



University of Puerto Rico
Río Piedras Campus

Summative Evaluation Report on the
UPRRP Strategic Plan: Commitment 2018-2023
and
Extended to Academic Year 2023-2024 and First Semester 2024-2025

December 12, 2024

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Overview

The Deanship for Academic Affairs of the Río Piedras Campus was charged to develop the Summative Evaluation Report of the University of Puerto Rico, Río Piedras Campus (UPRRP) Strategic Plan, Commitment 2018-2023¹. This report covers the 2018-2023 strategic planning cycle until June 30, 2023, and an extension of Certification 79 to December 30, 2024², as a transition measure toward the new Strategic Plan 2024-2029.

This Report is the culmination of strategic projects proposed and implemented by schools, colleges, executive deanships and the Division of Continuing Education and Professional Studies for the five-year cycle 2018-2023, extended to December 2024 for academic units. Available outcome data and evidence reviewed submitted by the units' Summative Assessment Reports covered all four priority areas and strategic goals, as documented by each unit in the Annual Achievement Reports and, consequently, aggregated in the UPRRP Annual Effectiveness Reports.

Overall, the Summative Evaluation Report shows that the UPRRP made substantial progress in all strategic priorities and projects. The Campus confronted challenges during the period and used available resources and new opportunities in working toward the priorities of 2018-2023 and extended strategic plan. Outcomes have measured the degree in which the UPRRP makes effective and efficient use of resources to accomplish its mission.

Notable achievements include:

- Obtaining accreditations for the different programs and services
- Competitive projects to increase the attraction of external funds to support research and creation
- Dissemination of publications by faculty and students, local and international level
- Plans for the Recruitment of Professors and Researchers of Excellence
- Establishment of research laboratories, service and training centers
- Creation of interdisciplinary and interfaculty groups to address research and effective teaching of disciplines
- Creation and transformation of academic programs and professional certificates, online and quarterly
- Expansion of joint bachelor's and master's degrees
- Creation and transformation of face-to-face courses into virtual environments
- Creation and academic changes in undergraduate and graduate programs (majors, minors, second majors, and areas of emphasis)
- University Education Project for Inmates
- Partnerships / collaborative alliances for the generation of proposals and service projects with government agencies and private and non-profit entities
- Participation in commissions, ad-hoc committees, special projects, community and governmental entities, among other collaborative efforts, on public policy matters
- New College of Communication and Information
- Optimization of efficiency through unit's reorganizations

¹ Certification 79, AY 2017-2018, Río Piedras Campus Academic Senate, Strategic Plan of the Río Piedras Campus, Commitment 2018-2023

² Circular 18, Deanship of Academic Affairs, February 29, 2024

- Fixed and non-fixed lease plan
- Energy saving and renewable energy projects
- Revenue-generating campaigns and projects

The systematic implementation of unit's Development Plans 2018-2023, extended to December 2024, with periodic assessment of strategic goals and action objectives, accompanied by its indicators and metrics, evidences the institution's commitment toward attainment of projects and initiatives within the four Priority Areas of the UPRRP's Strategic Plan. Findings show sustained achievement of its mission, addressing challenges and maximizing opportunities that have contributed to its continuous improvement and strengthening.

UPRRP Strategic Plan: Commitment 2018-2023

The institutional strategic pillars (innovation, transformation and student success), priority areas, goals and objectives are clearly stated in three documents approved by corresponding governing bodies: 1) system-wide UPR-Strategic Plan 2017-2022³; 2) UPRRP Strategic Plan, Commitment 2018-2023, and 3) academic and administrative units' Development Plans 2018-2023. These institutional strategic plans are congruent with each other and linked to mission and goal achievement. By law, UPRRP must pursue and uphold the general mission of the University [UPR Act of January 20, 1966, Article 2.b). Also, the Campus has a unique regional mission which emerges from and is based upon the specific historical and cultural role played among the Latino and Hispanic communities in US, Latin America, and the Caribbean. Furthermore, in its vision the UPRRP is a distinguished doctoral university community dedicated to research, creation, and the dissemination of knowledge; committed to the integral formation of students and their long-life learning.

In compliance with the Campus's policy for Strategic Planning, Resource Allocation and Assessment of Institutional Effectiveness⁴, achievements and conclusions drawn from periodic assessment results of academic and administrative units' strategic development plans have served as a roadmap for decision-making during the five-year cycle, required during challenging times, reaffirming Campus commitment with its mission of excellence in research, creation, teaching, and service. The UPRRP continuous development and improvement rests in its assertive strategic planning approach to advance its mission and vision throughout the goals and objectives consigned in the Strategic Plan.

On May 2018, the Academic Senate approved a five-year Strategic Plan, Commitment 2018- 2023 with four Priority Areas: 1. Research/creation consistent with the constant developments in the disciplines and the urgency to solve problems that critically affect the quality of life of Puerto Rican society and the world; 2. Innovative and distance education in line with labor market trends, student profile diversity, as well as the development of the necessary skills to lead entrepreneurial processes for a more sustainable society and Institution; 3. The roles of service and community bonding through social, cultural and scientific initiatives in multiple areas of knowledge; and, 4.

³ Certification 50, AY 2016-2017, Governing Board, *UPR Strategic Plan 2017-2022: A New Era of Innovation and Transformation for Student Success*

⁴ Certification 38, AY 2011-2012, Administrative Board, *Río Piedras Campus - Manual for Strategic Planning, Resource Allocation and Assessment of Institutional Effectiveness*

Optimization of resources to strengthen the quality of services, facilitate teaching, creation, and research to advance our mission. The Plan focuses on decision-making for resource allocation and addressing challenges of fiscal fragility marked by the reduction of government resources, a demographic shift which impacts the population it serves and, investing in technology to revitalize curricula while strengthening the service and support to the university community and the country.

Each Priority Area has clearly stated goals and objectives, with institutional measurable indicators, which guided academic and administrative units in the elaboration of their Development Plans for the period. The planning-resource allocation-assessment process, embedded into these Development Plans, approved by unit's constituents, also identifies for each Priority Area, strategic projects or initiatives, with specific achievable objectives and measurable metrics for selected indicators, financial sources, office or person responsible, and an assessment component to monitor implementation and progress of each project throughout the period.

To respond to challenges and opportunities, the UPRRP financial planning and budgeting participative-redistribution process model is accentuated within Priority Area 4. The model establishes that to convert a scenario of unprecedented fiscal fragility into innovations and opportunities, in a period marked by the significant reduction in the public funds it receives, *academic and administrative actions should be formulated with elements of "sustainable management", "effectiveness", and "efficiency"*. Consistent with its mission, campus-wide goals and objectives and units' strategic projects within this area reaffirm the UPRRP's commitment with "fiscal sustainability and diversify its sources of income to supplement its budget with innovative projects", "reorganization of its units, procedures, and services to optimize operations efficiency and create a conducive and enabling environment for research, creation, teaching, and service" and, "increase the recognition of its contributions to society and knowledge". Focused campus-wide priority projects included, among others, accreditation of academic programs, research and diversification of its sources of income, student services and maintenance of physical facilities.

The UPRRP has implemented and monitored the progress of its Strategic Plan throughout a systematic data-driven continuous academic and administrative improvement process, which supports budget proposals and responds to opportunities and challenges. All units are required to have an Annual Achievement Report to document assessment data, challenges and new opportunities, with evidence of transformative/continuous improvement actions. These assessment reports inform each unit's plans, allowing improvements to existing or new projects and objectives, to advance the institutional Priority Areas.

In compliance with Campus policy, during academic year 2023-2024 all units conducted a participative Summative Assessment Report for the 2018-2023 cycle. Academic and administrative units' summative assessment results and evidence were collected (unit and campus levels), analyzed and shared with university constituents (Academic Senate - February 1, 2024) and recommendations were provided for the next strategic planning period. Annual and summative institutional assessment results have measured the degree in which the Campus makes effective and efficient use of resources to accomplish its mission.

UPRRP Strategic Plan 2018-2023, Extended to December 2024

In a communication issued on February 23, 2024, by the Río Piedras Campus Chancellor, Dr. Angélica Varela Llavona, it was reported on the extension of the effectiveness of Certification 78, 2017-2018, of the Academic Senate, to continue with the Strategic Plan Commitment 2018-2023 until December 2024. This as a transition measure towards the new strategic plan that should begin in January 2025.

To this end, the strategic actions, prepared by the colleges, schools and other academic units in response to this extension, starting on March 4, 2024, and ending on December 30, 2024, are integrated as an "extension" to the assessment of the Campus's 2018-2023 Strategic Plan. The Development Plans Extended by the academic units articulate actions aimed at meeting strategic objectives with the following guidelines derived from the Chancellor's Work Plan, namely:

- *Campus Internationalization: Linked to Priority Area 1, Objective 1.1.3
- *Academic Innovation: Linked to Priority Area 2, Objective 2.1.1
- *Interagency Collaborations for Student Success: Linked to Priority Area 3, Objective 3.1.2
- *Sustainable Management: Linked to Priority Area 3, Objective 4.1.1

The extended period consists of three semesters:

- Academic Year 2023-2024 (July 1, 2023, to June 30, 2024)
- Academic Year 2024-2025 - First semester (July 1 to December 30, 2024)

Methodology: Summative Evaluation of the UPRRP Strategic Plan 2018-2023

1. All academic and administrative units (executive deans and DECEP) participated in:
 - An initial, virtual group orientation
 - Regular face-to-face and virtual individual meetings to discuss the assignment, methodology and working instruments and delivery agreements
2. Repository of documents (OneDrive) by unit:
 - Development Plans 2018-2023
 - Annual Plans (as available)
 - Priority Projects of the Río Piedras Campus
 - MSCHE Reports
 - Presentations and meeting minutes
 - Summative Assessment Templates – Closing of the Cycle to June 30, 2023, and Extended to December 2024
 - By Priority Area (reviewed and validated between the appointed coordinator and the unit's deans)
 - Evidence of Reported Achievements Template
3. Templates were created for the collection and analysis of summative reports and evidence:
 - 2018-2023 Summative - Closing Cycle - Assessment Report Template (each unit, all Priority Areas)
 - Evidence Template of Projects Achieved and in Progress (each unit, all Priority Areas)

- Summative Cycle Closing Report Template (each unit, by Priority Area - % of achievement of each proposed project / by Priority Area in the Development Plan (submitted for final review and validation with each unit))

Project or Unit's Initiative Column: These are events and procedures that will be carried out by the unit and that contribute to achieving the goals and objectives outlined in the UPRRP's Strategic Plan.

- Successful projects, completed or in progress, can be identified in the unit's 2018-2023 Development Plan.
- New project to be 100% completed or that can meet a meaningful and measurable progress metric as of December 30, 2024.
- Identified projects by units could be articulated and continue their execution under the new Campus's strategic plan.

Measurable Goals / by Project Column: Objectives provide empirical evidence to demonstrate the extent to which the proposed projects and outcomes are achieved.

- It is a statement of an outcome towards which an action is oriented.
- Must be realistic, articulated and executed over the three defined semesters. In the case of new projects, consider that the execution time will be until December 30, 2024.
- It must be measurable.
- It is the expected outcome which expresses: 1) a quantifiable result (in numerical terms), 2) a projected date (completion period) and, 3) data from a previous result (baseline) that serves to measure or compare the expected outcome.
- Each objective shall state only ONE (1) outcome, goal, achievement, behavior, or execution that is expected to be achieved.
- An action verb is used to denote a change in condition, rather than mentioning the strategies (steps) to be followed.

Success Indicator and Metrics by Project Column:

- Success Indicator: These are the characteristics, dimensions or quantifiable elements (on a ratio or interval scale) that act as a guide to determine how well an organization performs, in its entirety or in some aspects of its activities; and what their strengths and challenges are.
 - ✓ Provided by Priority Area as established in the UPRRP's Strategic Plan.
- Performance metric. It is the measure or ratio of performance in a successful indicator (level of achievement). For example, if an indicator is number of collaborative partnerships, then the metric has to say how many partnerships the unit intends to achieve and in how much time.
 - ✓ Consider unit's internal and external factors when defining a realistic metric.

Budget Column – Source of Revenue and Amount: These are the estimated fiscal resources from the operating budget or other external sources for the realization of the proposed project.

- It is required to provide this information (estimated or projected) on a per-project basis.

Assessment Plan:

- Responsible person(s): Designate the person in each department or program in charge of the execution of the project and the implementation of Assessment Plan (by priority area), including the collection of evidence of progress according to the established metric.
 - Assessment/Evaluation Method: The method to be used to evaluate the outcome (qualitative, quantitative, or mixed). Indicate the assessment instrument to be used to collect the data needed to measure the outcome (survey, questionnaire, interview, focus group, etc.)
4. The academic (school and colleges) and administrative units (Executive Deanships and DECEP) carried out the internal, qualitative and quantitative assessment – by year of the period and summative – of the objectives, indicators and metrics proposed vs. what was achieved of the Development Plans.
 5. From the weighting of the level of achievement of what has been achieved by the project against the external factors experienced in the period, the unit carried out its internal assessment and determined if the indicator and metric of the unit (prescribed – if it was feasible or realistic) or of the Campus (without a prescribed metric) is met.
 6. Based on the verifiable evidence, for each project proposed in the Development Plan, the unit provides the assessment with elements of the context on the circumstances that affect its percentage of achievement achieved:
 - Original projects: 100% completed, in progress or not initiated by external factors.
 - Substitute projects: with the same purpose, within the same Priority Area and Goal of the Precinct
 - New projects: respond to an area of opportunity in the period
 7. For each project in the period, if it can be identified, the units document the source and amount of the budget.
 8. For each project of the period, the unit elaborated the transformative actions, that is, their contribution to the mission of the unit and Campus, impact in Puerto Rico, international level, etc. (accreditation, restructuring or reorganization, increase in research and publications, savings, efficiencies, etc.).
 9. Data tables were created, disaggregated by Priority Area, unit, proposed (# Prop) and 100% achieved (#ACH) projects; the cumulative average percentage of achievement level (less than 100%) by each proposed project, totaled / by Priority Area in the Development Plan
 10. Aggregated data tables were created: added value of all academic units; added value of all administrative units; added value of all the units of the Enclosure.

Methodology: Summative Evaluation of the UPRRP Strategic Plan 2018-2023, Extended to December 2024

1. The academic units used their 2018-2023 Development Plans, from which the summative assessment was completed (ending the cycle on June 30, 2023).
2. A template was provided to prepare the Development Plan - Extended - Academic Year 2023-2024 (July 1, 2023, to June 30, 2024) and Academic Year 2024-2025 (July 1, 2024 to December 30, 2024). In addition, the template for documenting the evidence.
3. Units identified new achievements of "existing projects" and propose "new projects" for the four objectives of the Extended UPRRP Strategic Plan: 1.1.3 / 2.1.1 / 3.1.2 / 4.1.1, in accordance with the guidelines of the Rector's Work Plan.

The totality of proposed projects, the cumulative percentage of their level of achievement and impact, determine, quantitatively and qualitatively, the effectiveness of the UPRRP Strategic Plan 2018-2023 and Extended to December 2024.

General Findings: Summative Evaluation Report of the UPRRP Strategic Plan 2018-2023

At the closing of Commitment 2018-2023 and Extended to December 2024, a comprehensive summative assessment of units' Development Plans was conducted to determine attainment of strategic goals proposed. Findings, transformative actions, outstanding projects by Priority Area, by academic and administrative unit and campus levels, are presented in the following report.

As shown in Table I, the Summative Evaluation Report of the UPRRP Strategic Plan 2018-2023 documents significant advancements in all four Priority Areas of the UPRRP Strategic Plan 2018-2023. During the five-year implementation period, the institution confronted challenges that influenced the achievement of units' proposed projects/indicators/metrics. Among these:

1. Consecutive institutional fiscal reductions impacting budget allocations to academic and administrative components (reduction of graduate assistantships and bibliographic resources; redistribution of non-teaching staff; administrative reorganizations);
2. Increase in tuition, cost and fees, undergraduate and graduate; elimination of tuition waivers for students and employees;
3. Gradual reduction of the student population with implications for a greater academic renewal of the academic offerings and specialized services and the development of academic and professional offering of distance education of the highest quality;
4. New UPR System faculty recruitment model.
5. Need to increase concerted efforts (internal and external) to maintain and increase external funds; and,
6. Catastrophic events such as hurricanes, earthquakes and pandemia which reaffirmed faculty, non-teaching staff and students' commitment to the institutional mission while proposing and participating in efficient and effective ways with appropriate adjudgments projects to capitalize funding and collaborative opportunities.

The Report documents collected and analyzed the unit’s summative assessment data of proposed and achieved projects (100%) and campus-wide achievement percent for each and all Priority Areas. Academic units consist of five schools (Architecture, Law, Science and Information Technologies, Communication and Planning) and six colleges (Business, Natural Sciences, Social Sciences, Education, General Studies and Humanities; Administrative units with four executive deanships (Administration, Academic Affairs, Students Affairs, Graduate Studies and Research, and the Division of Continuing Education and Professional Studies (DECEP, by its Spanish acronym).

The units’ Development Plans, with corresponding Annual Achievement Reports and Summative Assessment Report 2018-2023, and the UPRRP Annual Effectiveness Reports, this last, developed by the Division of Institutional Research and Assessment portal (DIIA, by its Spanish acronym), are discussed and used to inform evidence-based institutional, financial, and academic decisions at all levels [appointed Chancellor, Administrative Board, Academic Senate, academic and administrative units]. All institutional reports are available on web portals and pages, including units, Deanship of Academic Affairs and DIIA.

Refer to **Appendix I** to obtain the disaggregated and aggregated summative assessment data of the UPRRP Strategic Plan 2018-2023, **as of June 30, 2023**.

Refer to **Appendix 2** to obtain the disaggregated and aggregated summative assessment data of the 2018-2023 Strategic Plan, **Extended to December 2024**.

Table I. UPRRP Strategic Plan 2018-2023 Summative Assessment: Level of the units, deanships and campus (as of June 30, 2023)

UPRRP SUMMATIVE ASSESSMENT	ACADEMIC UNITS			DEANSHIPS & DECEP		
Priority Areas, proposed and achieved projects (100%)	*1# PROP	*2#ACH	*3CAMPUS % ALL UNITS	*1# PROP	*2# ACH	*3CAMPUS % ALL UNITS
1. Research and creation	62	54	89.40	8	4	76.38
2. Academic offering and support services for student success	82	51	73.66	19	16	90.33
3. University social responsibility and community networks	43	30	79.37	8	5	87.50
4. Sustainable management, effectiveness, and efficiency	62	34	66.37	12	8	82.81
All Priority Areas, All Units Campus-wide achievement: 81.45 % 77.20 + 85.45% = 81.45%	249	169	*77.20%	47	33	*85.70%
<p>*1 All units, total proposed projects by Priority Area *2 All units, proposed projects with 100% achievement per Priority Area *3 Cumulative average percentage of progress [less than 100%] and achievement [100%] of all proposed projects by priority area and precinct-level.</p>						

- Academic Units
 - All Priority Areas: Total of 249 proposed projects and 169 achieved 100%. Campus-wide (all units) percentages by Priority Area and All Four Areas, aggregates achievements of all projects proposed.

