	Projected Increase (Central Administration Calendar)	Office of the Chancellor, Office of Budget, & Central Administration.	Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016”, located in Appendix to Document #4 of this progress report.	“	“	“

Thematic Area 3: Faculty Support & Incentives						
Goal 3 – The recruitment, support services and institutional incentives will bestow the Campus with a competent and productive faculty at the forefront of knowledge.						
Objective 3.2 - Provide the faculty body with increased opportunities for professional recognition through offering competitive working conditions and incentives for high level teaching and research.						
Actions	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting strategies
3.2.1 Expand responsibilities of the Center for Academic Excellence (CEA) to include diverse types of training and components of support to faculty.	2006-2007	CEA	See strategic indicators for goal 3 on the enclosed “Plan for Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016”, located in Appendix to Document #4 of this progress report.	Resources of the Center for Academic Excellence (CEA)	Improved CEA	Optimize resources of the Center for Academic Excellence (CEA)
3.2.2. Implementation of the Faculty Incentives and Support Project.	Annually/ Project in Phases	Schools, DAA, CEA		“	“	“
3.2.4. Teaching & Research Workshops for Faculty, Opportunities for exchanges among faculty members.	Annually	CEA & Schools		“	“	“

Thematic Area 3: Faculty Support & Incentives						
Goal 3 - El reclutamiento, los servicios de apoyo y los incentivos institucionales dotarán al Campus de un faculty competente y productivo que esté a la vanguardia del conocimiento.						
Objective 3.3 – Offer faculty opportunities to update, knowledge in areas of specialty and in teaching-learning skills at the national and international scenarios and stimulate the acquisition of the doctoral degree to professors who have not attain it. Objective 3.5 Propitiate an institutional climate that will promote quality of life, a feeling of belonging and identification and the commitment of active participation of the faculty with the institution.						
Actions (Due to close relationship between objectives 3.3 adn 3.5 we present actions that impact both objectives in this section)	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting strategies
3.2.1 Expand responsibilities of the Center for Academic Excellence (CEA) to include diverse types of training and components of support to faculty.	2006-2007	DAA, CEA	See strategic indicators for goal 3 on the enclosed “Plan for	CEA Resources	“	“
3.2.2. Implementation of the Faculty Incentives and Support Project.	Plan Jan 2007-2008 Implementation: Annually	DAA, CEA, Schools	Generating and Updating Strategic Indicators for the Strategic Plan	Resources from CEA and the Schools	“	“
3.2.3. Annual Questionnaire (preferably in electronic media) of Working Conditions and Faculty Support.	2006-2007 y Annually	CEA & OPA	Vision University 2016”, located in Appendix to	Resources from CEA/ OPA/ DAAT	“	“
3.2.4. Increase opportunities and spaces for intellectual exchange among professors in each School and on Campus.	Annually	DAA, CEA, Schools, Departments	Document #4 of this progress report.	Permanent Improvements (of Facilities; UPR Central	“	“

				Administration		
3.3.2.1. Renovate and reestablish the Faculty Center as a space of intellectual exchange on research and collaboration and as a center for faculty activities.	2006-2008 Temporary Center at the Casita Lima 2008-2009 Inauguration of Renovated Faculty Center	OPDF, DAA, CEA		Faculty Center	“	“

Thematic Area 3: Faculty Support & Incentives						
Goal 3 – The recruitment, support services and institutional incentives will bestow the Campus with a competent and productive faculty at the forefront of knowledge.						
Objective 3.4 – Expand the opportunities of dialogue and Exchange between members of the faculty and students of different disciplines and institutions of national and international prestige.						
Actions	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting strategies
3.4.1. Implement Internal Communications Plan. This plan will be an essential part of the Campus Communications Plan (described under goal #9) and will be develop in a participative manner with diverse members of the university community.	Development of the Communications Plan: Jan 07-Jan 08/ Annual Implementation	Office of the Chancellor	See strategic indicators for goal 3 on the enclosed “Plan for Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016”, located in Appendix to Document #4 of this progress report.	Implement plan optimitizing technology	Implement plan optimizing technology	Optimize existing resources

Thematic Area 4: Student Quality of Life						
Goal 4 – Student recruitment and the quality of the university experience will promote the student’s continuous academic advancement, intellectual and cultural enrichment and integral development.						
Objective 4.1 - Recruit undergraduate and graduate students from Puerto Rico and abroad with outstanding talents, abilities and achievements.						
Actions	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting strategies
4.1.1 Recruit first-rate undergraduate and graduate students from Puerto Rico and abroad based on predicting criteria of academic achievement.	Annually (applies to all actions in this section)	Schools, DAA, DEGI	See strategic indicators for goal 4 on the enclosed “Plan for Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016”, located in Appendix to Document #4 of this progress report.	Tools for implementing the recruitment plan, Incentive Programs	Implement plans	Optimize e existing resources
4.1.1.1 Increase early admission based on merit.	“	DAA		“	“	“
4.1.1.2 Increase the percentage of students admitted who request this Campus as their first choice for admission to the UPR System by utilizing active recruitment strategies.	“	DAA		“	“	“
4.1.1.3 Conduct an active and well-informed recruitment for our undergraduate programs in public and private schools.	“	Office of the Chancellor, Deanship of Students, DAA, Schools		“	“	“
4.1.1.4 Conduct an active and well-	“	Office of the		“	“	“

	informed recruitment for our graduate students from undergraduate programs at nacional and international universities.		Chancellor, DEGI, Deanship of Students, DAA, Schools				
4.1.1.5	Promote the interest in graduate study among our undergraduate students on campus providing information and orientation activities on Campus regarding our graduate programs and offerings.	Annually	DEGI & Schools		“	“	“
4.1.1.6	Examine the Incoming Student Profile.	“	DEGI, Schools, DAA		“	“	”
4.1.2	Continue and extend student recruitment activities through visits and technologically advanced presentations in high schools.	Annually (apply to all actions under 4.1.2.)	Office of the Chancellor, DAA, Schools, DEGI (apply to all actions under 4.1.2.)		“	“	“
4.1.2.1	Active involvement with public and private schools in PR.	“	“		“	“	”
4.1.2.2	Visits to middle and high schools to provide presentations that illustrate university life and motivates students to attend our Campus.	“	“		“	“	”
4.1.2.3	Activities and presentations to high school advisors and counselors.	“	“		“	“	”
4.1.2.4	Articulate transfer agreements with other Campuses.	“	“		“	“	”
4.1.2.5	Offer Summer experiences at our Campus targeting high	“	“		“	“	”

<p>school students to offer opportunities to motivate and generate enthusiams for our Campus among high school students who could become future students in our campus.</p>						
<p>4.1.2.6 Conduct a plan of visits and recruitment contacts at universities in Puerto Rico and abroad to attract prospective graduate students from a diverse academic background to our Campus.</p>	<p>“</p>	<p>“</p>		<p>“</p>	<p>“</p>	<p>”</p>