- Priority Area 1: Consistent with Carnegie Classification as Doctoral High Research Institution, the highest campus-wide percentage of 89.40 was achieved.
 - Priority Area 4: Impact of institutional challenges is reflected with the lowest campus-wide percentage of 66.3%.
 - Priority Areas 2 & 3: Achievements of 73.66 and 79.37 %, respectively, documents substantive efforts with proposed and new projects to attenuete challenges and maximize opportunities.
 - All Priority Areas (All Units): Overall % average achievement of **77.20%**
- Administrative Units
 - All Priority Areas: Total of 47 proposed projects and 33 achieved 100%. Not all Priority Areas were applicable to all Administrative Units
 - Priority Area 2: Consistent with the institutional mission, the highest campus-wide percentage of 90.33 % was achieved.
 - Priority Area 1: Impact of available resources to support research agenda and incentives to academic units is documented with the lowest campus-wide percentage of 76.38%.
 - Priority Areas 3 & 4: Achievements of 87.50 and 82.81 %, respectively, documents substantive efforts to achieve proposed and new projects to attenuete challenges and maximize opportunities.
 - All Priority Areas (All Units): Overall % average achievement of **85.70%**
- Campus-wide (All Units)
 - All Priority Areas: Overall % average achievement of **81.45 %**

Table 2. Comparative Summative Assessment: UPRRP Strategic Plan 2018-2023 and Extended to December 2024

UPRRP SUMMATIVE ASSESSMENT	2018-2023 (AS OF JUNE 30, 2023)						EXTENDED (DECEMBER 2024)		
	ACADEMIC UNITS			DEANSHIPS & DECEP			ACADEMIC UNITS		
Priority Areas, proposed and achieved projects (100%)	*1 #PROP 249	*2 # ACH 169	*3 CAMPUS % ALL UNITS	*1 # PROP 47	*2 # ACH 33	*3 CAMPUS % ALL UNITS	*1 # PROP 92	*2 # ACH 75	*3 CAMPUS % ALL UNITS
1. Research and creation Extended - Campus internationalization	62	54	89.40	8	4	76.38	33	27	89.24
2. Academic offering and support services for student success Extended – Academic innovation	82	51	73.66	19	16	90.33	10	6	62.50
3. University social responsibility and community networks Extended – Interagency collaborations	43	30	79.37	8	5	87.50	27	23	96.79
4. Sustainable management, effectiveness, and efficiency Extended – Sustainable management	62	34	66.37	12	8	82.81	22	19	78.74
All Priority Areas and Units, Achievement Campus-Wide Level = 81.57% $77.20 + 85.70 + 81.81 = 81.57 \%$	67.87%		77.20%	70.21%		85.70%	81.52		81.81
*1 All units, total proposed projects by Priority Area									
*2 All units, proposed projects with 100% achievement per Priority Area									
*3 Cumulative average percentage of progress [less than 100%] and achievement [100%] of all proposed projects by priority area and campus-level.									

- Academic units
 - All Priority Areas: Out of a total of 92 projects proposed, 75 achieved 100%. The percentage achieved at the campus level (all academic units) by Priority Area and the set of all the four Areas is presented below, which aggregates the achievements of all the proposed projects:
 - Priority Area 1: Of a total of 33 proposed projects, 27 achieved **89.24%** at the campus level; compared to June 30, 2023, the academic units reached **89.40%**, maintaining the level of achievements.
 - Priority Area 2: Out of a total of 10 projects proposed, 6 were achieved, **62.50%** at the precinct level, the area with the lowest percentage of achievements; Compared to June 30, 2023, the academic units reached **73.66%**, significantly decreasing the level of achievements.
 - Priority Area 3: Of a total of 37 projects proposed, 23 were achieved, **96.76%** at the campus level, the area with the highest percentage of achievements; Compared to June 30, 2023, the academic units reached **79.37%**, significantly increasing the level of achievements.
 - Priority Area 4: Of a total of 22 proposed projects, 19 were achieved, **78.74%** at the campus-level; compared to June 30, 2023, the academic units reached **66.37%**, significantly increasing the level of achievements.
 - All Priority Areas (all academic units): Cumulative average achievement rate of **81.81%**

- **Campus-Level (all units) 2018-2023 and Extended to December 2024**
 All Priority Areas: Total % of average achievement **81.57%**
 (77.20 + 85.70 + 81.81 = 81.57 %)

Priority Area I: Research and Creation

The Río Piedras Campus of the University of Puerto Rico is the only higher education institution with the Carnegie classification of Doctoral University of Higher Level of Research (R2) in Puerto Rico. This classification distinguishes it among the top universities in the United States for its wide range of doctoral offerings and its investments in research and development. To maintain this level or achieve a higher level of recognition, the Campus strengthens its culture of self-management and entrepreneurship in research, and creates strategies for institutional supports that facilitates research and creation for students and professors, as well as enhance intellectual development, dissemination, and production.

The UPRRP Summative Evaluation Report 2018-2023 shows that the academic and administrative units have made significant efforts to support and facilitate research and creation for students and professors, with initiatives to increase the production of innovative knowledge through research and creative activity, and the recruitment of professors of excellence (Goal 1.1). All units developed successful projects and increased external funds coming from competitive proposals, with notable achievements of the College of Natural Sciences which included the commercialization of patents and innovative projects (Goal 1.2). As supported by the UPRRP Annual Achievement Reports, for the period 2015-2020 Campus' resource allocations to support research and creation increased from \$8 to \$106 million; with additional allocations reported for 2021 and 2022, \$36 and \$21 million, respectively. It is commendable to mention that even during

the COVID-19 pandemic, from March 2020 to June 2021, 160 external funding proposals were virtually submitted for a total of \$94,226.294 million. Faculty and students are commended for their sustained efforts for the dissemination of research and creative production at the local and international level, including peer-reviewed journals, papers published in conference proceedings, books and reviews, and sponsoring annual conferences and congresses (Goal 1.3)

TRANSFORMATIVE ACTIONS OF ACADEMIC UNITS⁵, AS OF JUNE 30, 2023

External funds to support research and creation, among others:

- ADN Post Sentence Project (US Department of Justice); Center for Victims' Integral Support (US Department of Justice Stop Violence Against Women Grant; PR Justice Department; Ángel Ramos Foundation) (SLAW)
- Federal Emergency Management Agency-FEMA (\$1.5M) 2019-22; US Geochemical Survey (\$150,000) 2020-21; NSF Large-scale Coastlines and People Hub (\$852,947) two-years (SPLA)
- 253 approved proposals 100/40% (\$43,507,176.00), (\$10,876,794 annual average);
- Commercialization, 20 projects; Patents, 42 applications (NATU)
- \$2,504,476.70, total for the period (SOCl)
- Ángel Ramos Foundation (\$149,000, 2018-19; \$100,000, 2020-21); US Department of Justice: Grant to Reduce Domestic Violence, Dating Violence, Sexual Assault and Stalking on Campus (\$300,000,2022-25) (EDUC)
- Afrodescendence and Raciality Studies (PRAFRO) (\$700,000 + \$1.8 M) (GENE)
- Afrodescendence and Raciality, Andrew W Mellon Foundation (\$700,000)
- Boychiks and Boricuas: Representations of Jewish Masculinity in the Literature of the Puerto Rican Diaspora (\$22,500) (GENE)
- "P.R.O.B.E" Project: The Computational Physics Initiative at the U.P.R, Simons Foundation (\$217,087) (GENE)
- Historical Archive *Casa Pueblo* (\$21,000) (GENE)
- Emergency Responses Archive 2020-23 Sub-Award de University of Michigan- Mellon Foundation, \$1,130,627 (250,000/YR1) & (\$325,000 YR2) (GENE)
- Research projects (165): Graduate Studies (30), Curriculum and Teaching (21), Education Foundations (39), Physical Education y Recreation (41), Laboratory Schools (65) (EDUC)
- Preservation and Access of Unique Puerto Rican and Caribbean Studies Collection (\$285,130) (HUMA)
- Increase of external funds: Research 144% (FY 2022 and 2023); Non-research 102% (DEGI)
- Mental Health Awareness Training Project / AWARE community Grant Award Now is the Time (\$125,000.00 annual); FIESTA II (\$228,751.00 annual; \$40,000.00 indirect cost 2022-2023); Title V Proposal, Strengthening the social, emotional and academic needs of STEM hispanic students in Puerto Rico (STUD & DECEP)

⁵ Academic Units: School of Architecture (SARQ); School of Law (SLAW); School of Communication (SCOM); Graduate School of Planning (SPLA); College of Business Administration (BUSS); College of Natural Sciences (NATU); College of Social Sciences (SOCl); College of Education (EDUC); College of General Studies (GENE); College of Humanities (HUMA)

Publications and exhibitions of creative work, among other transformative actions:

- 48 articles in peer-reviewed journal InForma, published presentations in conference proceedings, books and reviews (SARQ)
- Annual average of 5 articles in peer-reviewed journals (faculty); annual average of 2 research articles (students) (SCOM)
- 228 articles in peer-reviewed journals (BUSS)
- 648 local presentations in congresses or expositions y 392 international; 40 interdisciplinary /transdisciplinary projects (NATU)
- 113 articles in peer-reviewed journals; 48 books; 210 presentations in congresses (SOCI)
- 45 research articles, College of Education Journal (EDUC)
- 100 articles in peer-reviewed journals, published in congresses proceedings, number of books, creative work and reviews and, articles or book chapters; 43 publications, presentations, congresses, expositions, among other activities. (GENE)
- Over 23 national and international congresses; Federico de Onís Seminar – 10 Volumes, two per year; over 22 cultural activities (HUMA)

TRANSFORMATIVE ACTIONS OF ADMINISTRATIVE UNITS⁶, AS OF JUNE 30, 2023

- Publications FIPI Program: 2020 (4), 2021 (3); 2022 (5); in progress (3) (DEGI)
- Guidelines for the establishment, evaluation and termination of research centers and institutes, creation and innovation in the Rio Piedras Campus of the UPR (DEGI)
- GRIOT Journal, indexed in Dialnet, DOAJ, PKP Index and REDIB; evaluated by CIRC, ERIH PLUS y Latindex, with registered bibliographic information in Ulrichweb and WorldCat; 8 articles in peer-reviewed journals, 2 chapters, 2 posters in congresses and other publications; 34 presentations in congresses, symposiums, and conferences (STUD)

TRANSFORMATIVE ACTIONS OF THE ACADEMIC UNITS: EXTENDED TO DECEMBER 2024

External funds to support research and creation, among others:

- Approved Proposals to Expand the Post Sentence DNA Project and the Comprehensive Victim Support Center (\$200,000) (SLAW)
- Strengthening of the Center for Coastal Research and Planning (COREPI) – Proposals: Department of Housing, CDBG-DR Funds, *Coastal Erosion Capacity Building*; *National Wildlife Federation NOAA \$2.8 million*, April 2024 (SPLA)
- Proposed seed funds with the Division of Continuing Education and Professional Studies (DECEP) for a housing research center. (SPLA)
- Creation of interdisciplinary and interfaculty groups to address the effective teaching of STEM disciplines on campus- Proposals: *Preparing the Next Generation of Environmental Scientists through Research-based Coursework and Community Internships (NSF#2122417) \$500,000*; *Design of a personalized, gamified virtual experience (GVE) to strengthen scientific research skills (NSF #2421165) \$500,000* (NATU)

⁶ Administrative Units: Deanship of Administration (ADMI); Deanship of Academic Affairs (ACAD); Deanship of Students (STUD); Deanship of Graduate Studies and Research (DEGI, Spanish acronym); Division of Continuing Education and Professional Studies (DECEP, Spanish acronym)

- Creation of the Emerging Technologies Research Laboratory (LITE Lab.) with the participation of professors from the College of Social Sciences and the College of Communication and Information (FIPI, \$45,000) (COIN)
- Project Resurge-Emergency and Rescue Responders (PR Science Trust \$5,000) (EDUC)
- Support to faculty in the development of their research agendas by promoting and incentivizing significant research (BUSS)
- Formulation of proposals that promote the collaborative research agenda, alliances with other seminars and centers of the College, the Campus and other universities for the exchange of professors and student researchers and the digital and printed dissemination of the results. Grant from the *Institute of Museums and Library Services*; collaboration with the Museum of Anthropology, History and Art of the Río Piedras Campus (HUMA)

Publications and exhibitions of creative work, among other transformative actions:

- Local and international exhibition of creative work and research: Two congresses on Special Education and Law and Health. (SLAW)
- Research Development, Publication and Dissemination for Innovation in Planning: Four peer-reviewed publications, Dr. Ariam Torres, Dr. Alison Chopel, Dr. Maritza Barreto and Prof. Aurelio Castro (SPLA)
- Dissemination of teaching research through publications in peer-reviewed journals and professional presentations by researchers or research groups affiliated with programs (NATU)
- Publication of research (peer-reviewed journals, conference proceedings) and dissemination of academic projects and research (trips, presentations at local and international conferences, exhibitions) (COIN)
- Cátedra UNESCO of Education for Peace: Dissemination of research and publications at the national, regional and international levels, as well as to other UNESCO Cátedras in Ibero-America. (EDUC)
- Special publication in Volume 7 of ReEduca with the articles of the Conference on Environmental Education (EDUC)

Interdisciplinary and transdisciplinary collaboration:

- Recruitment of faculty of excellence, with the highest academic degrees from accredited universities, in and outside Puerto Rico (Various units)
- Recruitment of teaching staff with interdisciplinary training in STEM disciplines and research experience in science education (in progress) (NATU)
- Redesign of spaces and new spatial configurations in the Design Workshop of the Baccalaureate of Architecture (SARQ)
- Increase in outreach, promotion, and student recruitment in undergraduate research opportunities (NATU)
- Linking professors and students with other researchers and academics to generate collaboration and establish networks that contribute: PRISM proposal with the College of Natural Sciences; First Puerto Rican Congress of Research and Studies on Video Games (LITE Lab.) (COIN)
- Renewal of the UNESCO Cátedra in Knowledge Creation, Innovation and Collaboration in Higher Education (EDUC)

- Interdisciplinary Project on Double Exceptionality in Puerto Rico (FIPI Funds) (EDUC)
- Research Project: Strengthening Metacognitive Processes in Writing, Protocol #2324-013 (EDUC)
- Action research project of the Laboratory Schools: New research phase with the meteorological station and the green roof of the Secondary School; AGUA VIDA Project (EDUC)
- FINGERS Project – Prevention of Alzheimer's Disease in collaboration with the UPR Medical Sciences Campus (EDUC)
- Active and Healthy IUPI (EDUC)
- Preschool Project: Evaluation of the characteristics of physical fitness, anthropometric characteristics, physical activity, sedentary time and sleep, and characteristics in the family environment and neighborhood. (EDUC)
- AFAN2–UHS-UPRRP Project: Evaluation of the characteristics of physical fitness, anthropometric characteristics, physical activity, sedentary time and sleep, and characteristics in the family environment and neighborhood. (EDUC)
- Research-creative activity in research centers: Faculty participation in local and international congresses, symposia, conferences, artistic exhibitions, etc., through research centers. (HUMA)
- Participation of UPR professors (several campuses), through academic collaboration agreements with the universities of Florida and Michigan. (HUMA)
- Updating and establishment of academic cooperation agreements with related local and international institutions with the purpose of promoting the development of teaching and research: Instituto Cervantes; *Library Residency University of Michigan*, *Center for Latin American Studies, Florida University*; University of Cordoba (in process) (HUMA)
- Development of academic and cultural activities with international scope in the disciplines of study (HUMA)
- Development of activities for the preservation, digitization and dissemination of the collection of research centers accessible to the international community; Development of metadata that optimizes the dissemination of research and creative production through online metasearch engines. (HUMA)

MOST OUTSTANDING STRATEGIC PROJECTS AT THE CAMPUS LEVEL: 2018-2023 TO DECEMBER 2024

1. Recruitment of Professors and Researchers of Excellence with interdisciplinary preparation
2. Alternative mechanisms to recruit qualified faculty, collaboration with other units of the Campus and UPR System
3. Supporting faculty by encouraging meaningful research
4. Allocation of more resources and products from the Observatory of Information-Related Studies each year in writing and translation to support the faculty's publishing efforts
5. Strengthening of the Center for Coastal Research and Planning (COREPI)
6. Creation of the Emerging Technologies Research Laboratory (LITE Lab.)
7. Participation with Universidad Carlos III in the project, "Unit for Monitoring and Analysis of Scientific Research in Puerto Rico (UMAIPUR)"
8. Action-Research Projects

9. Creation of interdisciplinary and interfaculty groups to address research and effective teaching of disciplines
10. Formulation of proposals that promote the collaborative research agenda, alliances with other seminars and centers of Colleges, the Campus and other universities
11. Inter-disciplinary and transdisciplinary collaborative research projects
12. Competitive projects to increase the attraction of external funds through research and creation
13. Initiatives to raise external funds for research units
14. Increase in external funding
15. Commercialization of patents and innovative projects
16. Dissemination of publications by faculty and students in local and international peer-reviewed journals, papers published in conference proceedings, books and reviews, among others
17. Cátedra UNESCO of Peace Education: Dissemination of research and publications at the national, regional and international levels
18. Exhibition of creative and research work at local and international level through participation in local and international congresses and symposia
19. Updating and establishing academic cooperation agreements with local and international related institutions to promote the development of teaching and research
 - Renewal of the Cátedra UNESCO Knowledge Creation, Innovation and Collaboration in Higher Education
20. Action plans to promote the continued participation of faculty and students in public opinion forums and the media, locally and internationally.

Priority Area 2: Academic offering and support services for student success

The Río Piedras Campus is committed to comprehensive innovation and transformation in its academic programs and specialized services. Academic renewal intensively integrates technologies and responds to the paths of knowledge, the challenges of professional sustainability, the emerging scenarios of the labor market, and life in society. UPRRP ensures an academic undergraduate, graduate and professional offer, in face-to-face, hybrid, and distance modalities, as well as in alliance with other entities at the local and international levels. It provides its students with a rigorous educational experience consistent with the highest standards of discipline and professions. Strengthens learning environments focused on the formation of responsible citizens with different interests, levels of capacities, intellectual curiosity, and life experiences. Develops the necessary competencies in a changing and interconnected world to shape students into critical and ethical thinkers, societal leaders, researchers and creators, professionals and entrepreneurs. It creates the conditions for changing into a culture of service through a holistic experience focused on student success. Articulates and strengthens educational practices and support services, based on outcomes of learning and institutional effectiveness assessment, and the use of information and communication technologies for continuous improvement.

The UPRRP Summative Assessment Report 2018-2023 shows significant progress over the last decade in building on the University's longstanding excellence in undergraduate, graduate and professional education. This includes meeting the specific goals set for the Strategic Plan, as well as launching several projects and initiatives. Emphasis is given to support and promote quality education consistent with the highest standards of the disciplines and professions, the curricular

renewal and transformation of academic offering and the integration of technologies, and alliances with other entities at the local and international levels, responding to professional challenges and opportunities, as well as to emerging labor market scenarios. Advancement has also been made to increase the number of interdisciplinary and joint degree graduate programs.

During AY 2017-2018 graduate studies and research academic policy authorized academic offerings in different modalities and programming (trimesters of 12 weeks and an 8-week summer), being the master's in business administration the first UPR system online and accelerated-trimester graduate program (Certification 51, Academic Senate). Recognized as a Campus Priority Project (Goal 2, 2.1 and 2.2) a comprehensive curricular review took place to temper academic offerings to advance the disciplines and to create new programmatic options, such as areas of emphasis, second majors, professional certifications, new masters and doctor degrees, and trimester offerings.