Thematic Area 4: Student Quality of Life						
Goal 4 – Student recruitment and the quality of the university experience will promote the student’s continuous academic advancement, intellectual and cultural enrichment and integral development.						
Objective 4.3 - Increase student retention and graduation rate to a high level, and proactively offer high quality services to facilitate their academia advancement and their transition and productive integration to the labor market and graduate studies.						
Actions	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges para las Unidades	Budgeting strategies y Estimados de Costo para las Unidades
4.3.1 Increase the graduation rates and level of retention of undergraduate and graduate students. The Deanship of Academic Affairs will define specific strategic targets.	Annually	DAA & Academic Programs	See strategic indicators for goal 4 on the enclosed “Plan for	Revision of academic offer (applies to all points under this action)	Academic offerings of the units.	Optimize resources
4.3.1.1 Implement the Campus Student Retention Plan elaborated by the Center for Academia Excellence of the Deanship of Academia Affairs based on Tinto’s Model (1987) that contains 6 principal components: 1) Student attributes before entering the university, Inicial Goals and Commitment, 2) Institutional Experiences, 3) Personal and Normative Integration, 4)	Annually	DAA & Academic Programs	Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016”, located in Appendix to Document #4 of this progress report.	“	“	“

	Reformulation of Goals, 5) Initial Commitments, & 6) Results.						
4.3.1.2	Establish follow-up programs for students that contribute to retention.	Annually	Academic Advisors				
4.3.1.3	Promote master's degree and doctoral graduation through competitions for scholarships for completing the theses and dissertations. Promote activities to attract external funds for graduate students (e.g. Golf Tournament)	Annually	DEGI		“	“	“
4.3.1.4	Provide direct support to the Center for Academia Excellence of the Deanship of Academia Affairs for the activities of training and planning aimed at improving student retention at the Rio Piedras Campus.	Annually	DAA, CEA		“	“	“
4.3.1.5	Increase the reach of programs and services for talented students, for students at risk of academia failure, and for students of first-generation of college attendees.	Annually	DAA, Honors Program		“	“	“
4.2.1.5.1	Develop the Profile of students at risk of experiencing academia failure.	2006-2007	DAA, Academic Advisors		“	“	“
4.2.1.5.2	Develop early	2007-2008 y	Deanship of		“	“	“

	intervention and special orientation programs for students at risk of experimenting academic failure.	Annually	Students, Academic Advisors, DAA				
4.2.1.5.3	Examine the Profile of the Talented Student and update service programs for this population.	2007-2008	DAA, Honors Program		“	“	“
4.3.2	Update and improve orientation, counseling, and academic advising services.	Annually	DAA, Deanship of Students		Curriculum Revision & Assessment Committees	Culture of Evaluation and Actualization	Optimize resources
4.3.2.1	Evaluate the effectiveness and current structure of the counseling, orientation, and academia advising services including the revision of the workload of professors who offer academic advise.	Jan 2007-2008	Deanship of Students & DAA		“	“	“
4.3.2.2	Analyze the needs of students for counseling and academia advising services including the possible development of preventive psychosocial programs for students.	Annually	DAA & Schools		“	“	“
4.3.2.3	Implement initiatives in this area that will result in better psychological counseling and academic advising services for students.	Annually	Deanship of Students		“	“	“
4.3.2.4	Conduct exit interviews graduating students and to students who request to	Annually	Deanship of Students, DEGI, & Schools		“	“	“

	withdraw from Campus academic programs.						
4.3.2.5	Increase la participación de los students de nuevo ingreso que reciben servicios del Program de students orientadores.	Annually	Deanship of Students				
4.3.3	Develop strategies and instruments to incorporate students to the job market, increase the number of job placements, and improve the effectiveness and satisfaction with job placement services.	Annually	Deanship of Students & Schools				
4.2.3.1.1	Conduct job placement fairs.	Annually	Deanship of Students y Schools				
4.2.3.1.2	Conduct workshops on job-searching skills and interviewing skills for students and provide resume-building consultation services.	Annually	Deanship of Students				
4.2.3.1.3	Develop proactive programs and activities with professional associations, private enterprise, non-for-profit entities and government agencies for the benefits of students looking for jobs.	Annually	Deanship of Students				
4.2.3.1.4	Forge strategic alliances with professional associations in Puerto Rico	Annually	Deanship of Students				

	and abroad for sponsoring activities, workshops and job market fairs.						
4.2.3.1.5	Conduct activities and workshops that promote entrepreneurship in students and lead to an increase in the number of students motivated to start their own business.	Annually	Deanship of Students		“	“	“
4.3.3.2	Stimulate each student to develop a Student Portfolio as an instrument for their development and preparation for transition to the world of work.	Annually	Deanship of Students		“	“	“
4.3.3.3	Maintain institutional funds for job placement programs and attract external funds for initiatives for students in their last years of the Bachelor's degree. The Deanship of Students will incorporate to its strategic plan specific actions to increase these funds.	Annually	Deanship of Students		“	“	“
4.3.3.4	Define and study every year the Profile of the Graduates and the needs and tendencies of job placement services at various universities.	Annually	Deanship of Students, DAA, Counselors and Advisors		“	“	“
4.3.4	Facilitate spaces for intellectual, cultural, and cocurricular exchanges for students on Campus.	Annually	Deanship of Students & Schools		Spaces for Interaction	Create/ Designate Spaces for	Maintain and Revise the Permanent Improvements(Facilities)

					Interaction	Plan
4.3.4.1	Implement improvements to the Student Center facilities.	See OPDF Calendar	OPA, Schools, Deanship of Students		“	“
4.3.4.2	Increase oportunidades and spaces for exchanges between professors and students outside of the classroom.	Annually	OPDF, Deanship of Students, & Schools		“	“

Thematic Area 4: Student Quality of Life						
Goal 4 – Student recruitment and the quality of the university experience will promote the student’s continuous academic advancement, intellectual and cultural enrichment and integral development.						
Objective 4.4. - Promote an institutional climate that promotes the quality of life, the sense of belonging and identification and the commitment for active participation of the students with the institution.						
Actions	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting strategies
4.3.1. Include opportunities for service to the university in the curricular revisions.	DAA’s Curriculum revision calendar	DAA, Schools, Comités de Currículo o de Revisión Curricular	See strategic indicators for goal 4 on the enclosed	“	“	“
4.3.2. Include as one of the assessment criteria for selection, sponsorship, and assessment of activities of the Deanship of Students whether the activity promotes the sense of belonging and sense of identification of students with the Campus.	Annually	Deanship of Students	“Plan for Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016”, located in Appendix to			
4.3.3. Promote student participation in cocurricular Campus activities through tradicional methods and both the Campus and Deanship of student websites.	Annually	Deanship of Students	Document #4 of this progress report.			

4.3.4. Develop a feedback mechanism (preferably in electronic format) or suggestion box where students can recommend activities to promote the colegial spirit and campus spirit among students.	Annually	Deanship of Students				
4.3.5. Stimulate student support to sport activities on campus and the campus sport teams.	Annually	Deanship of Students				
4.3.6. Offer an student activity program representative of the diverse artistic and cultural manifestations.	Annually	Deanship of Students				

Thematic Area 4: Student Quality of Life						
Goal 4 – Student recruitment and the quality of the university experience will promote the student’s continuous academic advancement, intellectual and cultural enrichment and integral development.						
Objective 4.5 - Improve the quality, diversity, and internal dissemination of services, cocurricular activities, and recreational, sport, and cultural activities that contribute to the integral/comprehensive formation/development and academic advancement of a diverse student body.						
Objective 4.2 - Promote the participation of our students in university expositions, university consortia and conferences.						
Objective 4.7 - Improve the effectiveness of communication with and between students and faculty diversifying and speeding communication processes and ensuring opportunities for student participation.						
Actions (for objectives 4.5, 4.2, & 4.7)	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting strategies
4.5.1 Develop and revise the strategic plan of the Deanship of Students for the years 2006-2011.	En proceso (2006-2007)	Deanship of Students	4.4.1 See strategic indicators for goal 4 on the enclosed “Plan for Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016”, located in	Process Assessment and Revision	Culture of Service to Students	Budget aligned with the Strategic Plan
4.5.2 Evaluate and provide incentive for compliance of the technical and administrative personnel with a service culture through training and incentive programs for service personnel.	Una fase por año comenzando en el 06-07	Deanship of Students		“	“	“
4.5.3 Increase the student	Annually	Deanship of Students		“	“	“

participation rate in cultural and cocurricular activities through an aggressive plan of promotion, monitoring, and evaluation of activities.			Appendix to Document #4 of this progress report.			
4.5.3.1 Increase student activities that promote democratic values among students.	Annually	Deanship of Students y Schools		“	“	“
4.5.3.2 Sponsorship of cocurricular activities during the ‘universal hour’.	Annually	Deanship of Students y Schools		“	“	“
4.5.4 Increase efforts directed to promoting the athletic issues and strengthen the phsysical and mental health of students and their quality of life.	Una fase por año comenzando en el 06-07 Plan y Calendar del Deanship of Students por Fase	Deanship of Students y Schools		“	“	“
4.5.4.1 Implement physical fitness programs and iniciatives for the university community.	Annually	Deanship of Students		“	“	“
4.5.4.2 Expand the intramural sports program on Campus.	Annually	Deanship of Students		“	“	“
4.5.4.3 Promote preventive health services and certain specialized health services	Anually	Deanship of Students		“	“	“
4.5.4.4 Increase the quality and diversity of food services on Campus.	Una fase por año comenzando en el 06-07 Plan y Calendar del Deanship of Students por Fase	Deanship of Students		“	“	“
4.5.4.5 Continous improvement of athletic programs.	Annually	Deanship of Students		“	“	“
4.5.4.6 Direct participation of the	Annually & LAI	Rectora		“	“	“

Chancellor in the athletic issues on Campus through the Governing Board of the InterUniversity League (LAI).	Meetings					
4.5.5 Strengthen counseling services and individual & group advising activities, and crisis intervention.	Project in phases – Calendar in the Strategic Plan of the Deanship of Students.	Deanship of Students			“	“
4.5.6 Develop annual activities where prominent people from Puerto Rico and abroad are brought to campus to speak and present their work to students and to the university community.	Annually	Deanship of Students y Schools			“	“
4.5.7 Maintain the institutional support to the student organizations.	Annually	Deanship of Students			“	“
4.5.8 Develop initiatives of greater articulation and promotion of the financial aid services.	Project in phases – Calendar in the Strategic Plan of the Deanship of Students.	Deanship of Students			“	“
4.4.8.1. Develop, implement, and evaluate a protocol for the articulation of these services on Campus.	“	“			“	“
4.4.8.2. Create the Information Network of the Office of Financial Aid (printed information, in-person services, and electronic information: RIOAE).	“	“			“	“
4.4.8.3. Promote the Electronic website of the Financial Aid Program.	“	“			“	“
4.4.8.4. Prepare, promote and/or distribute	“	“			“	“

an information packet to students and advisors regarding student services.						
4.4.8.5. Surveys to students regarding services.	“	“			“	“
4.5.9 Make strategic decisions regarding student residences and the quality of life in them. Open new residences particularly for graduate students at Plaza Universitaria.	Annually, Refer to OPDF Calendar for timetable for Plaza Universitaria	Deanship of Students			“	“
4.5.9.1 Revise residential policies for undergraduate and graduate students on Campus.	“	“			“	“
4.5.9.2 Improve services in the residences.	“	“			“	“
4.5.10 Expand student services.	Annually	Deanship of Students			“	“
4.5.10.1 Expand services of the Office of Student Ombudsman through attainment of external funds and existing Office funds.	“	“ y Oficina del Procurador Estudiantil			“	“
4.5.10.2 Support and expand Student Services Fairs, Health and Occupational Safety Fairs, and similar activities for the benefit of students.	“	“			“	“
4.5.11 Evaluate and improve services to students with special needs and increment the participation rate of disable students in the academia,	Proyecto en Fases – Plan Estrategico Deanship of Students	Deanship of Students			“	“

cultural and cocurricular activities on Campus.						
4.5.11.1 Evaluar y Mejorar los servicios students con condiciones especiales tanto al nivel del Campus como el acceso a los servicios de las Schools y las unidades.	“	“		“	“	“
4.5.11.2 Strengthening of services for disable students through the effective implementation of the Campus Strategic Plan for People with Disabilities.	Annually	Office of the Chancellor, Deanship of Students, Oficinas que trabajan Ley 51		“	“	“

Thematic Area 4: Student Quality of Life						
Goal 4 – Student recruitment and the quality of the university experience will promote the student’s continuous academic advancement, intellectual and cultural enrichment and integral development.						
Objective 4.6 – Expand the opportunities that the university offers students for dialogue and interaction with intellectual and professional leaders from Puerto Rico and the World.						
Actions	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting strategies
4.6.1. Increase the effectiveness of the promotion of cocurricular activities, practice opportunities and internacional exchanges and experiences offered by our Campus.	Continuous	Deanship of Students	See strategic indicators for goal 4 on the enclosed “Plan for Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016”, located in Appendix to Document #4 of this progress report.	Resources for dissemination and communication	Culture of disseminating accomplishments	Optimize existing resources
4.6.2. Effectively promote the calendars of cultural, sport, and recreational activities on Campus.	Continuous	Deanship of Students		“	“	“
4.6.2.1. Publish a daily or weekly agenda of university events on Campus and in the mass media.	Continuous	Office of Communications, Deanship of Students		“	“	“
4.6.2.2. Computerize information on the academic offer on campus.	Annually	Schools, Office of Communications, DAA		“	“	“

4.6.2.3. Stimulate greater participation of students in the artistic, cultural, and cocurricular activities of the Campus through the effective promotion in a variety of media including the development and strengthening of campus media (e.g. Radio Universidad).	Annually	Deanship of Students		“	“	“
4.6.2.4. Development and continuous update of the website of the Deanship of Students providing information on services, activity calendars, and other relevant information.	Continuous	Deanship of Students, DTAA		“	“	“
4.6.3. Promote with efficiency available alternatives for financial aid, university jobs, scholarships, and other assistance for undergraduate and graduate students and ensure that they receive financial aid in a timely manner.	Continuous	Deanship of Students		“	“	“
4.6.4. Make more efficient the communication with students regarding services and processes on Campus using a variety of media.	Continuous	Deanship of Students		“	“	“

4.6.4.1.	Ensure student participation in self-assessment processes, evaluations, accreditation processes, and strategic planning processes at the Campus level and the units.	Continuous	Deanship of Students		“	“	“
4.6.4.2.	Distribute Official Chancellor’s letters (cartas circulares) through electronic media.	Continuous	Office of the Chancellor, DTAA		“	“	“
4.6.4.3.	Meetings of the Dean of Students with students	Each semester	Dean of Students		“	“	“