For AY's 2019-2020 to 2021-2022 at least 34 and 40 curricular proposals, respectively, were submitted to the Academic Senate and other higher institutional evaluation and approval instances, an achievement inherent to the systematic implementation of periodic review cycles. Among these transformative actions: new online master programs (Science and Information Technologies; two in Trimesters, Business Administration and Project Management; Orality in the Justice System; Nutrition and Dietetics, accredited); new Master and Ph.D in Computer Science, Post Bac Certificate in Disaster Planning; two accelerated pathways for the Master in Architecture; new majors (Entrepreneurship, English, and History); minors in Accounting and Data Analytics, Art and Design, Women and Gender; Joint Programs Master of Architecture and Planning; Joint Degrees BA in General Studies and Master of Planning; Areas of Emphasis (Elementary Education, History, Transdisciplinary Studies in Music, and Clinical Psychopathy for the Ph.D in Psychopathy) (Goal 2). Campus's commitment to a comprehensive and intensive innovation and transformation of academic programs and specialized services was reaffirmed with the implementation of the Academic Transformation Plan 2020-2023 (Goals 2.1 & 2.2).

Institutional policies for distance education began in 2006-2007 system-wide (Certification 73, Board of Trustees), 2014-2015 UPRRP policy (Certification 125, Academic Senate), and 2015-2016 UPRRP Norms and Guidelines for the Implementation of the UPR Distance Education Policy (Certification 49, Academic Senate). In the summer of 2019, a *substantive change* was submitted to MSCHE with the online curricular proposal for the master's in sciences and information technologies. With its approval UPRRP gained the recognition of becoming the first campus at the UPR system with capacity to offer programs and services in alternate modality, positioning in the threshold to embrace a transcendental academic transformation (Goal 2.1.1).

The COVID-19 pandemia that begun in March 2020, along with other emergencies that caused long-lasting effects in the communities, had an impact in higher education institutions. The US Department of Education authorized a temporary flexibility to continue operations integrating information technologies and communication to existing non-distance offering. The emergency moved the UPRRP to strengthen and focus initiatives for the development of distance learning skills and services associated with these technologies for students and professors.

The Distance Education Report 2023 requested by the Academic Senate provides evidence of at least 28 significant institutional accomplishments about the development of distance education

(Certification 119 (2022-2023) of the Academic Senate (Goals 2.1 & 2.2). Specific transformation milestones include the following: Institutional template for online courses; first online program in UPR system; first massive online open course; UPR unit with more online programs, approved and under evaluation by governing bodies (until March 2023: one bachelor, nine masters (one accredited; two in trimestral programming), one Ph.D, four minors, two second major, one post-bachelor certificate, four professional certificates); more than 900 faculty received the Certified Educator on Distance Education training (Global UPRRP Certification); academic, student and administration deanships, colleges and schools, as well as service units (Registrar's, Admissions, Library), among others, redesigned and integrated online services for students and faculty; first unit to develop self-directed asynchronous professional offerings; first repository of master online courses; accessibility to distance education; first YouTube channel and first video tutorials repository; first online orientation-induction interactive courses for first-year students, undergraduates and graduates; Special Committee for the revision of the UPRRP Distance Education Policy; revision of "Processes for distance education courses and programs"; guideline for institutional creation and approval of distance education offerings; interactive guideline of reasonable accommodation for online courses; redesign of the Moodle portal. The institution has documented the use of the Coronavirus Aid, Relief, and Economic Security Act Fund (CARES) and the Higher Education Emergency Relief Fund (HEERP) to support distance education transformation initiatives.

The aforementioned achievements demonstrate Río Piedras Campus commitment with a comprehensive innovation and transformation in its academic programs and the integration of technologies to respond to the emerging needs and opportunities. Institutional data reported by DIIA show a sustained undergraduate *retention rate and graduation rate* of 84% and 52% since 2018, respectfully; with a decrease of 2% and 6% in 2020 for both rates, possibly related to the effects of Hurricane María and the COVID-19 pandemic. (Goal 2.1, 2.2 & 2.3).

TRANSFORMATIVE ACTIONS OF ACADEMIC UNITS, AS OF JUNE 30, 2023

Creation of professional certificates

- Conservation of Architectural and Urban Heritage, Online
- Architecture and Landscaping in Tropical Climates, Online
- Management and Development of Cooperatives and Solidarity Organizations, Online
- Cognitive-Behavioral Therapy Applied to Children and Adolescents PR, Online
- Interpreting Studies, Online
- Addiction, Drugs and Violence
- Social Research
- Forensic Social Work
- Development of Computational Thinking and Programming in Education at the Elementary Level
- Professional Certificate in Marketing - Online

Creation of graduate programs (approved and in the instances)

- Graduate Certificate in Linguistics Applied to Spanish, Online

- Post Baccalaureate Academic Certificate in Disaster Planning
- Master of Business Administration, Online and Quarterly
- Master of Science in Nutrition and Dietetics with Supervised Learning Experience, Distance program
- Master of Laws LL.M. in Orality in the Criminal System, Online.
- Master's Degree in Creative Writing, Online
- Master's Degree in Project Management, Online and Quarterly
- Master's and PhD in Computer Science
- Master's Degree in Translation, Online
- Master of Arts in Chemistry
- Master's Degree in Information Sciences via Distance Education
- Ph.D. in Rehabilitation Counseling and Emphasis in Psychiatric Rehabilitation, Neurodevelopmental Disorders and Chronic Diseases
- Master's Degree in Sports Education, Online
- Ph.D. Learning Technology, Distance program

Creation of graduate/joint and accelerated programs (approved and in instances)

- Juris Doctor and Master in Planning
- BA General Studies and Master of Planning
- B&M and MyMD in Hispanic Studies
- B&M in Philosophy
- B&M Comparative Literature
- Interdisciplinary Studies with Law Program

Creation of undergraduate programs (approved and in the instances)

- Bachelor of Arts with a Major in General Studies, expanding, to the Annex 292 Correctional Institution in Bayamón and at the Women's Rehabilitation Center in Bayamón
- BA in Education in Information and Communication Technologies for Learning
- Bachelor of Business Administration with Major in Entrepreneurship
- BA with Major in History – consolidation of History of the Americas and History of Europe
- BA with a Major in English – consolidation of Literature and Linguistics and Communication
- BA in Education with Major at the Elementary Level – consolidation from Kindergarten to Third Grade (K-3) and Fourth to Sixth Grade (4th - 6th)
- BA in Secondary Education with a Major in Social Studies and History – by consolidation

Creation of second majors and minor majors, and areas of emphasis

- Second Major and Minor Major in Entrepreneurship, Online and Face-to-Face
- Art & Design (Fine Arts & Architecture)
- Design and Innovation with R+C for product development in FabLab
- Documents and Archives & School Library
- Entrepreneurship, Online

- Studies and Research on People of African Descent in Puerto Rico
- Human Resources Management, Online
- Modern Languages
- Social Work and Cooperativism, Online
- Areas of Emphasis in English and History

Proposals for significant or major change (approved and in the instances)

- BS in Nutrition and Dietetics
- Master of Architecture
- Master's Degree in Psychology with a specialty in Academic Psychology Investigation to "Neurocognition and Human Development" and creation of Area of Emphasis
- Master's Degree in Industrial Organizational Psychology to one with a specialty in Psychology of Work and Organizations and to create the Area of Emphasis in Psychology of Work and Organizations under the Ph.D. in psychology.
- Doctorate in Psychology and Creation Area of Emphasis in Clinical Psychology

Minor change proposals (Curriculum Revisions) (approved and in the instances)

- Curricular Revisions to the Bachelor of Business Administration in: Marketing Management; Operations and Supply Management; Human Resources Management
- Minor Academic Change to Master of Science: Physics; Chemistry
- Academic Change to Second Major in Computer Science

TRANSFORMATIVE ACTIONS OF ADMINISTRATIVE UNITS, AS OF JUNE 30, 2023

- Creation and modification of programs and certifications at the doctoral, master's and baccalaureate levels, in different modalities (face-to-face, hybrid, distance and online), which respond to the needs of a changing and technological society (ACAD)
- 2019-2020 Registration - Modification/creation of 92 undergraduate courses and 12 approved graduate courses (hybrid, online and/or distance education) (ACAD)
- 2021-2022 Registration – Approval of 70 undergraduate and 6 graduate courses (hybrid, online and/or distance education) (ACAD)
- General Education Component Courses – 40% approved to be offered under the hybrid, distance and/or online modality (ACAD)
- Exchange agreements: Renewal of 64 agreements; Signing of 7 new agreements (STUD)
- Recruitment activities: Increase in the number of public and private schools visited and students impacted: 475 schools; 26,766 students impacted (STUD)
- Graduate Promotion and Recruitment Plan - 53 activities of national and international scope; Institutionalized the Annual Graduate Studies Fair; Increased social media presence. (DEGI)
- Training Program for Students and Coordinators: New Student Welcome Orientation and Prospective Student Orientation (semesters); Academic progress; Extensions and licenses (annual); Formative Academic Experiences Program (PEAF) (2 annual) (DEGI)
- During the period 2019-2023, the Associate Deanship of Academic Affairs of the DEGI
 - ✓ Supported a total of 20 proposals for curricular innovation and 9 proposals for academic change that incorporate formative research experiences.

- ✓ Established training cycles for the graduate curriculum committees of the faculties and schools on the different normative processes for academic and institutional effectiveness.
- Professional Improvement Certificates, Distance Education, Created and Offered (DECEP)
 - ✓ Professional Certification of Online Educator and Virtual Course Designer (self-directed for UPRRP teachers)
 - ✓ Professional Certification of Online Educator and Virtual Course Designer (self-directed for UPR teachers)
 - ✓ Professional Certification in Sexual Harassment, Domestic Violence, Discrimination, and Employment Equity Prevention
- Short distance education courses (DECEP): 67 courses created and offered
- Distance education academic programs, administered by DECEP: Professional Certificate in Information Sciences; MBA; LL.M. in Law – Generated \$1,511,376 of cumulative revenue for the period

TRANSFORMATIVE ACTIONS OF THE ACADEMIC UNITS: **EXTENDED TO DECEMBER 2024**

Creation of graduate programs, distance education

- Creation of the LL.M. Degree in Intellectual Property, online (SLAW)
- Proposals for the creation of the Interdisciplinary Doctorate in Philosophy, distance learning program, in collaboration with the School of Architecture and the Graduate School of Social Work (HUMA)

Creation of undergraduate and graduate programs, distance and accelerated

- Creation of three accelerated curricular pathways between accredited programs in Nutrition and Dietetics, undergraduate and graduate, distance education (NATU)

Proposals for significant or major changes, via distance education

- Continuous transformation of undergraduate degrees through the innovation of high-quality distance education programs (BUSS)

Curricular innovation

- Creation of online courses, undergraduate and graduate (NATU)
- Development of three cycles of technological advances open to the UPR system and the community in general (COIN)
- Elementary School projects that integrate Microsoft tools into curricula: Microsoft Innovative Schools - Incubator Program; Information and Communication Technologies Project (PTIC) (EDUC)

MOST OUTSTANDING STRATEGIC PROJECTS AT THE CAMPUS LEVEL: 2018-2023 TO DECEMBER 2024

1. Creation of graduate programs and professional certificates, distance learning; Master's Degrees, Online & Quarterly
2. Creation and offering of professional development certificates, short courses, and services to teachers and students, via distance education
3. Strengthening the *time-to-degree* compliance of undergraduate and graduate programs
4. Creation and academic changes in undergraduate and graduate programs
5. Creation of majors, minors, second majors, and areas of emphasis
6. Transformation of undergraduate degrees through the innovation of distance learning programs
7. Expansion of joint bachelor's degrees with master's degrees between faculties and other campuses
8. Strengthening the curriculum by incorporating awareness, knowledge, impact and benefit from the approach of technological agility, diversity, inclusivity, equality and ethics.
9. Collaboration agreements for the development of interdisciplinary projects between faculties, public entities and the private sector.
10. Conversion of face-to-face courses into virtual environments
11. Creation of online courses (undergraduate and graduate)
12. Cycles of technological advancements open to the UPR system and the community in general
13. Expansion of courses with visiting faculty in areas of innovation
14. Professional practice internship programs to strengthen the relationship with the professional community
15. External funding for student stipends or scholarships - Title IV Proposal for \$2.5 Million to Social Work Program for Internships in the Department of Family Affairs
16. Expansion of integrated and holistic student support services, including labor market integration
17. New student mentoring strategies with impact on retention and graduation rates
18. Conversion of the accreditation of the School of Communication as a continuous process of self-study and sustained improvement.
19. Faculty recruitment plan that identifies areas of competence of the profession that we are interested in addressing and that are not currently covered.
20. Marketing plan for the diversification of emerging strategies for student recruitment and retention
21. Creation of websites, modern blogs and audiovisual channels with educational content on platforms such as YouTube, with unlimited international reach on the internet
22. Strengthening the teaching-learning process through student assessment
23. Strengthening the Transition to the Online Learning Assessment System (OLAS) Project
24. Strengthening the Project for University Teaching (PDU)
25. Collaboration with professors at the interdepartmental and interfaculty level in teaching, research or other projects
26. Strengthening the bond between retired professors and alumni through academic, administrative, cultural and recreational activities
27. Recognition of the UPR Elementary School as *a Microsoft Global Learning Connection*
28. Digital Citizenship of Teachers - Integration of technologies for the development of teachers' digital skills in the teaching and learning processes

Priority Area 3: University Social Responsibility and Community Networks

The Río Piedras Campus emphasizes its role of social responsibility and network of service to communities. This network is formed through the activities of professorship, research, on- and off-campus practices, internships, and volunteering, among others, in which students, professors, other staff and communities participate. The Campus cultivates its outreach through supportive social, cultural, and environmental action. To do so, it includes programs, projects, physical spaces, and other new and existing structures to support, facilitate, document and give visibility to communities, their needs, and the institutional contributions of the campus. The Campus focuses on the achievement of a more sustainable social and environmental development of the institution and of the communities with which it is linked.

The UPRRP Summative Assessment Report 2018-2023 documents that the Campus has continued to make great strides in its public service and outreach community goals of the Strategic Plan (Goal 3.1). This has been an emblematic priority area over the years. In accordance with its Mission, the Campus has maintained and strengthened its community networks offering real-life experiences for students, while contributing with social, cultural and environmental actions. A notable achievement has been the establishment of the BA in General Education by Extension for the Confined Population in the Puerto Rico Department of Correction and Rehabilitation, with the first class of 12 graduates in 2022. Partnerships with government entities and non-profit organizations for research and consulting opportunities, and an extensive list of outreach collaborative community projects have been embedded into academic programs (practical and internship courses, volunteer urban, community, and entrepreneurial work, tasks assigned or led by students), quality of life projects, and student organizations activities. Through the development of congresses, forums, exhibitions and cultural initiatives (virtual during the emergency periods), the Campus has led the discussion of public affairs and the formulation of public policy proposals, allowing for humanistic and creative reflections.

UPRRPs commitment with environmentally responsible Institutional practices (Goal 3.2) is documented by the Deanship of Administration. Recognized as an institutional priority, a six-phase project for improvements to the air conditioning system of the central cooling plant was 100% completed, resulting in savings of \$500,000 annually. In compliance with the UPR's energy policy, proposals have been submitted to the Federal Emergency Management Agency (FEMA) and the Puerto Rico Department of Housing, for estimated savings of over 50% electricity consumption. Another notable project is the LED lighting to 145 buildings of the Campus, with savings of 35% in electricity consumption. The Deanship of Students evidences multiple collaborative projects to promote the participation of student organization and offices in an array of community services, social and cultural management activities.

TRANSFORMATIVE ACTIONS OF ACADEMIC UNITS, AS OF JUNE 30, 2024

- Professional Practice Internship (IXP) – 97% of students, employed in architecture or design firms (SARQ)
- Legal Aid Clinics and Liaison – received 408 students contributing 26,546 pro bono hours. (SLAW)

- Internships and clinical experiences that facilitate the integration of community services and the presence of the SGSIT.
- Collaboration of undergraduate students of the Audiovisual Communication Program with projects of the UPR Presidency, Medical Sciences Campus and federal proposals such as CRiAS (*Centro de Recursos para la Investigación Interdisciplinaria y Aprendizaje Subgraduado*), among others (SCOM)
- Community services on planning matters: 21 projects; 6 agreements between the Center for Coastal Research and Planning (COREPI) and government institutions - Puerto Rico Science and Technology Trust, Department of Housing, University of Central Florida, FEMA (SPLA)
- Liaison Program: Facilitates and strengthens links with the business community, communities, government and non-profit agencies, and alumni; She supports over 5,367 employers, publishes over 8,057 job offers and has over 15,096 followers on her social network (students and alumni). Donations, \$129,690 (BUSS)
- Projects with CAUCE: 43 university projects; 29 student-led initiatives, impacting 8,917 students (NATU)
- Significant collaborative projects and efforts for the country: Legal Committees, Bills by 15 students); public hearings, trainings; Governing Board of the Cooperative Development Commission of the Government of Puerto Rico, to outline and evaluate public policy on Cooperativism and the Social Economy; Committee for the Review of the Manual of the Court of Protection Orders of the Judicial Branch of Puerto Rico, updating and providing tools to the country's judges (SOCl)
- Professional development activities for the preparation of candidates for teachers, educators, counselors and school principals, leading to the co-development of shared responsibility and evaluation of clinical experiences (EDUC)
- Among other efforts, meeting with Cooperating Teachers and meeting with Cooperating Directors 2022, Island level – Professional and emotional development workshops for 180 teachers and 20 directors of the public and private system (EDUC)
- BA in General Education by Extension for the confined population in the Puerto Rico Department of Correction and Rehabilitation (GENE)
- "Accelerated Professionalization Program of the Puerto Rico Department of Education (PADE) - UPR Impulse" - 8 academies in areas of the humanistic work of Music, Dance, Theater, Spanish, Linguistics Applied to Spanish, History of Art and History (HUMA)

TRANSFORMATIVE ACTIONS OF ADMINISTRATIVE UNITS, AS OF JUNE 30, 2023

- Central Cooling Plant Air Conditioning System Improvement Project, 100% completed, \$500,000 annual savings (\$1.3M, Central Administration) (ADMI)
- Proposal submitted under the funds of the CDBG-InfraMIT Department of Housing, which includes cogeneration, upgrade of the electrical substation, photovoltaic system, Chilled Water-Cooling Plant and replacement of the primary switchgear. Awaiting approval, \$100 M (ADMI)
- Project to change LED lighting to 145 buildings of the Campus: 12,645 LED luminaires for an annual energy saving of \$226,950.75 (\$75,870, institutional funds); Savings of 35% in electricity consumption (ADMI)
- Integration of renewable energy into common spaces: Installation of 37 solar tables (Federal Department of Education, \$106,764; CARES Act, \$431,786) (ADMI)