Thematic Area 5: Internacionalization						
Goal 5 - The Campus will be characterized by the Exchange and collaboration with academic and professional institutions on the World scenario, envisioning the development of an international academic perspective.						
Objective 5.1 – Integrate international subjects and experiences to the curriculum and research.						
Actions	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting strategies
5.1.1. Integrate to the curriculum internacional experiences, content and themes.	Calendar of Curriculum Revision by DAA	Schools, Comité(s) for Revision of Bachelor’s Degree, Graduate Curriculum Comités, Coordinated by the DAA	See strategic indicators for goal 5 on the enclosed “Plan for Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016”, located in	Curricular revision	Implement curricular revisions	Optimize existing resources

<p>5.1.2. Incluir en los currículos destrezas (tales como los idiomas y el conocimiento intercultural) que permitan a nuestros students una mayor integración a los escenarios globalizados.</p>	<p>Calendar de Revisión Curricular, Deanship of Asuntos Académicos</p>	<p>Schools, Comités de Currículo, Coordina el DAA</p>	<p>Appendix to Document #4 of this progress report.</p>			
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Thematic Area 5: Internacionalization						
Goal 5 - The Campus will be characterized by the Exchange and collaboration with academic and professional institutions on the World scenario, envisioning the development of an international academic perspective.						
Objective 5.2 - Expand opportunities for study and research abroad for our faculty and students and on Campus for student and faculty from abroad.						
Actions	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting strategies
5.2.1 Implement an action plan and coordinate and organize internacional activities on campus and at the Schools. Include internationalization strategies in the strategic or development plans of the academic programs and the curricular revisions on Campus.	Annually	DAA y Schools	See strategic indicators for goal 5 on the enclosed “Plan for Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016”, located in Appendix to Document #4 of this progress report.	“	“	“
5.2.2 Increase the opportunities for internacional exchanges for professors. Promote these opportunities through the DAA website.	Annually	DAA, Deanship of Students y Schools		“	“	“
5.2.3 Increase the opportunities for international exchanges for students. Promote these opportunities through the Campus, the DAA, and/or the Deanship of Students websites.	Annually	DAA, Deanship of Students y Schools		“	“	“
5.2.3.1 Increase promotion of existing programs	Annually	DAA, Deanship of Students y Schools		“	“	“

5.2.3.2	Actively participate in the UPR System's internacional program with prestigious universities in Spain.	Annually	Schools y DAA		“	“	“
5.2.3.3	Study the opportunities, challenges and consequences of internacional academia treaties Duch as the Bologna Treaty on the opportunities for exchanges and international experience for our students.	Annually	Office of the Chancellor, Schools y DAA		“	“	“
5.2.3.4	Increase offering of joint degrees with universities from abroad.	Annually	Schools, DAA		“	“	“
5.2.3.5	Promote life experiences, cultural immersion experiences in internacional centres for study, research, and service.	“	“		“	“	“
5.2.3.6	Achieve cooperative agreements with universities, foundations, internacional organizations, research centres, and governments regarding global problems.	“	“		“	“	“
5.2.4	Improve access to available information for the academia community regarding the necessary requirements and procedures for participating in internacional experiences.	Annually	Schools, DAA		“	“	“
5.2.5	Increase the number of	Annually	Schools, Deanship		“	“	“

visiting faculty and speakers from other countries through a variety of initiatives to attract faculty and guest speakers from prestigious universities from abroad.		of Students, Deanship of Asuntos Académicos, DEGI			
5.2.5.1 Analyze and revise (make more efficient) the processes for bringing guest speakers and professors from abroad.	Annually	DAA		“	“
5.2.6 Increase the presence of students from abroad through exchanges, recruitment, and additional strategic initiatives.	Annually	DAA, Deanship of Students, Schools		“	“
5.2.6.1 Effectively address the issues of housing and transportation of faculty and students from abroad.	Annually	Deanship of Students		“	“
5.2.6.2 Increase in the participation of students in internacional conferences.	Annually	Schools, Deanship of Students, DAA		“	“
5.2.6.3 Actively participate in the design and implementation of the Mobility Program of the Network of Macro Universities of Latin America and the Caribbean.	Annually	Office of the Chancellor, DAA		“	“
5.2.6.4 Offer special courses and orientations for students from abroad to prepare them for life in our Campus.	Annually	DAA, Deanship of Students, DEGI, Schools		“	“
5.2.6.5 Work on course equivalences with universities abroad.	Annually	DAA, Schools		“	“
5.2.6.6 Provide training to	“	DAA, Deanship of		“	“

administrative officers regarding visas.		Students				
5.2.6.7 Implement an intense campaign for promoting internacional opportunities.	“	“		“	“	“

Thematic Area 5: Internacionalization						
Goal 5 - The Campus will be characterized by the Exchange and collaboration with academic and professional institutions on the World scenario, envisioning the development of an international academic perspective.						
Objective 5.3 - Strengthen and diversify international alliances and international and intercultural collaboration programs.						
Actions	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting strategies
5.3.1 Schools will develop collaborative international and intercultural programs or experiences based on academic criteria in collaboration with universities abroad.	Annually	DAA y Schools	See strategic indicators for goal 5 on the enclosed "Plan for Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016", located in Appendix to Document #4 of this progress report.	“	“	“
5.3.2 Expand opportunities for collaboration with universities in the Caribbean region (course equivalences, research collaboration, student Exchange among other strategies).	Annually	Schools y DAA		“	“	“
5.3.3 Promote and update current internacional collaborative and exchange agreements for professors, researchers, and students of the Campus.	Annually	DAA y Schools		“	“	“
5.3.4 Offer careful follow-up to internacional agreements.	Annually	DAA, Schools		“	“	“
5.3.5 Establish pilot distance	Project in phases/ 2	Office of the		“	“	“

education programs with the greatest potential for international reach.	Programs	Chancellor, DAA, Deanship of Students, DECEP, DTAA				
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Thematic Area 5: Internacionalization						
Goal 5 - The Campus will be characterized by the Exchange and collaboration with academic and professional institutions on the World scenario, envisioning the development of an international academic perspective.						
Objective 5.4 - Strengthen, diversify, and intensify the international projection of the intellectual and academic production of the Campus.						
Actions	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting strategies
5.4.1 Strengthen the international presence of research and creative production on Campus through participation in international conferences and publications.	Annually	Schools, Faculty	See strategic indicators for goal 5 on the enclosed “Plan for Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016”, located in Appendix to Document #4 of this progress report.	Travel budget	“	“
5.4.2 Increase the travel budget for faculty presentation of their research and creations in prestigious international conferences.	Annually	Presupuesto, Office of the Chancellor y Schools			“	“
5.4.3 Participation in networks of scientific research at the regional and international levels.	Annually	Schools & Faculty			“	“
5.4.3.1 Strengthen the academia, information, and documentary networks with the Caribbean.		Schools & Faculty			“	“
5.4.4 Active participation in international meetings among Chancellors and academia leaders that	Annually	Chancellor and Deans			“	“

result in beneficial internationalization initiatives for the Campus.						
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Thematic Area 5: Internacionalization						
Goal 5 - The Campus will be characterized by the Exchange and collaboration with academic and professional institutions on the World scenario, envisioning the development of an international academic perspective.						
Objective 5.5 – Create structures to organize and speed up the diverse institutional initiatives related to internationalization.						
Actions	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting strategies
5.5.1 Elaborate an internationalization strategic plan.	Jan 07-08, Annual Implementation	DAA	See strategic indicators for goal 5 on the enclosed “Plan for Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016”, located in Appendix to Document #4 of this progress report.	“	“	“
5.5.2 Review processes and administrative structure that facilitate the integration and coherence of internationalization efforts on Campus.	Jan 07-08, Annual Implementation	Office of the Chancellor, DAA y Cuerpo de Decanos		“	“	“

Thematic Area 6: Organizational Transformation						
Goal 6 – The Campus will increase institutional effectiveness through the transformation of its structures, management practices, and processes in which the academic priorities guide the administrative undertakings of the Campus.						
Objective 6.1 – Develop innovative projects to eliminate redundancy in processes and reduce the transaction time.						
Actions	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting strategies
6.1.1. Conduct organizational change initiatives recommended by the Organizational Change Advisory Comité appointed by the Chancellor and recommendations from the Strategic Plan Vision University 2016 Implementation Committee composed of the Chancellor and the Deans.	Annually, Project in Phases	Office of the Chancellor y Deanship of Administración	See strategic indicators for goal 6 on the enclosed “Plan for Generating and Updating Strategic Indicators for the Strategic Plan	Human & Technological Resources (applies to all actions of this goal #6)	Organizational Change (apply to all actions of this Goal)	Optimize existing resources (apply to all actions of this goal)
6.1.2. Review and revise procedures and policies (institutional, budgetary) to facilitate the goals of making administrative processes more effective and efficient to ensure the attainment of goals related to academic priorities.	Annually, Project in phases	Office of the Chancellor y Deanship of Administración	Vision University 2016”, located in Appendix to Document #4 of this progress report.	“	“	“
6.1.2.1. Speed up administrative processes, decentralize purchasing and contracting processes that meet certain criteria including transaction	Annually, Project in Phases	Deanship of Administración		“	“	“

amount.						
6.1.2.2. Attend to the administrative redefinition of the academic workload of faculty members.	Annually	DAA				
6.1.2.3. Transform administrative systems that impact and facilitate the implementation of the academia priorities on Campus.	Annually, Project in Phases	Deanship of Administration				
6.1.3. Examine and if necessary revise the organizational structure of the Campus to facilitate the implementation of the priorities of the Strategic Plan Vision University 2016 and this Operational Component Project University 2011.	Annually, Project in Phases	Office of the Chancellor				
6.1.4. Increment the professionalization of the rol of the management at all levels on Campus.	Annually, Project in Phases	Office of the Chancellor & Deanships				
6.1.5. Each faculty and unit will develop their strategic plans related to the campus strategic plan Vision University 2016.	06-07	Decanatos, Schools, Departments, Unidades				
6.1.6.1. The Campus will implement the Strategic Plan for People wiht disabilities. That plan, already approved, contains actions that impact directly or indirectly all 9 goals of the Strategic Plan Vision University 2016.	Annually, Project in Phases	Office of the Chancellor & its units.				

Thematic Area 6: Organizational Transformation						
Goal 6 – The Campus will increase institutional effectiveness through the transformation of its structures, management practices, and processes in which the academic priorities guide the administrative undertakings of the Campus.						
Objective 6.2 - Implement systematic evaluations, professional development, and human resource management practices to optimize performance.						
Actions	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting strategies
6.2.1. Development or Revision of the Human Resource System based on major HR functions: 1) Selection (select qualified personnel based on standards of excellence), 2) training and development (develop competencies in our workforce, 3) performance evaluation and management (evaluate and provide developmental feedback to our personnel), 4) quality of service management (continually improve quality of services provided by Campus personnel), 5) Organizational Development (study organizational climate and implement initiatives in this area)	Project in Phases, Annual Implementation	HR Department, Deanship of Administration	See strategic indicators for goal 6 on the enclosed “Plan for Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016”, located in Appendix to Document #4 of this progress report.	Human & Technological Resources (applies to all actions of this goal #6)	Organizational Change (apply to all actions of this Goal)	Optimize existing resources (apply to all actions of this goal)
6.2.2. Develop and implement safety and security plans on Campus	Annually, Plan en fases	Office of the Chancellor, Office		“	“	“

		of Security and Risk Management, & OPASO				
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Thematic Area 6: Organizational Transformation						
Goal 6 – The Campus will increase institutional effectiveness through the transformation of its structures, management practices, and processes in which the academic priorities guide the administrative undertakings of the Campus.						
Objective 6.3 - Improve communication between schools and administrative units on Campus.						
Actions	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting strategies
6.3.1. Strengthen internal communication on campus and maximize the communication advantages of the Campus Website	06-07 & Annually	Office of Communications, Office of the Chancellor, Schools, Decanatos	See strategic indicators for goal 6 on the enclosed “Plan for Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016”, located in Appendix to Document #4 of this progress report.	Human & Technological Resources (applies to all actions of this goal #6)	Organizational Change (apply to all actions of this Goal)	Optimize existing resources (apply to all actions of this goal)
6.3.2. Prepare an annual report of achievements of the implementation of the Campus Strategic (Vision University 2016) and Operacional Plan (Project University 2011)	Annually	Office of the Chancellor		“(apply to all)”	“(apply to all)”	“(apply to all)”
6.3.3. Recommendation of informal visits of the Deans to each of their Departments or Units.	Annually	Deans		“(apply to all)”	“(apply to all)”	“(apply to all)”

Thematic Area 6: Organizational Transformation						
Goal 6 – The Campus will increase institutional effectiveness through the transformation of its structures, management practices, and processes in which the academic priorities guide the administrative undertakings of the Campus.						
Objective 6.4 - Develop a culture of evaluation, self-study, institutional research and implementation of plans of action based on results.						
Actions	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting strategies
6.4.1 Develop a culture of institucional effectiveness that will be characterized by systematic assessment and the use of assessment results for making decisions. Ensure the relationship of institutional assessments, learning assessments, and the goals and objectives of the Strategic Plan Vision University 2016.	Annually	Deanships, Chancellor’s Office	See strategic indicators for goal 6 on the enclosed “Plan for Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016”, located in Appendix to Document #4 of this progress report.	Human & Technological Resources (applies to all actions of this goal #6)	Organizational Change (apply to all actions of this Goal)	Optimize existing resources (apply to all actions of this goal)
6.4.2 Implement procedures for the periodic evaluation of fiscal operations, expense profiles, and tendencies in the use of the budget to identify corrective measures.	Annually	Office of the Chancellor, Office of Budget, & Schools		“(apply to all)	“(apply to all)	“(apply to all)
6.4.3 Inform academia and administrative decisions baesd on the results of institucional research.	Continuo	DAA, Schools		“(apply to all)	“(apply to all)	“(apply to all)
6.4.3.1 Maintain databases to				“(apply to all)	“(apply to all)	“(apply to all)

	inform Campus decisions.						
6.4.3.2	Keep updated the institucional research plans that support assessment processes (learning & effectiveness assessments) on Campus.				“(apply to all)”	“(apply to all)”	“(apply to all)”
6.4.4	Revise and Update evaluation systems for Campus personnel.	Project in Phases, Calendar by Faculty	Schools, Deanships, units		“(apply to all)”	“(apply to all)”	“(apply to all)”
6.4.4.1	Conduct annual evaluations and feedback to human resources.	“	“		“(apply to all)”	“(apply to all)”	“(apply to all)”
6.4.5	Implementation of the Project of Strategic Indicators of the DAA related to the Strategic Plan Vision University 2016.	Annually	DAA, OPA		“(apply to all)”	“(apply to all)”	“(apply to all)”