- Community partnership agreements to increase student participation (Student Organizations, Athletes, Musical Groups, and other groups) (STUD)
 - ✓ Quality of Life Office - With public and private entities - educational material, screening clinics, disease prevention, talks, donations for food and personal needs of students.
 - ✓ Quality of Life Office – With Mesón de Amor, Food Bank, MERCK, Yarimar Pharmacies, Community mobilization Municipality of San Juan, AMSSCA, Kennedy Dining Room and AMGEN.
 - ✓ Office of Services for Students with Disabilities – With ASSMCA, ASSMCA Project on Community Advisory Committee; PUEDO Project
- Social and cultural management activities (STUD)
 - ✓ Dean's Office of Programs and Initiatives - Boys and Girls Club, CAUCE, ASPIRA, First Bank and Colaborativo PR, in at least two activities
 - ✓ Student Organizations – Community service activities - beach clean-ups, blood donations, visits to homes for the elderly, animal shelters, Julia de Burgos Protected House, hospitals, and others
 - ✓ FIESTA II Project - Visits to schools and communities adjacent to the venue and outside

TRANSFORMATIVE ACTIONS OF THE ACADEMIC UNITS: **EXTENDED TO DECEMBER 2024**

Educational projects

- Pro-Bond Expansion, and Public-School Liaison (Donation, \$10,000) (SLAW)
- Expansion of internships and practicum courses (SLAW)
- Fostering community engagement while educating citizens who are aware and fully integrated into the society in which they live and work (Donation, \$75,000) (BUSS)
- Short courses in scientific research for high school students (NATU)
- Project to support schools surrounding the Elementary School (areas of English, mathematics and technology) (EDUC)
- Contribution to the public discussion on issues related to planning in Puerto Rico (SPLA)

Community Service Projects

- Collaboration between the Office of the Superintendence of the Capitol and the School of Architecture to offer an internship of professional experience – Donation of 'plane scanner' worth \$50,000 to the Archive of Architecture and Construction of the UPR (AACUPR) (SARQ)
- Collaboration with community entities and government: Coastal Erosion Capacity Building Project; projects for the Integrated Transportation Authority (SPLA)
- Expansion of the Comprehensive Victim Support Center and Post-Sentence ADN Project (Grant \$200,000 and Donation \$10,000) (SLAW)
- Linkage with the rehabilitation works of Río Piedras: Capetillo Garden of Río Piedras of Interpretive Paths (SPLA)
- USDA Grant NIFA #2017-0367: Changes in Dietary Patterns and Lifestyles During COVID-19, CIPSHI #2021-154 (NATU)

- Project ABC: Assessment of Body Composition in Adults for the Prevention of Obesity and Chronic Disease (NATU)
- Collaboration with UPR-Carolina: Allergenic Food Menu for PR (NATU)
- LUQ-LTER Community Engagement Strategic Plan in Tropical Forest Management (NATU)
- Publicity campaigns to foster understanding and create empathy for vulnerable groups in society about discrimination, diversity and equity: Agro Energía PR - Campaign to mitigate the effects of global warming in Puerto Rico. (COIN)
- Professional and cultural activities that celebrate the cultural diversity of the region and promote cultural exchange between the university and the community: Panel, "Journalistic ethics as a compass"; Dialogue, "Women in the Puerto Rican Bomb" (COIN)
- Celebrating the Humanities: Community Service Through the Arts (HUMA)
- Humanities in the Community: Paradise Cinema in Río Piedras; Offer of the master's degree in Cultural Management and Administration in neighboring and external communities; UPR Caribe Digital with the Faculty of General Studies (HUMA)
- The arts as a tool for rehabilitation: Admission to the master's degree in Cultural Management and Administration (HUMA)
- Nutrition Fairs (NATU)
- Summer Camp in Food and Nutrition (NATU)
- Route to the University (EDUC)
- Accompaniment Project to Neighboring Schools in the areas of English, mathematics and technology through the Elementary School (EDUC)
- Sports Reinforcement (EDUC)
- JuveEmpleo (YouthEmployment) (EDUC)

MOST OUTSTANDING STRATEGIC PROJECTS AT THE CAMPUS LEVEL: 2018-2023 TO DECEMBER 2024

1. Klumb House Project
2. Pro Bono Expansion, Clinic and Public-School Liaison
3. Expansion of the Center for Research and Community Support
4. Expansion of the Comprehensive Victim Support Center and Post-Sentence ADN Project
5. Expansion of internships and clinical experiences that facilitate the integration of community services
6. Short courses in scientific research for high school students
7. Linkage with the rehabilitation works of Río Piedras: Capetillo Garden of Río Piedras of Interpretive Paths
8. Partnerships with government entities and non-profit organizations for research and consulting opportunities
9. Collaboration between the Office of the Superintendence of the Capitol; Coastal Erosion Capacity Building Project; Integrated Transportation Authority Projects
10. Participation in commissions, ad-hoc committees, special projects and other collaborative efforts on public policies and the economic, social and political development of the country
11. Contribution to the public discussion on issues related to planning in Puerto Rico
12. Publicity campaigns to foster understanding and create empathy for vulnerable groups in society about discrimination, diversity and equity
13. Strengthening the Teacher Preparation Program (PPM)

14. Strengthening of the Project for the Accompaniment of Surrounding Schools (PAE)
15. Training of organizations, schools and educators-in-training through the Chair of Peace Education
16. University Education Project for Inmates
17. The arts as a tool for rehabilitation: Admission to the master's degree in Cultural Management and Administration
18. Celebrating the Humanities, community services; Humanities in your Community, cultural management and community service offerings; Conferences in the Humanities, lecture series on current challenges; Explore the Humanities, Summer Camp; Theatre and Gender Series, Production on prevention; Philosophy as a tool for self-improvement and rehabilitation
19. Actividades profesionales y culturales que celebren la diversidad cultural de la región y promuevan el intercambio cultural entre la universidad y la comunidad
20. Accompaniment Project to Neighboring Schools in the areas of English, mathematics and technology through the Elementary School
21. Ferias de Nutrición
22. Campamento de verano sobre alimentos y nutrición
23. Ruta a la Universidad
24. Refuerzo Deportivo
25. JuveEmpleo
26. Cooling Tower Replacement
27. New energy model CHP (heat and power)
28. Solar Tables: Renewable energy for the university community
29. Student organizations in community service
30. Social and cultural management services

Priority Area 4: Sustainable Management, Effectiveness, and Efficiency

The Río Piedras Campus (UPRRP) faces a scenario of unprecedented fiscal fragility marked by the significant reduction in the public funds it receives. It renews its approaches, strategies, and actions to convert its uncertain budgetary picture into opportunities for the institution and Puerto Rico. UPRRP realigns its commitment to excellence in research, creation, teaching, and service with greater fiscal sustainability; and, refreshes with greater intensity its entrepreneurial spirit to build productive alliances. The Campus transforms its academic and administrative processes and procedures to attract new revenue and operate with a high degree of efficiency and effectiveness. It uses technology to update and optimize its services. UPRRP extends its borders and makes its competitive areas known to attract collaboration and financial support from different sectors in Puerto Rico and abroad.

Priority Area 4 pursues to realign UPRRP's commitment to enable an environment for research, creation, teaching, and service with greater fiscal sustainability. To increase fiscal sustainability and diversify its sources of income to supplement its budget (Goal 4.1), in addition to proposals to increase external funds, other sources of income implemented by the academic units include, intramural practices, trusts and donations, continuing professional education services, collaborative alliances with governmental and private, local and international organizations, and reduction in operational costs. The Deanship of Students institutionalized the payment collection for complementary services provided (Medical Services, Medical Plans, Summer Camps, Guided

Tours), the Intramural Practice Project, offering complementary services to the community, and the Student's Residence Fee Collection, among other initiatives.

During AY 2018-2019, to support an organizational culture change with a holistic experience focused on students' success, the Online Education Unit, under the Division of Continuous Education and Professional Studies (DECEP by its Spanish acronym) was established to provide distance education services to faculty and students, as well as to support the creation of programs and courses in alternate modalities. To complement and institutionalize these initiatives, DECEP reorganized its operations and strengthened online structures and services to support campus priorities in the face of demographic, natural events and fiscal challenges that framed academic and service activities, to attract nontraditional student populations, new external fund sources and alliances for innovative initiatives (Goal 4.2). DECEP has demonstrated to be successful in its role as an income generating entity with the establishment of collaborative alliances with local and international governmental and private organizations, other universities and units of the UPR System.

To advance toward the reorganization of units, procedures, and services to optimize operations efficiency (Goal 4.2), the the Office of Human Resource, under the Deanship of Administration, completed the evaluation and administrative reorganization of 11 units' requests implementing reclassifications, updating of classification questionnaires and/or granting of differentials to reduce temporary and/or substitute appointments, achieving an estimate payroll reduction of 3.7 M of institutional funds.

Significant operational cost savings were obtained with the establishment of uniformity in contract procedures including standardized procurement and maintenance, and the consolidation of individual contracts into a single contract for better offers from suppliers. Efficiency was also improved with sustained monitoring to ensure that services are provided by suppliers quickly and payments processed within the stipulated time. An analysis of the purchasing process was completed and recommended changes have been implemented to increase efficiency through process reengineering. To increase the optimization of institutional management to obtain external funds, the Deanship for Graduate Studies and Research implemented an action plan for the transformation of post-award processes.

Guided toward academic and administrative restructuring to optimize operations allocating available resources, during AY 2020-2021 a significant achievement was the approval of the consolidation of the School of Communication with the Graduate School of Sciences and Information Technologies into the new College of Information and Communication (Certification 125, 2020-2021 Board of Governors). This reorganization promotes interdisciplinary research and maximizes the use of teaching and non-teaching staff, bibliographic and physical resources (Goal 4.2).

TRANSFORMATIVE ACTIONS OF ACADEMIC UNITS, AS OF JUNE 30, 2023

➤ Intramural Practice

- ✓ School of Architecture Intramural Practice Project: IDEA Institute Project - Several professors have obtained projects and worked with students under their tutelage; since 2019, achieved over \$100,000 (SARQ)

- ✓ Two intramural practice activities each semester (SGSIT)
- School of Architecture Trust: Facilitates the management, administration, distribution of resources, and generation of funds for the benefit of the academic community - Associate Dean (executive director pro bono), volunteers, has no employees; from \$0 funds in 2018, currently has \$100,000. (SARQ)
- Continuing Legal Education Program: 404 workshops for a total of 6,045 participants (SLAW)
- Technology Enablement Plan: Proposals by the Technological Services Center Work Team - Acquisition and Installation of Technological Equipment for Distance and Online Courses (HUMA)
- Proposals to increase external funds, to guarantee the effectiveness and continuity of academic and extracurricular activities (some examples)
 - ✓ Federal Emergency Management Agency-FEMA (\$1.5M); USGS (\$150,000) (SPLA)
 - ✓ VentureWell, U.S. Department of Agriculture, U.S. Economic Development Administration (\$1,342,733) (BUSS)
 - ✓ Mellon Foundation (\$1,948,000.00), for the Master's Degree in Cultural Management and Administration (HUMA)
 - ✓ Titín Foundation (\$8,000), for the Puerto Rican Encounter of Cultural Management (HUMA)
 - ✓ Call for Seed Fund (\$2,017), for Completion Projects (HUMA)
 - ✓ Ángel Ramos Foundation (\$70,000.00), proposal of the Drama Department, acquisition of new wagon (HUMA)
 - ✓ National Endowment for the Humanities – Preservation and access, for a project for the digitization and dissemination of unique documentary sources (HUMA and GENE)
- Donations (BUSS)
 - ✓ Banco Popular, PWC, Bank of América, among others (\$1,890,000)
 - ✓ Enlace Program - Liaison between the business community, alumni, faculty and students – Annual Job Fair (\$129,690); in kind (computers), (\$143,102)
 - ✓ Friends Funds BUSS at the Community Foundation (alumni and friends) (\$10,000)
- Agreements and collaborative alliances with governmental and private, local and international organizations, other universities and units of the UPR System
 - ✓ Partnerships: 6 local (\$39,501.00); 20 international (\$7,260,765.00) (NATU)
 - ✓ Center for Educational Research and DECEP (\$10,000) (EDUC)
 - ✓ Angel Ramos Foundation (\$149,000.00), previous years (\$141,846.00 2021 and \$7,154.00) (EDUC)
 - ✓ Puerto Rico Department of Education, ACER Proposal (\$550,000.00) (EDUC)
 - ✓ Harvard-UPR Agreement for Winter Seminars - Receives funding from the Wilbur Marvin Foundation (HUMA)
 - ✓ Collaboration agreement with the Camões Institute of Portugal - finances 50% of the salary for the recruitment of a Portuguese teacher and contributes to the academic and cultural work through the Portuguese Language Center (CLP) (HUMA)
- Community Development Workshop: Aimed at CEOs and Board Presidents of Credit Unions; Institute of Cooperativism (ICOOP) received \$18,000 (\$9,000 per year) (SOCL)

- Translation Center of the Graduate Translation Program: It developed and grew, taking on translations from public and private entities, meeting the proposed goals and objectives (HUMA)
- Restructuring Projects: Focused on administrative efficiency and maximizing human resources – Reduction of credits; consolidation of the administrative management of one or more departments; relocation or reclassification of administrative staff; division of administrative officer tasks between two academic units; non-teaching staff improvement plan; recruitment and retention of necessary non-teaching employees (VARIOUS)
- Approval of proposal for the new Faculty of Communication and Information (SCOM)
- Facility Leasing Program
 - ✓ Sports Complex - tennis courts and swimming pool (EDUC)
 - ✓ Protocol for renting rooms and other spaces, in progress (Faculty of General Studies model) (HUMA)
- Reduction in expenses (purchase of paper and inks) - 90% of the procedures are done "paperless" (HUMA)

TRANSFORMATIVE ACTIONS OF ADMINISTRATIVE UNITS, AS OF JUNE 30, 2023

- Process Reengineering for Efficiency Enhancement (ADMI)
- Report on the analysis and findings of the purchasing processes by Prof. Alex Ruiz of the Graduate School of Business Administration. Discussed with the Office of Finance for the implementation of recommendations for process changes. Expected impact of the changes:
 - ✓ Decrease in payment time to suppliers
 - ✓ Uniformity in purchasing processes by eliminating the splitting of purchases
 - ✓ Compliance in Accounting Closures
 - ✓ Integration of technology such as document scanning, use of SharePoint.
 - ✓ More accurate accounting transactions in the ORACLE system
- Establishing contract uniformity and cost reduction (ADMI)
 - ✓ Estimated Approximate Campus Expenditure: \$310,489 in lease and maintenance of MFP.
 - ✓ Current spending: \$293,777 (FY 22) and \$231,492 (FY 23)
 - ✓ By 2023: Operational cost savings of approximately \$78,996
- Integration of technology into processes and services (STUD)
 - ✓ Projects to redesign areas and incorporate furniture with technology to the Office of Economic Assistance (\$129,873) and Admissions (\$49,782), product of Cares Funds (\$135,941) and federal (\$43,714) *Administrative Cost Allowance (ACA) funds*
 - ✓ Department of Counseling for Student Development (DCODE): Using Artificial Intelligence for FAQs. In addition, therapy services were offered virtually
 - ✓ Platform for the management of student IDs: Collaboration of Dr. José Ortiz Ubarri, Dr. Carlos Corrada Bravo and staff of the Division of Academic and Administrative Technologies (DTAA)
 - ✓ Platform for the collection of medical documents
 - ✓ Electronic Medical Record
 - ✓ Virtual Platforms: Reorganization of student guidance program services and procedures

- New fundraising projects (STUD)
 - ✓ Department of Medical Services Fundraising for Services Project (\$78,472). Two aspects: billing for vaccination (COVID-19) to medical plans and collection of medical certificates and copies of records
 - ✓ Summer Camp 2019, ¡Voy pa'la IUPI! (\$6.036), participation of 39 students
- Intramural Practice Project: Offering Complementary Services to the Community (STUD)
 - ✓ Approval of a special account for this purpose.
 - ✓ Department of Counseling for Student Development (DCODE): Submitted three proposals to DECEP to offer trainings.
- Action Plan for the Transformation of Post-Award Processes (DEGI)
 - ✓ Conversion of internal processes for the management of external funds into *paperless/web-based*
 - ✓ Face-to-face and virtual training plan for managers and project managers of external funds
- Establishment of collaborative alliances with governmental and private organizations, local and international, other universities and units of the UPR System (DECEP)

Year 2018-2019, signing of the collaborative agreement between the Office of Administration and Transformation of Human Resources (OATRH) and the UPR

- ✓ 2018-2019: 9 trainings; 253 registered public employees; 185 attended and 182 approved
- ✓ 2019-2020: 107 trainings; 3,949 registered public employees; 2,913 attended and 2,781 passed
- ✓ 2020-2021: 166 trainings; 17,542 registered public employees; 8,392 attended and 6,950 passed
- ✓ 2021-2022: 193 trainings; 12,304 registered public employees; 8,542 attended and 7,819 passed
- ✓ 2022-2023: 220 trainings; 21,343 registered public employees; 14,476 and 14,122 approved

Year 2019-2020, signing of the collaborative agreement between the Puerto Rico Department of Education and the UPR - \$30M generated for the UPR System

- ✓ 2019-2020: 16 trainings, impacting 2,730 PRDE employees.
 - ✓ 2020-2021: 14 trainings and 4 academies with credit impacting 5,567 DEPR employees; 1 academy with credits impacting 70 PRDE students.
 - ✓ 2021-2022: 2 trainings, 6 academies with credit and continuation to 5 academies with credit; these made possible other 50 academies under the Accelerated Professionalization Project (PADE) Phase I and 2, impacting 15,735 DEPR employees.
 - ✓ 2022-2023: Continuation of 4 academies with credit and the completion of the 50 PADE Phase I and Phase 2 academies, impacting 1,766 DEPR employees
 - ✓ 2023-2024: Continuation of 2 academies with credit and the start of a new academy with credit, 67 employees of the PRED are impacted
- Action Plan to Contribute to the Sustained Accreditation of the Río Piedras Campus (DECEP)

- ✓ Fiscal years 2018-2019 to 2022-2023: Multi-year financial plans for the institution that produce balanced budgets, including appropriate revenue assumptions (Standard VI-MSCHE), para el Income from Public and Private Sectors