Thematic Area 6: Organizational Transformation						
Goal 6 – The Campus will increase institutional effectiveness through the transformation of its structures, management practices, and processes in which the academic priorities guide the administrative undertakings of the Campus.						
Objective 6.5 - Ensure that the assignment of resources responds to the new vision, goals, and objectives of Campus and address the establish priorities and promote the expected results.						
Actions	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting strategies
6.5.1. Implement the Strategic Plan Vision University 2016 and its Operacional Component Project University 2011.	06-07 & Annually	Office of the Chancellor y Decanatos	See strategic indicators for goal 6 on the enclosed “Plan for Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016”, located in Appendix to Document #4 of this progress report.	Human & Technological Resources (applies to all actions of this goal)	Organizational Change (apply to all actions of this goal)	Optimize existing resources (apply to all actions of this goal)
6.5.2. Establish a new procedure for budget allocations on campus that includes the phase of submission of budget proposals by Schools and Deanships. These proposals are sent to the Office of Budget of the Office of the Chancellor for evaluation. Upon evaluation, revision and integration of the proposed budget by the Office of Budget on Campus it is presented to the Office of the President of the UPR System.	06-07 (already implemented) & Annually	Office of the Chancellor		“(apply to all)”	“(apply to all)”	“(apply to all)”

<p>6.5.3. In addition to the traditional model for presenting the budget, the Campus will present a proposed budget organized by the goals and objectives of the Strategic Plan Vision University 2016</p>	<p>06-07 (already prepared) & Annually. A 5-year proposed budget organized by the goals and objectives of the Strategic Plan Vision University 2016 is presented as a separate document (See Consolidated Proposed Budget 2006-2011 for the Strategic Plan)</p>	<p>Office of the Chancellor</p>		<p>“(apply to all)</p>	<p>“(apply to all)</p>	<p>“(apply to all)</p>
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Thematic Area 6: Organizational Transformation						
Goal 6 – The Campus will increase institutional effectiveness through the transformation of its structures, management practices, and processes in which the academic priorities guide the administrative undertakings of the Campus.						
Objective 6.6 – Promote activities of leadership development in the academic and administrative processes of transformation.						
Actions	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting strategies
6.6.1. Conduct and/or organize leadership development workshops and activities	Annual	CEA	See strategic indicators for goal 6 on the enclosed “Plan for Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016”, located in Appendix to Document #4 of this progress report.	Human & Technological Resources (applies to all actions of this goal)	Organizational Change (apply to all actions of this goal)	Optimize existing resources (apply to all actions of this goal)

Thematic Area 7: Optimizing Technology and Information Systems						
Goal 7 – The integration of information and communication technology and systems will characterize the academia and administrative development of the Campus.						
Objective 7.1 – Provide the infrastructure needed to integrate technology to the processes of teaching-learning and the support services for students.						
Actions	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting strategies
7.1.1 Provide registration processes and other services in a more efficient manner through the use of electronic media and automated processes.	Project in phasses, annual implementation	DTAA y Registrador	See strategic indicators for goal 7 on the enclosed “Plan for Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016”, located in Appendix to Document #4 of this progress report.	Human & Technological Resources (apply to all actions of this goal #7)	Organizational Change (applies to all actions of this goal)	Optimize existing resources (applies to all actions of this goal)
7.1.2 Decrease in the number of students who receive in-person services on campus that can easily be provided via the web.	Annually	DTAA & Deanships		“(apply to all)”	“(apply to all)”	“(apply to all)”
7.1.3 Increase the number of administrative processes that are processed electronically to continually reduce the use of paper.	Annually	DTAA		“(apply to all)”	“(apply to all)”	“(apply to all)”
7.1.3.1. Allocate human resources for computerizing processes and creating databases on campus.	Annually	DTAA		“(apply to all)”	“(apply to all)”	“(apply to all)”
7.1.4 Review and implement the Technology Strategic Plan (DTAA’s).	Annually	DTAA		“(apply to all)”	“(apply to all)”	“(apply to all)”

7.1.5 Annually identify (with the input of the Schools) technological priorities of academic programs and use the accomplishments of these priorities as assessment criteria for evaluating DTAA initiatives.	Annually	DTAA & Schools		“(apply to all)	“(apply to all)	“(apply to all)
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Thematic Area 7: Optimizing Technology and Information Systems						
Goal 7 – The integration of information and communication technology and systems will characterize the academia and administrative development of the Campus.						
Objective 7.2 – Improve the availability and access to library resources through electronic media.						
Actions	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting strategies
7.2.1 Improve library resources and services hended for research and creation on Campus through:	Annually	Deanship of Administration, OPDF, OPASO	See strategic indicators for goal 7 on the enclosed “Plan for Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016”, located in Appendix to Document #4 of this progress report.	Human & Technological Resources (apply to all actions of this goal #7)	Organizational Change (applies to all actions of this goal)	Optimize existing resources (applies to all actions of this goal)
7.2.1.1. 8-10% increase of funds assigned to the UPR-RP library system.	Annually	Office of the Chancellor, Office of Budget		“ (apply to all)	“ (apply to all)	“ (apply to all)
7.2.1.2. Create an account to encourage external funds and donations from industry, alumni, and community members for the improvements of specialized library collections on campus.	Annually	Office of Development and Alumni		“ (apply to all)	“ (apply to all)	“ (apply to all)
7.2.1.3. Focus on the development of collections, preferably with electronic access when appropriate.	2006-2007 & Annually	DAA/ Campus Libraries		“ (apply to all)	“ (apply to all)	“ (apply to all)
7.2.1.4. Submission of proposals for	Annually	“		“ (apply to all)	“ (apply to all)	“ (apply to all)

external funds that will benefit Campus Libraries.						
7.2.1.5. Implement an assessment and development plan for library services consistent with the profile of a research campus.	Annually	“		“ (apply to all)	“ (apply to all)	“ (apply to all)
7.2.1.6. Speed up catalog and acquisition processes of the library system.	Annually	“		“ (apply to all)	“ (apply to all)	“ (apply to all)
7.2.1.7. Promote more interlibrary collaborations and resources.	“	“		“ (apply to all)	“ (apply to all)	“ (apply to all)
7.2.1.8. Expand service times at the Campus libraries.	“	“		“ (apply to all)	“ (apply to all)	“ (apply to all)

Thematic Area 7: Optimizing Technology and Information Systems						
Goal 7 – The integration of information and communication technology and systems will characterize the academia and administrative development of the Campus.						
Objective 7.3 – Redesign administrative, academic, and service processes for students and for the entire university community utilizing digital technology.						
Actions	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting strategies
7.3.1 Develop Pilot Programs of Distance Learning for 2 Academic Programs on Campus.	Annually	DAA, DTAA y Chosen Academic Programs	See strategic indicators for goal 7 on the enclosed “Plan for Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016”, located in Appendix to Document #4 of this progress report.	Human & Technological Resources (apply to all actions of this goal #7)	Organizational Change (applies to all actions of this goal)	Optimize existing resources (applies to all actions of this goal)
7.3.2. Establish pilot program for intensive integration of technology in the classroom by 20 faculty volunteers	06-07: technology acquisition/ Annual Implementation.	DTAA		“(apply to all)	“(apply to all)	“(apply to all)

Thematic Area 7: Optimizing Technology and Information Systems						
Goal 7 – The integration of information and communication technology and systems will characterize the academia and administrative development of the Campus.						
Objective 7.4 – Optimize the use of technology that serves special needs and reasonable accommodations.						
Actions	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting strategies
7.4.1 Technological Training for Campus Personnel and DTAA personnel.	Annually	Office of the Chancellor, DTAA	See strategic indicators for goal 7 on the enclosed “Plan for Generating and	Human & Technological Resources (apply to all actions of this goal #7)	Organizational Change (applies to all actions of this goal)	Optimize existing resources (applies to all actions of this goal)
7.4.2. Training for Technological personnel regarding optimum use of technology for individuals who provide services for people with disabilities on campus.	Annually	Office of the Chancellor, DTAA	Updating Strategic Indicators for the Strategic Plan Vision University 2016”, located in Appendix to Document #4 of this progress report.	“(apply to all)	“(apply to all)	“(apply to all)
7.4.3. Offer accesible technological services for people with disabilities.	Annually	Office of the Chancellor, DTAA y Biblioteca para Personas con Impedimento del		“(apply to all) y Periodic actualization of software and technology available at the library and at	“(apply to all)	“(apply to all)

		Campus.		other accesible locations at the Schools for people with disabilities and special needs on Campus.		
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Thematic Area 7: Optimizing Technology and Information Systems						
Goal 7 – The integration of information and communication technology and systems will characterize the academia and administrative development of the Campus.						
Objective 7.5 – Develop and maintain up to date, integrated, and relevant databases to support diverse institutional functions.						
Actions	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting strategies
7.5.1. Acquire needed technology and resources for creating and maintaining updated databases relevant to the diverse institutional functions.	Annually	Office of the Chancellor, DTAA	See strategic indicators for goal 7 on the enclosed “Plan for Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016”, located in Appendix to Document #4 of this progress report.	Software for Database Development/ Technological Infrastructure of the Internet	Work hand in hand with the units for the development, maintenance and updating o databases. That the units and required persons send the required data and information during the established time and deadlines. Assessment culture and data	Assign technology funds for Software acquisition

					collection culture.	
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Thematic Area 7: Optimizing Technology and Information Systems						
Goal 7 – The integration of information and communication technology and systems will characterize the academia and administrative development of the Campus.						
Objective 7.6 – Use information Technologies as official communication method for written communication and transfer of documents and information in the university community.						
Actions	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting strategies
7.6.1. Increasingly utilize technology as the official written communication method on Campus.	Annually	Office of the Chancellor DTAA, Unidades y Schools	See strategic indicators for goal 7 on the enclosed “Plan for Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016”, located in Appendix to Document #4 of this progress report.	Technology: Internet	Use technology as communication medium	Optimize existing technology

7.6.2. Identificar all types of oficial communication that could be disseminated electronically without negatively affecting Campus operations.	Annually	Office of the Chancellor DTAA, Unidades y Schools	Technology: Internet	Use technology as communication medium	Optimize existing technology
7.6.3. Promote the use of electronic communication (vs. Paper) on campus related to activity 7.6.2.	Annually	Office of the Chancellor DTAA, Unidades y Schools	Technology: Internet	Use technology as communication medium	Optimize existing technology

Thematic Area 8: Infrastructure and natural spaces.						
Goal 8 – The Campus will develop and maintain installations and natural spaces that will promote intellectual and creative production/labor, and will enrich the quality of life of the university community.						
Objective 8.1 - Update the structures and buildings of the Campus to improve their habitability, optimize their utility, and promote the performance of the university.						
Actions	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting strategies
8.1.1 Rehabilitate and maintain adequate Campus facilities for the university community.	Annually	Deanship of Administración	See strategic indicators for goal 8 on the enclosed “Plan for Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016”, located in Appendix to Document #4 of this progress report.	Infrastructure Resources (apply to all)	Infrastructure resources are allocated and coordinated by the UPR Central Administration (apply to all)	UPR Central Administration allocates permanent improvements funds (apply to all)
8.1.1.1 Rehabilitate facilities that require it to conserve the architectural beauty of the Campus and enrich the academic life of the campus including the needs of people with disabilities	“	“		“	“	“
8.1.1.2 Intervene promptly and efficiently with those structures that may pose a health or safety risk to the university community.	“	“		“	“	“
8.1.2 Provide recommendations for updating the Permanent	Annually	Deanship of Administración		“	“	“

<p>Improvement Plan of the UPR Central Administration.</p>						
<p>8.1.3 Publish and comunicate the advancements and status of the Permanent Improvement Projects on Campus to keep the university community abreast of these projects.</p>	<p>Annually</p>	<p>OPDF, Office of Communications</p>		<p>“</p>	<p>“</p>	<p>“</p>

Thematic Area 8: Infrastructure and natural spaces.						
Goal 8 - The Campus will develop and maintain installations and natural spaces that will promote intellectual and creative production/labor, and will enrich the quality of life of the university community.						
Objective 8.2 – Design and implement an effective plan for the preventive maintenance of installations and green areas of the Campus.						
Actions	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting strategies
8.2.1 Implement in an effective, efficient, and continuous manner the preventive maintenance plan for each building.	Annually	Deanship of Administración	See strategic indicators for goal 8 on the enclosed “Plan for Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016”, located in Appendix to Document #4 of this progress report.	Human Resources and Effective Preventive Maintenance Plan. Effective Supervision.	Effective Supervision	Optimize existing resources

Thematic Area 8: Infrastructure and natural spaces.

Goal 8 - The Campus will develop and maintain installations and natural spaces that will promote intellectual and creative production/labor, and will enrich the quality of life of the university community.

Objective 8.3 – Ensure compliance with the laws and regulations that govern access to the installations for persons with special needs.

Actions	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting strategies
8.3.1 Implement the Campus Strategic Plan for People with Disabilities (this action impacts all goals of the strategic plan).	Annually	Deanship of Administration Office of the Chancellor	See strategic indicators for goal 8 on the enclosed	Implement the action plan (apply to all)	Implement the action plan (apply to all)	Assign budget to this action plan (apply to all)
8.3.2. Implement recommendations of facilities improvements to ensure access to people with disabilities (implementation of corrective action plan).	Corrective Action Plan Implemented in Phases	Deanship of Administration & Office of the Chancellor	“Plan for Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016”, located in Appendix to Document #4 of this progress report.	“	“	“

Thematic Area 8: Infrastructure and natural spaces.						
Goal 8 - The Campus will develop and maintain installations and natural spaces that will promote intellectual and creative production/labor, and will enrich the quality of life of the university community.						
Objective 8.4 – Promote environmental policies of design, construction, use, and maintenance of the natural and architectural landscape of the Campus that will promote its enjoyment and conservation.						
Actions	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting strategies
8.4.1. Promote these policies.	Annually	Office of the Chancellor, Office of Communications, Deanship of Administración	See strategic indicators for goal 8 on the enclosed “Plan for Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016”, located in Appendix to Document #4 of this progress report.	Effective dissemination & communication of policies. Human Resources. Technological resources.	Communication	Optimize resources