TRANSFORMATIVE ACTIONS OF THE ACADEMIC UNITS: **EXTENDED TO DECEMBER 2024**

- Obtaining accreditations for the different programs and services (Various)
- Development of income-generating projects: Summer workshops; Golf Tournament; Gallitos y Jerezanas Camp 2024, continuing education (SLAW)
- Alumni campaigns, fundraising to create more scholarships and help students with financial need. (SLAW)
- Proposals for external funds – awarded: \$233,033+\$126,177=\$359,210 (SPLA)
- Proposals for external funds - submitted: Federal Highway Administration, \$515,473, March 2024; NOAA-NSF \$712,000 May 2024 (SPLA)
- Design and implementation of a continuing education program (SPLA)
- Innovative ways to increase new operating income: iMBA through DECEP provides 60% of the College's revenue; Research project proposals from federal, local and private entities (Donations, Revolving Account, \$407,000 Grants) (BUSS)
- Nutrition Assessment Services (NATU)
- Summer Internship (NATU)
- Institute for Innovation in Training, Applications and Research in Sustainable Agri-Environmental Sciences (IINSTAR-AS) (NATU)
- Establishment of alliances with other academic institutions, organizations, government, industry or companies to promote and collaborate in multidisciplinary, interuniversity and mixed projects and research that contribute to solutions and advance knowledge through the efforts of the Center for Research in Communication and Information (COIN)
- Training Project for Early Childhood Educators Early Head Start Municipality of San Juan: with infants, walkers and nurseries, \$26,125.54); with preschoolers, \$29,317.54) (EDUC)
- Proposal for the Program of Stabilization of Licensed Child Care Centers and Homes (PECC) (Municipality of San Juan, \$139,164.91) (EDUC)
- ACUDEN Employment Assistance Program (PAL), \$91,253.72) (EDUC)
- Child and Adult Care Food Program (PACNA), \$26,000.00) (EDUC)
- Proposed extension of services to the community of the Preschool Development Center of the Río Piedras Campus (EDUC)
- Proposal to the Puerto Rican Foundation for the Humanities: Good Practices for a Culture of Peace – \$19,500 (EDUC)
- Camp Gallitos y Jerezanas 2024, Profit \$35,089 (EDUC)
- Fixed and Non-Fixed Lease Plan, Total Generation \$47,000 (EDUC)
- Development of the Translation Center of the Graduate Program in Translation (HUMA)
- Development of the Portuguese Language Center - first and only in PR - financing from the Camões Institute of Portugal, \$5,000 (HUMA)
- Promotion of the integration of professors, graduates and students of the Drama and Music departments in the activities of the UPR Theater: Production of the play *Son de Reyes*, grant submitted to the *Latinx Theater Initiative* (\$70,000) (HUMA)

MOST OUTSTANDING STRATEGIC PROJECTS AT THE CAMPUS LEVEL: 2018-2023 TO DECEMBER 2024

1. Obtaining accreditations for the different programs and services
2. Development of courses, certificates, services and training with different public and private entities as new sources of income for the institution
3. Alumni: Fundraising Campaign & Service Program
4. Development of income-generating projects: Summer workshops; Golf Tournament; Gallitos y Jerezanas Camp 2024, continuing education
5. Alumni initiatives for scholarships for students in need
6. Professional Services Proposal, IDEA Intramural Practice (Institute of Design of the School of Architecture)
7. Institute for Innovation in Training, Applications and Research in Sustainable Agro-environmental Sciences (IINSTAR-AS)
8. Development of the Translation Center of the Graduate Program in Translation
9. Development of the Portuguese Language Center - first and only in PR - funding from the Camões Institute of Portugal
10. Generation of activities through the School of Architecture Trust
11. Generation of proposals and service projects to government agencies and private and non-profit entities (including intramural practice)
12. New operational income: iMBA, online through DECEP
13. Approval of the new College of Communication and Information
14. Expansion of the Communication Plan
15. Increased visibility of the UPRRP in the public and private sectors with the support of the Campus's leadership
16. Establishment of agile and effective administrative mechanisms that contribute to the promotion of the units and the dissemination of our news and achievements
17. Implementation of innovative strategies for the sustainability, effectiveness and efficiency of academic and extracurricular activities (i.e. obtaining external funds through agreements, grants, mini-grants and donations)
18. Optimization of institutional management to obtain external funds
19. Optimization of efficiency through the reorganization of departments, offices and service areas (i.e. Law Library)
20. Strengthening collaborative partnerships to sustain the quality and compliance of programs and services
21. Fixed and Non-Fixed Lease Plan
22. Non-teaching recruitment
23. Reduction in compensation expenses for payment of thesis and dissertation supervision
24. Reduction in expenses [i.e. purchase of paper and inks]
25. Technology Enablement Plan
26. Payment collection for complementary services provided - Medical Services, Medical Plan Billing, Medical Plans, Summer Camps, Guided Tours and Others
27. Intramural Practice Project: Offering Complementary Services to the Community
28. Student Residence Fee Collection
29. DECEP as an income generating entity
30. Establishment of collaborative alliances with governmental and private, local and international organizations, other universities and units of the UPR System
31. Action Plan to Contribute to Compliance with the VI-MSCHE Standard

APPENDIX 1

UPRRP STRATEGIC PLAN: COMMITMENT 2018-2023 UNIVERSITY OF PUERTO RICO – RIO PIEDRAS CAMPUS

UPRRP SUMMATIVE EVALUATION REPORT – AS OF JUNE 30, 2023

UPRRP STRATEGIC PLAN: COMMITMENT 2018-2023 UNIVERSITY OF PUERTO RICO – RIO PIEDRAS CAMPUS
UPRRP SUMMATIVE EVALUATION REPORT – AS OF JUNE 30, 2023

Academic and Administrative Units⁷

PRIORITY AREA 1

PRIORITY AREA1: RESEARCH AND CREATION																								
The Río Piedras Campus of the University of Puerto Rico is the only higher education institution with the Carnegie classification of Doctoral University of Higher Level of Research (R2) in Puerto Rico. This classification distinguishes it among the top universities in the United States for its wide range of doctoral offerings and its investments in research and development. To maintain this level or achieve a higher level of recognition, the Campus strengthens its culture of self-management and entrepreneurship in research, and creates strategies for institutional supports that facilitates research and creation for students and professors, as well as enhance intellectual development, dissemination, and production.																								
GOALS	SARQ		SLAW		SCOM		SGSIT		SPLA		BUSS		NATU		SOCI		EDUC		GENE		HUMA		TOTALS	
Unit's proposed and achieved projects (100%)	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH
1.1 The Campus will increase the production of innovative knowledge through research and creative activity. 1.2 The Campus will increase external funds through research and creation 1.3 The Campus will consolidate the local and international recognition of its academic excellence through research and creative production.	4	5	3	3	5	1	5	3	5	3	4	3	4	5	8	7	6	7	8	8	10	9	62	54
% cumulative in total projects	100%		100%		65%		62%		80%		92.75%		100%		93.75%		100%		100%		90%		89.40% Achievement Average Priority Area 1	

⁷ Academic Units: School of Architecture (SARQ); School of Law (SLAW); School of Communication (SCOM); Graduate School of Planning (SPLA); College of Business Administration (BUSS); College of Natural Sciences (NATU); College of Social Sciences (SOCI); College of Education (EDUC); College of General Studies (GENE); College of Humanities (HUMA)

Administrative Units: Deanship of Administration (ADMI); Deanship of Academic Affairs (ACAD); Deanship of Students (STUD); Deanship of Graduate Studies and Research (DEGI, Spanish acronym); Division of Continuing Education and Professional Studies (DECEP, Spanish acronym)

UPRRP SUMMATIVE – ACHIEVEMENTS PRIORITY AREA 1 – RESEARCH AND CREATION		TOTALS		
ACADEMIC UNITS	Unit's achieved projects (100%)	# PROP	#ACH	%
School of Architecture	<ul style="list-style-type: none"> - Development of the Teacher Recruitment Plan - Development of <i>Professor in Practice Model</i> - Technology Update / Digitization of Documents in the Archive of Architecture and Construction (AACUPR) - Dissemination of the discipline through publications 	4	5	100
School of Law	<ul style="list-style-type: none"> - Faculty and Faculty Recruitment - Implementation of new strategies for external funds from private foundations and local and federal government - Exhibition of creative and research work, local and international 	3	3	100
School of Communication	<ul style="list-style-type: none"> - Proposals for external funds for the school. - Dissemination of research and creative production at the local and international level. - Establishment of collaborative agreements with international communication programs for the exchange of researchers, professors and students. - Personnel Recruitment Plan - Integration and use of innovative digital technologies to strengthen teaching, learning and research experiences. 	5	1	65
Graduate School of Sciences and Information Technologies	<ul style="list-style-type: none"> - Strengthening of the Observatory of Information-Related Studies (OERI) to support research at the EGCTI. - Allocation of more resources and products from the Observatory of Information-Related Studies (OERI) each year in writing and translation to support the faculty's publishing efforts - Collaborative Research Projects - Increase research opportunities for faculty, students, and teaching librarians on campus - Participation with Universidad Carlos III in the project, "Unit for Monitoring and Analysis of Scientific Research in Puerto Rico (UMAIPUR)" - Encouragement of inter multi-and-disciplinary research. 	5	3	62
Graduate School of Planning	<ul style="list-style-type: none"> - Development and implementation of a New Faculty Recruitment Plan to meet Planning <i>Accreditation Board</i> requirements for an adequate and sufficient faculty workforce - Compliance with Planning <i>Accreditation Board</i> requirements to show progress in publishing academic and professional work each year and for the next accreditation in 2023 - Strengthening the Center for Coastal Research and Planning - Submission of competitive proposals each year 	5	3	80
College of Business Administration	<ul style="list-style-type: none"> - Recruitment of faculty of excellence, with the highest academic degrees from accredited universities, in and outside of Puerto Rico - Supporting faculty in developing their research agendas by promoting and incentivizing meaningful research (Research Awards Program) - Funds invested in released time, PII, research assistance, travel funds, etc. 	4	3	92.75
College of Natural Sciences	<ul style="list-style-type: none"> - Recruitment and retention of excellent research professors - Projects to increase the collection of external funds through research and creation - Commercialization of patents and innovative projects - Optimization of resources for research and creation - Dissemination of scientific knowledge derived from research 	4	5	100

UPRRP SUMMATIVE – ACHIEVEMENTS PRIORITY AREA 1 – RESEARCH AND CREATION		TOTALS		
ACADEMIC UNITS	Unit's achieved projects (100%)	# PROP	#ACH	%
	- Collaborative, interdisciplinary and transdisciplinary projects in various research institutes			
College of Social Sciences	<ul style="list-style-type: none"> - Implementation of the College's Teacher Recruitment Plan - Student participation in the creation of knowledge through formative research experiences and the creation of FCS academic programs. - Alliances or formal agreements (MOUs) with FCS research units through inter- and transdisciplinary collaboration between FCS academic units or other units of the UPR system, as well as universities and units at the international level - Implementation of the institutional policy for obtaining external funds through research and creation and other efforts to generate income. - Dissemination of publications by professors and students in local and international peer-reviewed journals, papers published in conference proceedings, books and reviews, in addition to the strengthening of FCS peer-reviewed journals. - Creation of local and international congresses and support for existing congresses relevant to the disciplines of Social Sciences, so that faculty and students can present conferences, papers, posters, among others - Generation of an action plan to promote the continued participation of faculty and students in public opinion forums and the media at the local and international levels. Topics such as violence, economics, and public policy. 	8	7	93.75
College of Education	<ul style="list-style-type: none"> - Strengthening of the Center for Educational Research (CIE) to support the initiatives of professors and students, undergraduate and graduate, to promote the development of research skills, evaluation and development of proposals with external funds - Research-Action Project of Laboratory Schools - Development of varied research projects by the academic units of the faculty - Publication of the journal of the Faculty of Education - Training project for faculty and students in writing and publishing - Establishment of alliances and exchanges between universities and research centers to promote collaborative projects and internationalization - Establishment of collaboration agreements with universities 	6	7	100
College of General Studies	<ul style="list-style-type: none"> - Collaborative partnerships, local and international - Faculty Recruitment - Development of research/creation proposals to attract external funding - Umbral Journal Project - Interdisciplinary and transdisciplinary research/creation projects. –Publications - Dissemination plan through participation in local and international congresses and symposia - Assistantship assignments under the Academic and Formative Experiences Program (PEAF) - Development of formative research experiences by academic programs 	8	8	100
College of Humanities	<ul style="list-style-type: none"> - Plan for the recruitment and retention of professors of excellence according to changes in disciplines, emerging areas of research and creation, in collaboration with academic programs - Identification of alternative mechanisms to recruit qualified professors internally or in collaboration with other units: transfer of positions between faculties, assignment from another campus, recruitment of visiting professors for summer courses, compensation from other campuses to teach courses and supervise theses. - Research-creative activity of faculty - Research-creative activity of students 	10	9	90

UPRRP SUMMATIVE – ACHIEVEMENTS PRIORITY AREA 1 – RESEARCH AND CREATION		TOTALS		
ACADEMIC UNITS	Unit's achieved projects (100%)	# PROP	#ACH	%
	<ul style="list-style-type: none"> - Development of national and international congresses/symposia - Research Centers and Seminars - Development and dissemination of academic journals 			
Most outstanding projects	<ul style="list-style-type: none"> - Plans for the Recruitment of Faculty of Excellence - Alternative mechanisms for recruiting qualified faculty internally or in collaboration with other units - Supporting faculty in developing their research agendas by promoting and incentivizing meaningful research - Allocation of more resources and products from the Observatory of Information-Related Studies (OERI) each year in writing and translation to support the faculty's publishing efforts - Participation with Universidad Carlos III in the project, "Unit for Monitoring and Analysis of Scientific Research in Puerto Rico (UMAI PR)" - Action-research projects by departments and Laboratory Schools - Research Centers and Seminars - Competitive projects to increase the attraction of external funds through research and creation - Commercialization of patents and innovative projects - Dissemination of publications by faculty and students in local and international peer-reviewed journals, papers published in conference proceedings, books and reviews, among others - Exhibition of creative and research work at local and international level through participation in local and international congresses and symposia - Action plans to promote the continued participation of faculty and students in public opinion forums and the media, locally and internationally. 	62	54	89.40

PRIORITY AREA1: RESEARCH AND CREATION												
The Río Piedras Campus of the University of Puerto Rico is the only higher education institution with the Carnegie classification of Doctoral University of Higher Level of Research (R2) in Puerto Rico. This classification distinguishes it among the top universities in the United States for its wide range of doctoral offerings and its investments in research and development. To maintain this level or achieve a higher level of recognition, the Campus strengthens its culture of self-management and entrepreneurship in research, and creates strategies for institutional supports that facilitates research and creation for students and professors, as well as enhance intellectual development, dissemination, and production.												
GOALS	ADMI		ACAD		STUD		DEGI		DECEP		TOTALS	
Proposed and achieved projects (100%) by Deanships & DECEP	# PROP	#ACH	# PROP	#ACH	# PROP	#ACH	# PROP	#ACH	# PROP	#ACH	# PROP	#ACH
1.1 The Campus will increase the production of innovative knowledge through research and creative activity. 1.2 The Campus will increase external funds through research and creation 1.3 The Campus will consolidate the local and international recognition of its academic excellence through research and creative production.	Not Applicable	Not Applicable	Not Applicable	Not Applicable	2	1	6	3	Not Applicable	Not Applicable	8	4
% cumulative in total projects	Not Applicable		Not Applicable		87.50%		65.27%		Not Applicable		76.38% Achievement Average Priority Area 1	

UPRRP SUMMATIVE – ACHIEVEMENTS PRIORITY AREA 1 – RESEARCH AND CREATION		TOTALS		
DEANSHIPS & DECEP	Unit's achieved projects (100%)	# PROP	#ACH	%
Deanship of Administration	Not Applicable	Not Applicable	Not Applicable	Not Applicable
Deanship of Academic Affairs	Not Applicable	Not Applicable	Not Applicable	Not Applicable
Deanship of Students	- Publications - GRIOT Journal, indexed in Dialnet, DOAJ, PKP Index and REDIB; evaluated in CIRC, ERIH PLUS and Latindex, with bibliographic information registered in Ulrichweb and WorldCat; articles in peer-reviewed journals, chapters, conference posters and other publications - Presentations at congresses, symposia and conferences	2	1	87.50
Deanship of Graduate Studies and Research	- Initiatives to raise external funds for research units - External Fund Plan - Implementation of the policy for graduate studies in the RRP of the UPR, taking into consideration the institutional policies, the results of the evaluations and achievements of the graduate programs and the research units, as well as the optimization of the available resources, to promote the advancement and growth of graduate studies and intellectual production in the Campus.	6	3	65.27
Division of Continuing Education and Professional Studies (DECEP)	Not Applicable	Not Applicable	Not Applicable	Not Applicable
Most outstanding projects	- External Funds Plan - Increase in external research and non-research funding - Initiatives to raise external funds for research units	8	4	76.38

UPRRP SUMMATIVE – ACHIEVEMENTS PRIORITY AREA 1 – RESEARCH AND CREATION		TOTALS		
DEANSHIPS & DECEP	Unit's achieved projects (100%)	# PROP	#ACH	%
	<ul style="list-style-type: none"> - Publications - GRIOT Journal, indexed in Dialnet, DOAJ, PKP Index and REDIB; evaluated in CIRC, ERIH PLUS and Latindex, with bibliographic information registered in Ulrischweb and WorldCat; articles in peer-reviewed journals, chapters, conference posters and other publications - Presentations at congresses, symposia and conferences - Implementation of the policy for graduate studies in the Río Piedras Campus of the UPR to promote the advancement and growth of graduate studies and intellectual production in the Campus. 			