Thematic Area 8: Infrastructure and natural spaces.						
Goal 8 - The Campus will develop and maintain installations and natural spaces that will promote intellectual and creative production/labor, and will enrich the quality of life of the university community.						
Objective 8.5 – Designate spaces that promote intellectual concourse, artistic creativity, and the university spirit. Objective 8.6 - Propose a capital improvements plan that will communicate Campus priorities.						
Actions	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting strategies
8.5.1 Update permanent improvement plans that reflect Campus priorities.	Annually	Deanship of Administration	See strategic indicators for goal 8 on the enclosed	Existing resources at the Deanship of Administration (apply to all)	Update plans (apply to all)	Optimize resources (apply to all)
8.5.2. Request information to the Schools and Deanships regarding permanent improvement priorities for their buildings. Include this information in the recommendations and reports that are sent to UPR Central Administration.	Annually	“	“Plan for Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016”, located in Appendix to Document #4 of this progress report.	“	“	“

Thematic Area 9: Contribution and Service to Puerto Rico						
Goal 9 – The Campus will contribute to the intellectual, cultural, economic, and social enrichment of Puerto Rico strengthening our relationships of service and collaboration with its alumni and with the diverse sectors of the community.						
Objective 9.1 - Strengthen the relationship of the Campus and each of its academia programs with the alumni incorporating them as collaborators and sponsors and nurturing their commitment of support to the institution.						
Actions	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting strategies
9.1.1 Increase alumni participation in activities and cultural and academic events on Campus.	Annually	Office of Development and Alumni	See strategic indicators for goal 9 on the enclosed “Plan for Generating and	Resources of the Office of Development and Alumni (apply to all)	Attract external funds; nourish the relationship with alumni (apply to all)	Optimize existing resources, attract external funds (apply to all)
9.1.2 Increase the collaboration of alumni in the development and promotion of the Campus.	Annually	Office of Development and Alumni	Updating Strategic Indicators for the Strategic Plan	“	“	“
9.1.2.1 Update and expand the alumni database of the Campus to achieve a direct and effective communication.	Annually	Office of Development and Alumni	Vision University 2016”, located in Appendix to Document #4 of	“	“	“
9.1.3. Develop and implement a Strategic Plan for the Office of Development and Alumni	Plan Jan 07-08 & Annual Implementation	Office of Development and Alumni	this progress report.	“	“	“

Thematic Area 9: Contribution and Service to Puerto Rico						
Goal 9 – The Campus will contribute to the intellectual, cultural, economic, and social enrichment of Puerto Rico strengthening our relationships of service and collaboration with its alumni and with the diverse sectors of the community.						
Objective 9.2 - Actively participate on the generation of ideas and establish alliances and collaborative projects with the public, private and community sectors, demonstrating the university commitment from our urban Río Piedras setting to the country as a whole.						
Actions	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting strategies
9.2.1. Increase strategic collaborations with private and public entities on research and development for the benefit of the economic and scientific development of the country.	Annually	Office of the Chancellor, Schools, & Units	See strategic indicators for goal 9 on the enclosed “Plan for Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016”, located in Appendix to Document #4 of this progress report.	Human Resources, Alliances, Collaboration (apply to all)	Establish alliances (apply to all)	Optimize existing resources, attract external funds (apply to all)
9.2.2. Increase strategic collaborations with private and public entities on research and development in the solution of problems and challenges faced by our current society.	Annually	Office of the Chancellor, Schools, & Units		“	“	“
9.2.3. Increase the productivity of current alliances with the public and private sectors and attain new agreements.	Annually	Office of the Chancellor, Schools, & Units		“	“	“
9.2.4. Increase communication and collaboration with middle schools and high schools regarding the competencies required for university	Annually	Office of the Chancellor, Schools, & Units		“	“	“

success of students.						
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Thematic Area 9: Contribution and Service to Puerto Rico

Goal 9 – The Campus will contribute to the intellectual, cultural, economic, and social enrichment of Puerto Rico strengthening our relationships of service and collaboration with its alumni and with the diverse sectors of the community.

Objective 9.3 - Create opportunities for joint service and work with the diverse components of the community.

Objective 9.6 - Attract to the Campus diverse sectors of the external community to share the university holdings.

Objective 9.7 - Promote in the university community the sense of belonging to the university and the Puerto Rican community that nourishes it.

Actions (includes actions for objectives 9.3, 9.6 & 9.7)	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting strategies
9.3.1 Develop databases of current projects and potential collaborations.	Annually	Office of the Chancellor, Schools, & Units	See strategic indicators for goal 9 on the enclosed “Plan for Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016”, located in Appendix to Document #4 of this progress report.	Technological Infrastructure/ Trained Human Resources	Establish collaborative projects	Optimize current resources and software
9.3.2. Recommend to Schools to include this component in the Development Plans of their Academic Programs.	Annually	Office of the Chancellor, Schools, & Units		“	Include this goal in the Development Plans of the Academic Programs and Units	“
9.3.3. Develop, monitor, and evaluate community projects and integrate research	Annually	Office of the Chancellor,		“	Establish collaborative	“

components to these initiatives.		Schools, & Units, Community Projects			projects/ Research culture/ Interest ommunity in benefits of research/ outreach	
9.3.4. Develop Strategic plans for community projects of the Campus including activities where the community comes to campus to enjoy its activities and holdings.	Plans 06-08; Annual Implementation	Each Project will develop their strategic plan		“	“ Implement plan/ Obtain external collaboration	“

Thematic Area 9: Contribution and Service to Puerto Rico						
Goal 9 – The Campus will contribute to the intellectual, cultural, economic, and social enrichment of Puerto Rico strengthening our relationships of service and collaboration with its alumni and with the diverse sectors of the community.						
Objective 9.4 – Expand the offering of continuing education to alumni and to professional, community, and non-traditional groups.						
Actions	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting strategies
9.4.1 Development and implementation of the DECEP Strategic Plan including the academic and administrative priorities of the DECEP.	Annual	DECEP, DAA	See strategic indicators for goal 9 on the enclosed “Plan for Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016”, located in Appendix to Document #4 of this progress report.	DECEP resources	More collaboration with academic programs.	Optimize existing resources. Attracting external funds.

Thematic Area 9: Contribution and Service to Puerto Rico						
Goal 9 – The Campus will contribute to the intellectual, cultural, economic, and social enrichment of Puerto Rico strengthening our relationships of service and collaboration with its alumni and with the diverse sectors of the community.						
Objective 9.5 – Disseminate the artistic, intellectual, and research contributions of the Campus to the intellectual, cultural, economic and social progress of Puerto Rico and the World.						
Actions	Calendar	Accountable	Strategic Indicators	Required Resources and Needed physical and technological infrastructure	Main Challenges	Budgeting strategies
9.5.1. Develop and implement a Strategic Plan for Communications. This plan should incorporate the communication component of each goal of the Strategic Plan Vision University 2016. The plan should be developed in a participative manner integrating to its development diverse members of the university community. The plan will include components and strategies for all media.	Plan Development: 06-08 Implementation: 07-11	Office of the Chancellor	See strategic indicators for goal 9 on the enclosed “Plan for Generating and Updating Strategic Indicators for the Strategic Plan Vision University 2016”, located in Appendix to Document #4 of this progress report.	Human Resources	Disseminate information	Optimize existing resources