PRIORITY AREA 2

PRIORITY AREA 2: ACADEMIC OFFERING AND SUPPORT SERVICES FOR STUDENT SUCCESS																								
<p>The Río Piedras Campus is committed to comprehensive innovation and transformation in its academic programs and specialized services. Academic renewal intensively integrates technoACHies and responds to the paths of knowledge, the challenges of professional sustainability, the emerging scenarios of the labor market, and life in society. UPRRP ensures an academic undergraduate, graduate and professional offer, in face-to-face, hybrid, and distance modalities, as well as in alliance with other entities at the local and international levels. It provides its students with a rigorous educational experience consistent with the highest standards of the disciplines and professions. Strengthens learning environments focused on the formation of responsible citizens with different interests, levels of capacities, intellectual curiosity, and life experiences. Develops the necessary competencies in a changing and interconnected world to shape students into critical and ethical thinkers, societal leaders, researchers and creators, professionals and entrepreneurs. It creates the conditions for changing into a culture of service through a holistic experience focused on student success. Articulates and strengthens educational practices and support services, based on outcomes of learning and institutional effectiveness assessment, and the use of information and communication technoACHies for continuous improvement.</p>																								
GOALS	SARQ		SLAW		SCOM		SGSIT		SPLA		BUSS		NATU		SOCI		EDUC		GENE		HUMA		TOTALS	
Unit's proposed and achieved projects (100%)	# PROP	#ACH	# PROP	#ACH	# PROP	#ACH	# PROP	#ACH	# PROP	#ACH	# PROP	#ACH	# PROP	#ACH	# PROP	#ACH	# PROP	#ACH	# PROP	#ACH	# PROP	#ACH	# PROP	#ACH
2.1 The Campus will develop an academic and professional offering of distance education of the highest quality that responds to the needs, opportunities, and educational trends in Puerto Rico, the Caribbean, Latin America and the Hispanic communities in the United States and internationally. 2.2 The Campus will renew academic offerings, including specialized services, to maintain the highest academic quality and respond to the development of the disciplines. 2.3 The Campus will adopt a student success policy that achieves a sustained impact on success	7	6	6	4	3	1	6	3	7	5	3	3	9	4	9	5	9	8	9	1	14	11	82	51

PRIORITY AREA 2: ACADEMIC OFFERING AND SUPPORT SERVICES FOR STUDENT SUCCESS													
indicators and fosters access, inclusion and respect for diversity.													
% cumulative in total projects	96.42%	66.66%	95%	51.66	87%	100%	44.44%	70%	98.75%	11.11%	89.30%	73.66% Achievement Average Priority Area 2	

UPRRP SUMMATIVE – ACHIEVEMENTS PRIORITY AREA 2 – ACADEMIC OFFERING AND SUPPORT SERVICES FOR STUDENT SUCCESS		TOTALS		
ACADEMIC UNITS	Unit's achieved projects (100%)	# PROP	#ACH	%
School of Architecture	<ul style="list-style-type: none"> - Development of professional certificates, Distance (Architecture and Landscaping in Tropical Climates; Conservation of Architectural Heritage, in partnership with the School of Architecture (ETSA) of the University of Seville. - Minor Change to Bachelor of Arts in Environmental Design - Academic Change for the Master of Architecture Graduate Program - Creation of master's degree in project management, Online and Quarterly - Creation of a Minor Major in Design and Innovation for product development at FabLab. - Collaboration agreements for the development of interdisciplinary projects between faculties, public entities and the private sector. - IXP Professional Practice Internship Program, real practice to strengthen the relationship with the professional community of our country. 	7	6	96.42
School of Law	<ul style="list-style-type: none"> - Expansion of the LL.M. Degree with the creation of the Online Master of Laws in Orality in the Criminal System (LLM) - Expansion of courses with visiting faculty in areas of innovation - Expansion of joint degrees with master's degrees from other faculties and other campuses - Expansion of integrated and holistic student support services, including labor market integration 	6	4	66.66
School of Communication	<ul style="list-style-type: none"> - Conversion of the School's accreditation as a continuous process of self-study and sustained improvement; Create an administrative system for updating, compiling, conserving, managing and distributing data and information -from the EC and the Campus-, related to academic programs (assessment, academic and administrative activities, teaching and students, etc.) and based on the quality and self-evaluation of the quality of services. - Student Recruitment & Success Plan - Recruitment of international students for the master's program; Recruitment of visiting professors and international lecturers by special appointment; International symposia. 	3	1	95
Graduate School of Sciences and Information Technologies	<ul style="list-style-type: none"> - To start in August 2019 the offering of the master's degree in information sciences at a Distance with a cohort of 30 students. - Development of a proposal for an interdisciplinary doctoral degree in conjunction with the School of Communication for 2022-2023. - Design and offer a joint offer with the Cultural Management Program at College of Humanities. - Creation of curricular offerings and areas of emphasis in Documents and Archives and School Library. - Development of a faculty recruitment plan that identifies areas of competence of the profession that we are interested in addressing and that are not currently covered by the EGCTI. - Creation of an area of emphasis to be offered in line with summer residency at the school for a hands-on component. 	6	3	51.66
Graduate School of Planning	<ul style="list-style-type: none"> - Creation of the Post Baccalaureate Academic Certificate in Disaster Planning - Integration of distance education modalities as part of the academic offer; Training of the entire teaching staff 	7	5	87

UPRRP SUMMATIVE – ACHIEVEMENTS PRIORITY AREA 2 – ACADEMIC OFFERING AND SUPPORT SERVICES FOR STUDENT SUCCESS		TOTALS		
ACADEMIC UNITS	Unit's achieved projects (100%)	# PROP	#ACH	%
	<ul style="list-style-type: none"> - Development of the pilot refresher seminar for the revalidation of the planner's license required by the Professional Planner Examination Board - Development of new student mentoring strategies with an impact on retention and graduation rates - Establishment of a marketing plan for the diversification of student recruitment strategies 			
College of Business Administration	<ul style="list-style-type: none"> - Transformation of undergraduate degree offering with innovative, high quality, distance education programs (Creation of MBA, online and accelerated) - Maintenance and strengthening a continuously revised curricula embedded with the awareness, knowledge, impact, and benefits of embracing technological agility, diversity, inclusiveness, equality, and ethics. - Complement UPR's student recruitment and retention strategies focusing on emergent communications media to increase enrollments and additional funds. 	3	3	100
College of Communication and Information	<ul style="list-style-type: none"> - Not available 	Not avail	Not avail	Not avail
College of Natural Sciences	<ul style="list-style-type: none"> - Updating and strengthening undergraduate academic programs: new educational offerings, short courses, curricular innovation, research and creation experiences, internships and internships - Renewal of the graduate curriculum (Physics; Chemistry; Nutrition and Dietetics, distance program and accredited) - Creation of the graduate program in Computer Science (master's and doctorate) - Implementation of the Transition to the Online Learning Assessment System (OLAS) Project 	9	4	44.44
College of Social Sciences	<ul style="list-style-type: none"> - Academic innovation and creation of different continuing education programs, professional certifications and distance education academic programs. - Preservation of face-to-face academic offerings - Renewal of the face-to-face academic offerings - Promotion of the unit's baccalaureate and graduate programs, both locally and internationally. (Local level, due to pandemic) - Integration of students into the labor market through formative experiences of community services, internships or professional internships of academic programs. 	9	6	70
College of Education	<ul style="list-style-type: none"> - Moving to online education is supported by the graduate program in learning technology - Recognition of the UPR Elementary School as a <i>Microsoft Global Learning Connection</i> - Conversion of face-to-face courses into virtual environments - Strengthening the teaching-learning process through student assessment - Digital Citizenship of the Teaching Population - Integration of technologies in the electronic portfolio for the development of teachers' digital skills in teaching and learning processes - Digitalization of the student evaluation process of the Dean's Office of Students - Integration of the Student Assessment Plan in the <i>Online Learning Assessment System (OLAS) Platform of the Campus</i> 	9	8	98.75
College of General Studies	<ul style="list-style-type: none"> - Project to Increase Student Retention and Success 	9	1	11.11
College of Humanities	<ul style="list-style-type: none"> - Curricular renewal of graduate and undergraduate programs - Revitalization of the curricular offer - Incorporation of hybrid modality in the offer of active graduate and undergraduate courses - Insertion into the mainstream of distance education and strengthening of technological infrastructure - Strengthening the Project for University Teaching (PDU) 	14	11	89.30

UPRRP SUMMATIVE – ACHIEVEMENTS PRIORITY AREA 2 – ACADEMIC OFFERING AND SUPPORT SERVICES FOR STUDENT SUCCESS		TOTALS		
ACADEMIC UNITS	Unit's achieved projects (100%)	# PROP	#ACH	%
	<ul style="list-style-type: none"> - Summer Activity in the Humanities for high school students. - Strengthening the compliance of <i>the time to degree</i> of undergraduate and graduate students - Collaborative alliances that contribute to society and knowledge and benefit academic activity - Collaboration with professors at the interdepartmental and interfaculty level in teaching, research or other projects - Strengthening the link between retired professors and alumni with their respective programs and with the College through academic, administrative, cultural and recreational activities - Development of research and creation activities for undergraduate and graduate students 			
Most outstanding projects	<ul style="list-style-type: none"> - Creation of degree programs and professional certificates via distance education - Curricular renewal of graduate and undergraduate programs - Strengthening the <i>time-to-degree</i> compliance of undergraduate and graduate students - Creation of master's degrees, online and quarterly - Moving to online education is supported by the graduate program in learning technology - Creation and academic changes in undergraduate and graduate programs (Master of Information Science, Distance Learning, beginning 2019) - Creation of Majors, majors, minors, second Majors, and areas of emphasis - Expansion of joint bachelor's degrees with master's degrees between faculties and other campuses - Strengthening the curriculum by incorporating awareness, knowledge, impact and benefit from the approach of technological agility, diversity, inclusivity, equality and ethics. - Collaboration agreements for the development of interdisciplinary projects between faculties, public entities and the private sector. - Conversion of face-to-face courses into virtual environments - Expansion of courses with visiting faculty in areas of innovation - Professional practice internship programs to strengthen the relationship with the professional community - Expansion of integrated and holistic student support services, including labor market integration - New student mentoring strategies with Impact on retention and graduation rates - Conversion of the accreditation of the School of Communication as a continuous process of self-study and sustained improvement. - Faculty recruitment plan that identifies areas of competence of the profession that we are interested in addressing and that are not currently covered by SGSIT. - Marketing plan for the diversification of student recruitment and retention strategies; Focusing on Emerging Media - Strengthening the teaching-learning process through student assessment - Strengthening the transition to the Online Learning Assessment System (OLAS) Project - Strengthening the Project for University Teaching (PDU) - Collaboration with professors at the interdepartmental and interfaculty level in teaching, research or other projects - Strengthening the bond between retired professors and alumni through academic, administrative, cultural and recreational activities - Recognition of the UPR Elementary School as a <i>Microsoft Global Learning Connection</i> - Digital Citizenship of the Teaching Population - Integration of technologies for the development of teachers' digital skills in teaching and learning processes 	82	51	73.66

PRIORITY AREA 2: ACADEMIC OFFERING AND SUPPORT SERVICES FOR STUDENT SUCCESS

The Río Piedras Campus is committed to comprehensive innovation and transformation in its academic programs and specialized services. Academic renewal intensively integrates technoACHies and responds to the paths of knowledge, the challenges of professional sustainability, the emerging scenarios of the labor market, and life in society. UPRRP ensures an academic undergraduate, graduate and professional offer, in face-to-face, hybrid, and distance modalities, as well as in alliance with other entities at the local and international levels. It provides its students with a rigorous educational experience consistent with the highest standards of the disciplines and professions. Strengthens learning environments focused on the formation of responsible citizens with different interests, levels of capacities, intellectual curiosity, and life experiences. Develops the necessary competencies in a changing and interconnected world to shape students into critical and ethical thinkers, societal leaders, researchers and creators, professionals and entrepreneurs. It creates the conditions for changing into a culture of service through a holistic experience focused on student success. Articulates and strengthens educational practices and support services, based on outcomes of learning and institutional effectiveness assessment, and the use of information and communication technoACHies for continuous improvement.

GOALS	ADMI		ACAD		STUD		DEGI		DECEP		TOTALS	
Proposed and achieved projects (100%) by Deanships & DECEP	# PROP	#ACH	#PROP	#ACH	#PROP	#ACH	#PROP	#ACH	#PROP	#ACH	# PROP	#ACH
2.1 The Campus will develop an academic and professional offering of distance education of the highest quality that responds to the needs, opportunities, and educational trends in Puerto Rico, the Caribbean, Latin America and the Hispanic communities in the United States and internationally. 2.2 The Campus will renew academic offerings, including specialized services, to maintain the highest academic quality and respond to the development of the disciplines. 2.3 The Campus will adopt a student success policy that achieves a sustained impact on success indicators and fosters access, inclusion and respect for diversity.	Not Applicable	Not Applicable	5	4	7	7	3	1	4	4	19	16
% cumulative in total projects	Not Applicable		92%		100%		69.33%		100%		90.33% Achievement Average Priority Area 2	

UPRRP SUMMATIVE – ACHIEVEMENTS PRIORITY AREA 2 – ACADEMIC OFFERING AND SUPPORT SERVICES FOR STUDENT SUCCESS		TOTALS		
DEANSHIPS & DECEP	Unit's achieved projects (100%)	# PROP	#ACH	%
Deanship of Administration	Not Applicable	Not Applicable	Not Applicable	Not Applicable
Deanship of Academic Affairs	<ul style="list-style-type: none"> - Creation and modification of programs and certifications at the doctoral, master's and baccalaureate levels, in different modalities (face-to-face, hybrid, distance and online), which respond to the needs of a changing and technological society. - Offering a minimum of 10 new or modified programs or certifications by 2023 - Completion of the approval process in the JIP of the LL.M. in Orality in the Accusatory System -online- and begin its offer in the Second Semester 2020-2021. - Continuation of modification of the records of face-to-face courses to offer them in hybrid, distance and 100% online modality and their registration in the UPR Master Archive. 	5	4	92
Deanship of Students	<ul style="list-style-type: none"> - Academic Exchange Agreements and Collaborative Agreements - Advertising campaign by virtual means for the recruitment of international undergraduate students - Recruitment activities - New professional guidance, counseling and psychotherapy services - Technology-supported insertion into the labor market - Integrated protocol for the provision of specialized services to students with disabilities - New instrument to measure service satisfaction 	7	7	100
Deanship of Graduate Studies and Research	<ul style="list-style-type: none"> - Río Piedras Campus Graduate Student Recruitment Plan 	3	1	69.33
Division of Continuing Education and Professional Studies (DECEP)	<ul style="list-style-type: none"> - Creation and offering of distance learning certificates - Creation and offering of short distance learning continuing education courses - Proposals for distance education academic programs administered by DECEP - Development and delivery of remote services to teachers and students (for distance offerings) 	4	4	100
Most outstanding projects	<ul style="list-style-type: none"> - Creation and modification of programs and certifications at the doctoral, master's and baccalaureate levels, in different modalities (face-to-face, hybrid, distance and online), which respond to the needs of a changing and technological society. - Creation and offering of professional improvement certificates, short courses, and services to teachers and students, <i>via distance education</i> - Offering a minimum of 10 new or modified programs or certifications - Continuation in the modification of face-to-face course records to offer them in hybrid, distance and 100% online modality and their registration in the UPR Master Archive. - Academic Exchange Agreements and Collaborative Agreements - Advertising campaign by virtual means for the recruitment of international undergraduate students - Río Piedras Campus Graduate Student Recruitment Plan - New professional guidance, counseling and psychotherapy services - Integrated protocol for the provision of specialized services to students with disabilities - Technology-supported insertion into the labor market 	19	16	90.33

PRIORITY AREA 3

PRIORITY AREA 3: UNIVERSITY SOCIAL RESPONSIBILITY AND COMMUNITY NETWORKS																								
The Río Piedras Campus emphasizes its role of social responsibility and network of service to communities. This network is formed through the activities of professorship, research, on- and off-campus practices, internships, and volunteering, among others, in which students, professors, other staff and communities participate. The Campus cultivates its outreach through supportive social, cultural, and environmental action. To do so, it includes programs, projects, physical spaces, and other new and existing structures to support, facilitate, document and give visibility to communities, their needs, and the institutional contributions of the campus. The Campus focuses on the achievement of a more sustainable social and environmental development of the institution and of the communities with which it is linked.																								
GOALS	SARQ		SLAW		SCOM		SGSIT		SPLA		BUSS		NATU		SOCI		EDUC		GENE		HUMA		TOTALS	
Unit's proposed and achieved projects (100%)	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH
3.1 The Río Piedras Campus will strengthen its ties to its social and physical environment through teaching, research, assistance in the formulation of public policy, cultural management, and service to communities. 3.2 Campus management will incorporate environmentally responsible institutional practices.	2	2	4	4	3	0	3	1	3	2	2	2	3	1	5	3	4	3	6	3	10	9	43	30
% cumulative in total projects	100%		100%		70%		61%		83%		100%		33.33%		65%		95%		68.33%		97.50%		79.37% Achievement Average Priority Area 3	

UPRRP SUMMATIVE – ACHIEVEMENTS PRIORITY AREA 3 – UNIVERSITY SOCIAL RESPONSIBILITY AND COMMUNITY NETWORKS		TOTALS		
ACADEMIC UNITS	Unit's achieved projects (100%)	# PROP	#ACH	%
School of Architecture	<ul style="list-style-type: none"> - IXP Professional Practice Internship Program - Klumb House Project 	2	2	100
School of Law	<ul style="list-style-type: none"> - Pro Bono Expansion, Clinic and Public-School Liaison - Expansion of the Center for Research and Community Support - Strengthening the School's link with public policy and service to communities - Expansion of internships and practice courses 	4	4	100
School of Communication	<ul style="list-style-type: none"> - Strengthening the School's links with the community 	1	0	70
Graduate School of Sciences and Information Technologies	<ul style="list-style-type: none"> - Creation of lines of research in community settings. - Development of collaborative projects of the SGSIT with civil society entities related to the vision and mission of the school. - Implementation of internships and clinical experiences that facilitate the integration of community services and the presence of the School. 	3	1	61
Graduate School of Planning	<ul style="list-style-type: none"> - Linking the School with the rehabilitation works of Río Piedras - Collaboration with community entities throughout Puerto Rico and government 	3	2	83
College of Business Administration	<ul style="list-style-type: none"> - Encouragement among professors and students' community involvement through research and consulting activities. - Creation of liaisons with governmental entities and nonprofit organizations for research opportunities 	2	2	100
College of Natural Sciences	<ul style="list-style-type: none"> - Community Impact Projects 	3	1	33.33
College of Social Sciences	<ul style="list-style-type: none"> - Practice centers and internships in the area adjacent to the university for the various disciplines of the Social Sciences - Collaborative projects and agreements with governmental and non-governmental organizations to contribute to the formulation, implementation and evaluation of public policies. - Participation in commissions, ad-hoc committees, special projects and other collaborative efforts on public policies and economic, social and political development of the country 	5	3	65
College of Education	<ul style="list-style-type: none"> - Strengthening the Teacher Preparation Program (PPM) and other school professionals - Strengthening of the Project for the Accompaniment of Surrounding Schools (PAE) - Training of organizations, schools and educators-in-training through the Chair of Peace Education 	4	3	95
College of General Studies	<ul style="list-style-type: none"> - Workshops, seminars, symposia, congresses in General Education for the Associations of Communities surrounding the Campus - University Education Project for Inmates - Curricular projects 	6	3	68.33
College of Humanities	<ul style="list-style-type: none"> - Celebrate the Humanities - initiatives to support communities through community service and internship experiences - Humanities in your community - offering cultural management through community service experiences - Conferences in the Humanities - a series of conferences open to the community on important topics such as cultural management and resilience in the face of current challenges. - Explore the Humanities - Summer Camp - Theatrical production on the theme of prevention – Theatre and Gender Series - Philosophy as a tool for self-improvement and rehabilitation - Attractive cultural offer for the various groups inside and outside the Venue, which stimulates humanistic and creative reflection. - Insertion in the search for solutions to the country's social and economic problems 	10	9	97.50

UPRRP SUMMATIVE – ACHIEVEMENTS PRIORITY AREA 3 – UNIVERSITY SOCIAL RESPONSIBILITY AND COMMUNITY NETWORKS		TOTALS		
ACADEMIC UNITS	Unit's achieved projects (100%)	# PROP	#ACH	%
	- Puerto Rico Department of Education Accelerated Professionalization Program (PADE) - UPR Impulse			
Most outstanding projects	<ul style="list-style-type: none"> - Klumb House Project - Pro Bono Expansion, Clinic and Public-School Liaison - Expansion of the Center for Research and Community Support - Creation of lines of research in community settings - Internships and clinical experiences that facilitate the integration of community services - Connection with the rehabilitation work of Río Piedras - Partnerships with government entities and non-profit organizations for research and consulting opportunities - Participation in commissions, ad-hoc committees, special projects and other collaborative efforts on public policies and the economic, social and political development of the country - Strengthening the Teacher Preparation Program (PPM) - Strengthening of the Project for the Accompaniment of Surrounding Schools (PAE) - Training of organizations, schools and educators-in-training through the Chair of Peace Education - University Education Project for Inmates - Celebrates the Humanities, community services; Humanities in your Community, cultural management and community service offerings; Conferences in the Humanities, lecture series on current challenges; Explore the Humanities, Summer Camp; Theatre and Gender Series, Production on prevention; Philosophy as a tool for self-improvement and rehabilitation 	43	30	79.37

PRIORITY AREA 3: UNIVERSITY SOCIAL RESPONSIBILITY AND COMMUNITY NETWORKS												
The Río Piedras Campus emphasizes its role of social responsibility and network of service to communities. This network is formed through the activities of professorship, research, on- and off-campus practices, internships, and volunteering, among others, in which students, professors, other staff and communities participate. The Campus cultivates its outreach through supportive social, cultural, and environmental action. To do so, it includes programs, projects, physical spaces, and other new and existing structures to support, facilitate, document and give visibility to communities, their needs, and the institutional contributions of the campus. The Campus focuses on the achievement of a more sustainable social and environmental development of the institution and of the communities with which it is linked.												
GOALS	ADMI		ACAD		STUD		DEGI		DECEP		TOTALS	
Proposed and achieved projects (100%) by Deanships & DECEP	#PROP	#ACH	#PROP	#ACH	#PROP	#ACH	#PROP	#ACH	#PROP	#ACH	# PROP	#ACH
3.1 The Río Piedras Campus will strengthen its ties to its social and physical environment through teaching, research, assistance in the formulation of public policy, cultural management, and service to communities. 3.2 Campus management will incorporate environmentally responsible institutional practices.	6	3	Not Applicable	Not Applicable	2	2	Not Applicable	Not Applicable	Not Applicable	Not Applicable	8	5
% cumulative in total projects	75%		Not Applicable		100%		Not Applicable		Not Applicable		87.50% Achievement Average Priority Area 3	

UPRRP SUMMATIVE – ACHIEVEMENTS PRIORITY AREA 3 – UNIVERSITY SOCIAL RESPONSIBILITY AND COMMUNITY NETWORKS		TOTALS		
DEANSHIPS & DECEP	Unit's achieved projects (100%)	# PROP	#ACH	%
Deanship of Administration	- Cooling Tower Replacement - New energy model CHP (heat and power) - Solar Tables: Renewable energy for the university community	6	3	75
Deanship of Academic Affairs	Not Applicable	Not Applicable	Not Applicable	Not Applicable
Deanship of Students	- Student organizations in community service - Social and cultural management services	2	2	100
Deanship of Graduate Studies and Research	Not Applicable	Not Applicable	Not Applicable	Not Applicable
Division of Continuing Education and Professional Studies (DECEP)	Not Applicable	Not Applicable	Not Applicable	Not Applicable

UPRRP SUMMATIVE – ACHIEVEMENTS PRIORITY AREA 3 – UNIVERSITY SOCIAL RESPONSIBILITY AND COMMUNITY NETWORKS		TOTALS		
DEANSHIPS & DECEP	Unit's achieved projects (100%)	# PROP	#ACH	%
Most outstanding projects	<ul style="list-style-type: none"> - Cooling Tower Replacement - New energy model CHP (heat and power) - Solar Tables: Renewable energy for the university community - Student organizations in community service - Social and cultural management services 	8	5	87.50

PRIORITY AREA 4

PRIORITY AREA 4: SUSTAINABLE MANAGEMENT, EFFECTIVENESS, AND EFFICIENCY																								
<p>The Río Piedras Campus (UPRRP) faces a scenario of unprecedented fiscal fragility marked by the significant reduction in the public funds it receives. It renews its approaches, strategies, and actions to convert its uncertain budgetary picture into opportunities for the institution and Puerto Rico. UPRRP realigns its commitment to excellence in research, creation, teaching, and service with greater fiscal sustainability; and, refreshes with greater intensity its entrepreneurial spirit to build productive alliances. The Campus transforms its academic and administrative processes and procedures to attract new revenue and operate with a high degree of efficiency and effectiveness. It uses technoACHy to update and optimize its services. UPRRP extends its borders and makes its competitive areas known to attract collaboration and financial support from different sectors in Puerto Rico and abroad.</p>																								
GOALS	SARQ		SLAW		SCOM		SGSIT		SPLA		BUSS		NATU		SOCI		EDUC		GENE		HUMA		TOTALS	
Unit's proposed and achieved projects (100%)	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH
<p>4.1 The Campus will increase its fiscal sustainability and diversify its sources of income to supplement its budget with innovative projects that temper its performance to the economic and structural changes in the country.</p> <p>4.2 The Campus will reorganize its units, procedures, and services to optimize operations efficiency and create a conducive and enabling environment for research, creation, teaching, and service.</p> <p>4.3 The campus will increase the recognition of its contributions to society and knowledge.</p>	5	5	5	5	5	1	4	3	4	2	5	3	7	3	3	0	4	4	10	0	10	8	62	34
% cumulative in total projects	100%		100%		30%		90%		68.75%		81%		42.85%		25%		100%		0.0%		92.50%		66.37% Achievement Average Priority Area 4	

UPRRP SUMMATIVE – ACHIEVEMENTS PRIORITY AREA 4 – SUSTAINABLE MANAGEMENT, EFFECTIVENESS, AND EFFICIENCY		TOTALS		
ACADEMIC UNITS	Unit's achieved projects (100%)	# PROP	#ACH	%
School of Architecture	<ul style="list-style-type: none"> - Reorganization of the Digital Fabrication Laboratory (FabLab) - Creation of an alumni services program - Presentation of Professional Services Proposal, IDEA Intramural Practice (Institute of Design of the School of Architecture) - Generation of activities through the School of Architecture Trust - Students Scholarship Program 	5	5	100
School of Law	<ul style="list-style-type: none"> - Development of income-generating projects - Development of initiatives with graduates for scholarships to students with needs - Fund-raising projects and activities - Transformation of library service areas - Expansion of the Communication Plan 	5	5	100
School of Communication	<ul style="list-style-type: none"> - Strengthening the Alumni Division in a way that enriches the relationship between the Campus and its graduates. - Implementation of innovative ways to raise new operating revenue (Increase Intramural Practice at Campus) - Restructuring units, academic processes, administrative approaches, and intensively incorporating technology for agile, efficient, and effective performance that facilitates teaching and student success. <ul style="list-style-type: none"> ✓ Approval of the new Faculty of Communication and Information (Certification No. 125, 2020-2021 of the UPR Governing Board) - Incorporation of curricular and technological innovation and opportunities for entrepreneurship and social collaboration into academic programs and specialized services. - Increase of collaborative alliances with local and international governmental and private organizations, other universities and units of the UPR System, which contribute to society and knowledge, and provide new sources of income to the institution. 	5	1	30
Graduate School of Sciences and Information Technologies	<ul style="list-style-type: none"> - Implementation of the policy to reduce the use of paper by 80% in the next two years (2021) - Optimization of the use of the SharePoint platform in the school's document management. - Generation of proposals and service projects for government agencies and private and non-profit entities. - Establishment of agile and effective administrative mechanisms that contribute to the promotion of the EGCTI and the dissemination of our news and achievements. 	4	3	90
Graduate School of Planning	<ul style="list-style-type: none"> - Optimization of institutional management to obtain external funds - Increased visibility of the UPRRP in the public and private sectors with the support of the Campus's leadership 	4	2	68.75
College of Business Administration	<ul style="list-style-type: none"> - Innovative ways to raise new operational income - Faculty training in hybrid and distance education - Organization every two years of the conference on topics related to the profession 	5	3	81
College of Natural Sciences	<ul style="list-style-type: none"> - Strengthening the sense of belonging of our students and our graduates. - Establishment of collaborative institutional alliances - Electronic Students Record 	7	3	42.85
College of Social Sciences	<ul style="list-style-type: none"> - Not documented 	3	0	25
College of Education	<ul style="list-style-type: none"> - Strengthening collaborative alliances to sustain the quality and compliance of the programs and services of the College and Laboratory Schools - Optimization of efficiency through the reorganization of departments, offices and services 	4	4	100

UPRRP SUMMATIVE – ACHIEVEMENTS PRIORITY AREA 4 – SUSTAINABLE MANAGEMENT, EFFECTIVENESS, AND EFFICIENCY		TOTALS		
ACADEMIC UNITS	Unit's achieved projects (100%)	# PROP	#ACH	%
	<ul style="list-style-type: none"> - Obtaining accreditations for the different programs and services - Dissemination of activities and/or achievements of the College. 			
College of General Studies	<ul style="list-style-type: none"> - Not documented 	10	0	0.0
College of Humanities	<ul style="list-style-type: none"> - Implementation of innovative strategies for sustainability, effectiveness and efficiency - Administrative restructuring of the College of Humanities - Non-Teaching Recruitment - Development of courses, certificates, services and training with different public and private entities as new sources of income for the institution - Reduction in compensation expenses for payment of thesis and dissertation supervision - Reduction in expenses such as the purchase of paper and inks. - Rehabilitation and redistribution of spaces - Technological Habilitation Plan for the College of Humanities 	10	8	92.50
Most outstanding projects	<ul style="list-style-type: none"> - Obtaining accreditations for the different programs and services - Development of courses, certificates, services and training with different public and private entities as new sources of income for the institution - Alumni Services Program - Alumni initiatives of scholarships for students in need - Professional Services Proposal, IDEA Intramural Practice (Institute of Design of the School of Architecture) - Generation of activities through the School of Architecture Trust - Generation of proposals and service projects to government agencies and private and non-profit entities (Includes intramural practice) - Approval of the new Faculty of Communication and Information - Expansion of the Communication Plan - Establishment of agile and effective administrative mechanisms that contribute to the promotion of the EGCTI and the dissemination of our news and achievements - Increased visibility of the UPRRP in the public and private sectors with the support of the Campus's leadership - Implementation of innovative strategies for sustainability, effectiveness and efficiency of academic and extracurricular activities (i.e. obtaining external funds through agreements, grants, mini-grants and donations) - Optimization of institutional management to obtain external funds - Optimization of efficiency through the reorganization of departments, offices and service areas (i.e. Law Library) - Strengthening collaborative partnerships to sustain the quality and compliance of programs and services - Non-teaching recruitment - Reduction in compensation expenses for payment of thesis and dissertation supervision - Reduction in expenses such as the purchase of paper and inks. - Technology Enablement Plan 	62	34	66.37

PRIORITY AREA 4: SUSTAINABLE MANAGEMENT, EFFECTIVENESS, AND EFFICIENCY												
The Río Piedras Campus (UPRRP) faces a scenario of unprecedented fiscal fragility marked by the significant reduction in the public funds it receives. It renews its approaches, strategies, and actions to convert its uncertain budgetary picture into opportunities for the institution and Puerto Rico. UPRRP realigns its commitment to excellence in research, creation, teaching, and service with greater fiscal sustainability; and, refreshes with greater intensity its entrepreneurial spirit to build productive alliances. The Campus transforms its academic and administrative processes and procedures to attract new revenue and operate with a high degree of efficiency and effectiveness. It uses technology to update and optimize its services. UPRRP extends its borders and makes its competitive areas known to attract collaboration and financial support from different sectors in Puerto Rico and abroad.												
GOALS	ADMI		ACAD		STUD		DEGI		DECEP		TOTALS	%
Proposed and achieved projects (100%) by Deanships & DECEP	#PROP	#ACH	# PROP	#ACH	#PROP	#ACH	#PROP	#ACH	#PROP	#ACH	# PROP	#ACH
4.1 The Campus will increase its fiscal sustainability and diversify its sources of income to supplement its budget with innovative projects that temper its performance to the economic and structural changes in the country. 4.2 The Campus will reorganize its units, procedures, and services to optimize operations efficiency and create a conducive and enabling environment for research, creation, teaching, and service. 4.3 The campus will increase the recognition of its contributions to society and knowledge.	4	1	Not Applicable	Not Applicable	3	3	2	1	3	3	12	8
% cumulative in total projects	81.25%		Not Applicable		100%		50%		100%		82.81% Achievement Average Priority Area 4	

UPRRP SUMMATIVE – ACHIEVEMENTS PRIORITY AREA 4 – SUSTAINABLE MANAGEMENT, EFFECTIVENESS, AND EFFICIENCY		TOTALS		
DEANSHIPS & DECEP	Unit's achieved projects (100%)	# PROP	#ACH	%
Deanship of Administration	- Administrative reorganizations: reduction of temporary appointments, substitutes, reclassifications and spreads	4	1	81.25
Deanship of Academic Affairs	Not Applicable	Not Applicable	Not Applicable	Not Applicable
Deanship of Students	- Integration of technology into the processes and services of the Dean's Office of Students - Ancillary Services Collection Projects - Medical Services, Medical Billing, Medical Plans, Summer Camps, Guided Tours and Others - Student Residence Fee Collection	3	3	100
Deanship of Graduate Studies and Research	- Action plan for the transformation of post-award processes	2	1	50
Division of Continuing Education and Professional Studies (DECEP)	- DECEP as an income generating entity - Establishment of collaborative alliances with local and international governmental and private organizations, other universities and units of the UPR System, which contribute to society and knowledge, and provide new sources of income to the institution. - Action Plan to Contribute to Compliance with the VI-MSCHE Standard	3	3	100
Most outstanding projects	- Administrative reorganizations: reduction of temporary appointments, substitutes, reclassifications and spreads - Integration of technology into processes and services - Ancillary Services Collection Projects - Medical Services, Medical Billing, Medical Plans, Summer Camps, Guided Tours and Others - Student Residence Fee Collection - Action plan for the transformation of post-award processes - Action Plan to Contribute to Compliance with the VI-MSCHE Standard - DECEP como entidad generadora de ingresos - Establishment of collaborative alliances with local and international governmental and private organizations, other universities and units of the UPR System, which contribute to society and knowledge, and provide new sources of income to the institution.	12	8	82.81

UPRRP SUMATIVE ASSESSMENT – ALL PRIORITY AREAS AND UNITS

UPRRP SUMATIVE ASSESSMENT – STRATEGIC PLAN 2018-2023– ALL PRIORITY AREAS																									
ACADEMIC UNITS	SARQ		SLAW		SCOM		SGSTI		SPLA		BUSS		NATU		SOCI		EDUC		GENE		HUMA		TOTALS		
Unit's proposed and achieved projects(100%)	# PROP 18	#ACHI 18	# PROP 18	#ACHI 16	# PROP 14	#ACHI 3	# PROP 18	#ACHI 10	# PROP 19	#ACHI 12	# PROP 14	#ACHI 11	# PROP 23	#ACHI 13	# PROP 25	#ACHI 15	# PROP 23	#ACHI 22	# PROP 33	#ACHI 12	# PROP 44	#ACHI 37	# PROP 249	#ACHI 169	CAMPUS %
1. Research and creation	100%		100%		65%		62%		80%		92.75%		100%		93.75%		100%		100%		90%		62	54	89.40
2. Academic offering and support services for student success	96.42		66.66%		95%		51.66%		87%		100%		44.44%		70%		98.75%		11.11%		89.30%		82	51	73.66
3. University social responsibility and community networks	100%		100%		70%		61%		83%		100%		33.33%		65%		95%		68.33%		97.50%		43	30	79.37
4. Sustainable management, effectiveness, and efficiency	100%		100%		30%		90%		68.75%		81%		42.85%		25%		100%		0.0%		92.50%		62	34	66.37
% cumulative in total projects	396.42 99.10%		366.66 91.66%		260 65%		264.66 66.16%		318.75 79.68%		373.75 93.43		220.62 55.15%		253.75 63.43%		393.75 98.43%		179.44 44.86%		369.30 92.32%		249 100%	169 67.87%	77.20%

UPRRP SUMMATIVE ASSESSMENT – STRATEGIC PLAN 2018-2023 – ALL PRIORITY AREAS													
DEANSHIPS & DECEP	ADMI		ACAD		STUD		DEGI		DECEP		TOTALS		
Unit's proposed and achieved projects (100%)	#PROP 10	#ACH 4	#PROP 5	#ACH 4	#PROP 14	#ACH 13	#PROP 11	#ACH 5	#PROP 7	#ACH 7	# PROP 47	#ACH 33	CAMPUS %
1. Research and creation	Not Applicable		Not Applicable		87.50%		65.27%		Not Applicable		8	4	76.38
2. Academic offering and support services for student success	Not Applicable		92%		100%		69.33%		100%		19	16	90.33
3. University social responsibility and community networks	75%		Not Applicable		100%		Not Applicable		Not Applicable		8	5	87.50
4. Sustainable management, effectiveness, and efficiency	81.25%		Not Applicable		100%		50%		100%		12	8	82.81
% cumulative in total projects	156.25 78.12%		92 92%		387.50 96.87%		184.60 61.53%		200 100%		47 100%	33 70.21%	85.70%

UPRRP Achievement Level:

Strategic Plan 2018-2023, as of June 30, 2023

All Priority Areas

All Academic and Administrative Units: **81.45 %**

UPRRP SUMMATIVE ASSESSMENT STRATEGIC PLAN 2018-2023	ACADEMIC UNITS			DEANSHIPS & DECEP		
	*1# PROP	*2# ACH	*3CAMPUS % ALL UNITS	*1# PROP	*2# ACH	*3CAMPUS % ALL UNITS
1. Research and creation	62	54	89.40	8	4	76.38
2. Academic offering and support services for student success	82	51	73.66	19	16	90.33
3. University social responsibility and community networks	43	30	79.37	8	5	87.50
4. Sustainable management, effectiveness, and efficiency	62	34	66.37	12	8	82.81
All Priority Areas, All Units Campus-wide achievement: 81.45 % $77.20 + 85.45\% = 81.45\%$	249	169	*77.20%	47	33	*85.70%
<p>*1 All units, total proposed projects by Priority Area</p> <p>*2 All units, proposed projects with 100% achievement per Priority Area</p> <p>*3 Cumulative average percentage of progress [less than 100%] and achievement [100%] of all proposed projects by priority area and precinct-level.</p>						

APPENDIX 2

STRATEGIC PLAN: COMMITMENT 2018 – 2023 UNIVERSITY OF PUERTO RICO – RÍO PIEDRAS CAMPUS
Extension⁸ OF THE ACADEMIC YEAR 2023-2024 (TWO SEMESTERS) and FIRST SEMESTER 2024-2025 (AS OF DECEMBER 30, 2024)

UPRRP SUMMATIVE EVALUATION REPORT, EXTENDED TO DECEMBER 2024

⁸ Circular 18 of the Dean of Academic Affairs, issued on February 29, 2024

STRATEGIC PLAN: COMMITMENT 2018 – 2023 UNIVERSITY OF PUERTO RICO – RÍO PIEDRAS CAMPUS
Extension⁹ OF THE ACADEMIC YEAR 2023-2024 (TWO SEMESTERS) and FIRST SEMESTER 2024-2025 (AS OF DECEMBER 30, 2024)
UPRRP SUMMATIVE EVALUATION REPORT, EXTENDED TO DECEMBER 2024

PRIORITY AREA 1

Academic Units¹⁰

PRIORITY AREA1: RESEARCH AND CREATION																							
The Río Piedras Campus of the University of Puerto Rico is the only higher education institution with the Carnegie classification of Doctoral University of Higher Level of Research (R2) in Puerto Rico. This classification distinguishes it among the top universities in the United States for its wide range of doctoral offerings and its investments in research and development. To maintain this level or achieve a higher level of recognition, the Campus strengthens its culture of self-management and entrepreneurship in research, and creates strategies for institutional supports that facilitates research and creation for students and professors, as well as enhance intellectual development, dissemination, and production.																							
Chancellor's Work Plan Guidelines Campus Internationalization		Specific Objectives: Circular 18 – DAA 29-February-2024 1.1.3 Strengthen research institutes on campus through interdisciplinary and transdisciplinary collaborations among programs, other units of the UPR system, and with universities and centers at the international level.										Indicators: 1.1.c Number of interdisciplinary and transdisciplinary projects. 1.1.d Number of collaborative projects developed in research institutes.											
GOALS		SARQ		SLAW		SPLA		BUSS		NATU		SOCI		COIN		EDUC		GENE		HUMA		TOTALS	
Proposed and achieved projects (100%) - Academic units		# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH		
1.1 The Campus will increase the production of innovative knowledge through research and creative activity.		3	1	3	3	4	4	1	1	5	2	---	---	3	3	11	11	---	---	3	2	33	27
% cumulative in total projects		56.60		100.00		100.00		100.00		64.00		---		100.00		100.00		----		93.33		89.24 Achievement Average Priority Area 1	

⁹ Circular 18 of the Dean of Academic Affairs, issued on February 29, 2024

¹⁰ Academic Units: School of Architecture (SARQ); School of Law (SLAW); Graduate School of Planning (SPLA); College of Business Administration (BUSS); College of Natural Sciences (NATU); College of Social Sciences (SOCI); College of Communication and Information (COIN); College of Education (EDUC); College of General Studies (GENE); College of Humanities (HUMA)

UPRRP SUMMATIVE – ACHIEVEMENTS PRIORITY AREA 1 – RESEARCH AND CREATION		TOTALS		
ACADEMIC UNITS	Unit's achieved projects (100%)	# PROP	#ACH	%
School of Architecture	- Recruitment and restructuring initiatives of academic offering for a 12% increase in new students 2024-2025: redesign of spaces and new spatial configurations in the Baccalaureate Design Workshop	3	1	56.60
School of Law	- Faculty Recruitment and teaching staff - Generation of Additional External Funds: Two important proposals were submitted and approved to expand the Post Sentencing AND Project and the Comprehensive Victim Support Center (\$200,000 federal funds) - Local and international exhibition of creative work and research: Two congresses on Special Education and Law and Health.	3	3	100.00
Graduate School of Planning	- New Faculty Recruitment: Four new regular faculty recruited by summer 2024. - Research Development, Publication, and Dissemination for Innovation in Planning: Four Peer-Reviewed Publications <ul style="list-style-type: none"> ✓ Dr. Ariam Torres Bomba planning and the pursuit of a just recovery - Ariam L Torres-Cordero, 2024 (sagepub.com) ✓ Dr. Alison Chopel Getting Federal Money to Communities: A Story from Puerto Rico - Non Profit News Nonprofit Quarterly ✓ Dr. Maritza Barreto dr1191.pdf - National Shoreline Change: Summary Statistics for Vector Shorelines from the Early 1900s to the 2010s for Puerto Rico (usgs.gov) ✓ Prof. Aurelio Castro https://www.researchgate.net/publication/375666626_LimnoACHical_Response_of_Las_Curias_Reservoir_San_Juan_Puerto_Rico_Successful_Management_of_the_Invasive_Aquatic_Fern_Salvinia_molesta - Strengthening the Center for Coastal Research and Planning (COREPI): A Proposal Won and Contract Signed in April 2024, Department of Housing, Funds CDBG-DR, <i>Coastal Erosion Capacity Building</i> . An additional proposal submitted to the <i>National Wildlife Federation NOAA \$2.8 million in April 2024</i> - Submission competitive proposals each year: Seed funding was received from the Division of Continuing Education and Professional Studies (DECEP) for a housing research center. (Notification of transferred funds).	4	4	100.00
College of Business Administration	- Recruitment of faculty of excellence, with the highest academic degrees from accredited universities, in and outside of Puerto Rico - Supporting faculty in developing their research agendas by promoting and incentivizing meaningful research - Funds invested in release time, PII, research assistance, travel funds, etc.	3	3	100.00
College of Natural Sciences	- Recruitment of teaching staff (CNEI) with interdisciplinary training in STEM disciplines and with experience in science education research (in progress) - Creation of interdisciplinary and interfaculty groups to address the needs for the effective teaching of STEM disciplines on campus. <ul style="list-style-type: none"> ✓ Proposals to raise external funds for projects aimed at addressing identified needs or implementing educational innovations: <ul style="list-style-type: none"> ○ Preparing the Next Generation of Environmental Scientists through Research-based Coursework and Community Internships (NSF#2122417) Elizabeth Dvorsky-Sosa, Ph.D. (P.I.), Omar Pérez-Reyes, Ph.D. (Co-P.I.) and Julia Vélez-González, MLS, Ed.D. (Co-P.I.) \$500,000 ○ Design of a personalized, gamified virtual experience (GVE) to strengthen scientific research skills (NSF #2421165). Elizabeth Dvorsky, Ph.D. (P.I.), David Flores, Ph.D. (Co-P.I.), Edusmildo Orozco, Ph.D. (Co-P.I.) y Joseph Carroll, Ph.D. (Co-P.I.) \$500,00 - Increase student participation in research programs (CNEI): Increased dissemination, promotion and recruitment in undergraduate research opportunities: Support to collect information and maintain a database on participation in research and internships. - Dissemination of teaching research through publications in peer-reviewed journals and professional presentations by researchers or research groups affiliated with the Program <ul style="list-style-type: none"> ✓ Support research work in the program and facilitate the conditions that encourage the tasks of writing manuscripts and presentations 	5	2	64.00

UPRRP SUMMATIVE – ACHIEVEMENTS PRIORITY AREA 1 – RESEARCH AND CREATION		TOTALS		
ACADEMIC UNITS	Unit's achieved projects (100%)	# PROP	#ACH	%
	<ul style="list-style-type: none"> ✓ The Interdisciplinary Studies Program has a professor under temporary contract who publishes approx. 6 articles a year and presents his projects in various local and international forums. There have also been 2 presentations of the NSF#2122417 project and there are 2 manuscripts in preparation. - Self-study and revision of the Baccalaureate of Interdisciplinary Studies- Emphasizes the development of research and work skills. 			
College of Social Sciences	---	---	---	---
College of Communication and Information	<ul style="list-style-type: none"> - Production of innovative knowledge through research and creative activity <ul style="list-style-type: none"> ✓ Research by professors published in peer-reviewed journals in the following areas: Information (4), Public Relations (2), Journalism (2) and Communication (3). ✓ Strengthening of interdisciplinary collaboration centers to units of the UPR System, as well as universities and centers at the international level - Linking professors and students with other researchers and academics to generate collaboration and establish networks that contribute <ul style="list-style-type: none"> ✓ PRISM Proposal: Completed in collaboration with the Faculty of Natural Sciences. The professors participated in this joint proposal Alfredo Rivas, Iván De La Cruz, Julia Vélez and professor Yomarie García ✓ Celebration of the First Puerto Rican Congress of Research and Studies on Video Games (LITE Lab.) organized by research professors Alfredo Rivas (COIN), Alexis Rodríguez of the Faculty of Social Sciences and Yamila Ortiz of the Center for Social Research (CISO) - Publication and dissemination of academic projects and research by COIN students and professors where transparency is promoted, knowledge sharing, others are inspired, a culture of research is fostered, collaboration opportunities are seized, society is positively impacted, and the faculty is prestigious nationally and internationally. <ul style="list-style-type: none"> Publications <ul style="list-style-type: none"> - Seven publications by professors in peer-reviewed journals: Parasitology Research, deSignis, Communication and Society, Integration and Knowledge, Humanities and Social Sciences: Theoretical, Methodological and Research Perspectives, Rural Family Practice and Humanities and Social Sciences: Theoretical, Methodological and Research Perspectives. ✓ Two papers published in the proceedings of international conferences: VIII International Congress on Media Studies and 23rd Annual International Conference on Communication and Mass Media. ✓ New section on the COIN website to disseminate research and creative work by professors and students Disseminations and Exhibitions <ul style="list-style-type: none"> ✓ Eight trips approved for faculty to present academic or creative work outside of Puerto Rico ✓ Three trips approved for the presentation of academic or creative work by students ✓ Seven lectures by faculty at congresses or exhibitions of local creative works ✓ Ten lectures at international conferences or exhibitions of creative work ✓ An exhibition of creative work by students outside of Puerto Rico 	3	3	100.00
College of Education	<ul style="list-style-type: none"> - Renewal of the Cátedra UNESCO Knowledge Creation, Innovation and Collaboration in Higher Education, February 1, 2024 <ul style="list-style-type: none"> ✓ Participation in the IESALC congress - Conversation with Dr. Francesc Pedró on October 11, 2023 ✓ First section of the Seminar of Academic Editors with the purpose of disseminating the work of the Cátedra through various media. ✓ Commission trip to strengthen academic ties in visit to Dominican Universities. 	11	11	100.00

UPRRP SUMMATIVE – ACHIEVEMENTS PRIORITY AREA 1 – RESEARCH AND CREATION		TOTALS		
ACADEMIC UNITS	Unit's achieved projects (100%)	# PROP	#ACH	%
	<ul style="list-style-type: none"> - Cátedra UNESCO of Education for Peace: Dissemination of the Cátedra's research and publications to university libraries and at academic events in the country, the national, regional and international academic community, as well as to other UNESCO Chairs in Ibero-America. - Interdisciplinary Project on Double Exceptionality in Puerto Rico: Impacting approximately 300 professionals and 22 families with students with double exceptionality (FIPI Funds) - Resurge-Responders in Emergency and Rescue Situations Project using drones, information systems and specialized canine units: Preparation of a prototype of a self-management model in the face of an environmental catastrophe. (PR Science Trust \$5,000) - Research: Strengthening Metacognitive Processes in the Writing Protocol #2324-013 - Special Section ReEduca Magazine: Publication of a special section in Volume 7 of ReEduca with the articles of the Environmental Education Conference held in the second semester 2023-2024. - Laboratory Schools Action Research Project <ul style="list-style-type: none"> ✓ Development of a new research phase with the weather station and the green roof of the Secondary School ✓ Development of the AGUA VIDA Project-Importance of rivers and estuaries, their vulnerability to change and how to contribute to greater hybrid sustainability. - FINGERS Project – prevention of Alzheimer's disease (collaboration with the UPR-RCM: Evaluation of anthropometric characteristics, physical activity, sedentary time and sleep, and characteristics in the family environment and neighborhood. - Active and Healthy IUPI: First cohort completes in December 2024 with final assessments (Chancellor's Office, \$32,681); significant improvements in weekly time in physical activity, flexibility, agility, and balance - Preschool Project: Evaluation of the characteristics of physical fitness, anthropometric characteristics, physical activity, sedentary time and sleep, and characteristics in the family environment and neighborhood. - AFAN2 –UHS-UPRRP Project: Evaluation of the characteristics of physical fitness, anthropometric characteristics, physical activity, sedentary time and sleep, and characteristics in the family environment and neighborhood. 			
College of General Studies	---	---	---	---
College of Humanities	<ul style="list-style-type: none"> - Research-creative activity in research centers: <ul style="list-style-type: none"> ✓ Support for teaching participation in local and international congresses, symposia, conferences, artistic exhibitions, etc., through research centres. ✓ Dissemination of calls for research grants, collaboration in projects and teaching abroad for the benefit of faculty- Participation of 13 UPR professors (several campuses), through academic collaboration agreements with the universities of Florida and Michigan. ✓ Updating and establishing academic cooperation agreements with local and international related institutions with the purpose of promoting the development of teaching and research. <ul style="list-style-type: none"> ○ The Río Piedras Campus has just signed a collaboration agreement with the renowned Cervantes Institute, within the framework of which the famous Cátedra Cervantes. https://www.uprrp.edu/tag/catedra-cervantes/ ○ Others: <i>Library Residency University of Michigan, Center for Latin American Studies, Florida University</i>, collaboration agreement with the University of Córdoba (in process) - Celebration of academic and cultural activities with international scope in the disciplines of study of the Faculty of Humanities <ul style="list-style-type: none"> ✓ Language Festival 2024 ✓ Puerto Rican Literature Days 	3	2	93.33

UPRRP SUMMATIVE – ACHIEVEMENTS PRIORITY AREA 1 – RESEARCH AND CREATION		TOTALS		
ACADEMIC UNITS	Unit's achieved projects (100%)	# PROP	#ACH	%
	<ul style="list-style-type: none"> ✓ Cátedra Cervantes ✓ 70th Anniversary of the Federico de Onís Seminary ✓ Symposium on Hispanism ✓ Remembering the Language Party 2023 ✓ Women Filmmakers in PR: Carmen Oquendo Villar y Rosamary Berríos ✓ Conference Series CIH ✓ Second Edition of the International Conference on Human Rights from an Inter-American Perspective, in collaboration with the University of Graz, in Austria, June 2024 (<i>Camps, Carceral Imaginaries, and Critical Interventions</i>, https://campsconference-graz.com/) ✓ Plurilingual Caribbean Symposium XXI, Caribbean Conferences ✓ Undergraduate Symposium on Art History ✓ Third Symposium of Young Researchers in History ✓ Symposium: <i>Intersectional Environmentalisms</i> ✓ Philosophy lecture series ✓ 7th World Philosophy Day ✓ Puerto Rican Cultural Management Meeting 2024 in which guests from Peru and Colombia will participate and participations from Puerto Rico, Mexico and the Dominican Republic- University Center (November 20-23, 2024) - Development of activities for the preservation, digitization and dissemination of the collection of research centers, to make them accessible to the international community; Development of metadata that optimizes the dissemination of the faculty's research and creative production through online metasearch engines. <ul style="list-style-type: none"> ✓ Josemilio González Multidisciplinary Seminar: In the process of processing the faculty's bibliographic collections. The results of the research carried out in this framework were presented at <i>Campechada 2024</i> with the scenic conference "The archival theatricality of Victoria Espinosa" at the Francisco Arriví Theater, by MAMAGAC students. ✓ Formulation of proposals that promote the collaborative research agenda, alliances with other seminars and centers of the Faculty, the Campus and other universities that allow the exchange of professors and research students and digital and printed dissemination of the results. <ul style="list-style-type: none"> ○ The IMLS (<i>Institute of Museums and Library Services</i>) grant contributes to promoting research and digital and print dissemination of museum-related projects, both at the Museum of Anthropology, History and Art of the Río Piedras Campus and at the Museum of Cayey. ○ Several issues of the faculty's journals were published, both in digital and paper versions. <p>Journals: <i>Revista de Estudios Hispánicos</i>, Year 10, Núm. 1, 2023 https://revistas.upr.edu/index.php/reh <i>Sargasso</i>, 2021-22, I & II <i>DiáACHos</i>, Núm. 114, 2024 <i>DiáACHos</i>, Núm. 113, 2023 <i>Visión Doble</i>, years 2023 y 2024. Institute of Museums and Library Services (IMLS) – collaboration in the digitization of the Antonio Martorell archive of the Cayey Museum</p>			

UPRRP SUMMATIVE – ACHIEVEMENTS PRIORITY AREA 1 – RESEARCH AND CREATION		TOTALS		
ACADEMIC UNITS	Unit's achieved projects (100%)	# PROP	#ACH	%
	Collaboration in the creation of educational material for the Museum of Anthropology, History and Art of the Río Piedras Campus (in process)			
Most outstanding projects	<ul style="list-style-type: none"> - Recruitment of faculty of excellence, with the highest academic degrees from accredited universities, in and outside Puerto Rico (VARIOUS) - Redesign of spaces and new spatial configurations in the Design workshop of the Baccalaureate of Architecture (SARQ) - Approved Proposals to Expand the Post Sentence AND Project and the Comprehensive Victim Support Center (Federal funds \$200,000) (EDERE) - Local and international exhibition of creative work and research: Two conferences on Special Education and Law and Health. (EDERE) - Research Development, Publication, and Dissemination for Innovation in Planning: Four Peer-Reviewed Publications, Dr. Ariam Torres, Dr. Alison Chopel, Dr. Maritza Barreto and Prof. Aurelio Castro (EGPL) - Strengthening the Center for Coastal Research and Planning (COREPI) – Proposals: Department of Housing, Funding CDBG-DR, <i>Coastal Erosion Capacity Building; National Wildlife Federation NOAA \$2.8 million in April 2024 (EGPL)</i> - Proposed seed funding with the Division of Continuing Education and Professional Studies (DECEP) for a housing research center. (EGPL) - Support to faculty in the development of their research agendas by promoting and incentivizing significant research (FAEM) - Recruitment of faculty with interdisciplinary training in STEM disciplines and research experience in science education (in progress) (NATU) - Creation of interdisciplinary and interfaculty groups to address the effective teaching of STEM disciplines on campus- Proposals: Preparing the Next Generation of Environmental Scientists through Research-based Coursework and Community Internships (NSF#2122417) \$500,000; Design of a personalized, gamified virtual experience (GVE) to strengthen scientific research skills (NSF #2421165) \$500,000 (NATU) - Increase in student outreach, promotion, and recruitment in undergraduate research opportunities (NATU) - Dissemination of teaching research through publications in peer-reviewed journals and professional presentations by researchers or research groups affiliated with Programs (NATU) - Production of innovative knowledge through research and creative activity: research - Information (4), Public Relations (2), Journalism (2) and Communication (3); Creation of the Emerging Technologies Research Lab (LITE Lab.) (FIPI, \$45,000) (COIN) - Linking professors and students with other researchers and academics to generate collaboration and establish networks: PRISM proposal with the Faculty of Natural Sciences; First Puerto Rican Congress of Research and Studies on Video Games (LITE Lab.) (COIN) - Publication of research (peer-reviewed journals, conference proceedings) and dissemination of academic projects and research (trips, presentations at local and international conferences, exhibitions) (COIN) - Renewal of the Cátedra UNESCO Knowledge Creation, Innovation and Collaboration in Higher Education (EDUC) - Cátedra UNESCO of Education for Peace: Dissemination of research and publications at the national, regional and international levels, as well as to other UNESCO Cátedras in Ibero-America. (EDUC) - Interdisciplinary Project on Double Exceptionality in Puerto Rico (FIPI Funds) (EDUC) - Resurge-Emergency and Rescue Responders Project (PR Science Trust \$5,000) (EDUC) - Research: Strengthening Metacognitive Processes in Writing Protocol #2324-013 (EDUC) - Special publication in Volume 7 of ReEduca with the articles of the Environmental Education Conference (EDUC) - Action research project of the laboratory schools: New research phase with the meteorological station and the green roof of the Secondary School; AGUA VIDA Project (EDUC) - FINGERS <i>Project</i> – Prevention of Alzheimer's Disease in collaboration with the Medical Sciences Campus-UPR (EDUC) - Active and Healthy IUPI (EDUC) 	33	27	89.24

UPRRP SUMMATIVE – ACHIEVEMENTS PRIORITY AREA 1 – RESEARCH AND CREATION		TOTALS		
ACADEMIC UNITS	Unit's achieved projects (100%)	# PROP	#ACH	%
	<ul style="list-style-type: none"> - Preschool Project: Evaluation of physical fitness characteristics, anthropometric characteristics, physical activity, sedentary time and sleep, and characteristics in the family environment and neighborhood. (EDUC) - AFAN2 –UHS-UPRRP Project: Evaluation of the characteristics of physical fitness, anthropometric characteristics, physical activity, sedentary time and sleep, and characteristics in the family environment and neighborhood. (EDUC) - Research-creative activity in research centers: Teaching participation in local and international congresses, symposia, conferences, art exhibitions, etc., through research centers. (HUMA) - Participation of UPR professors (several campuses), through academic collaboration agreements with the universities of Florida and Michigan. (HUMA) - Updating and establishing academic cooperation agreements with local and international related institutions to promote the development of teaching and research: Cervantes Institute; <i>Library Residency University of Michigan, Center for Latin American Studies, Florida University</i>; University of Córdoba (in process) (HUMA) - Celebration of academic and cultural activities with an international scope in the disciplines of study (HUMA) - Development of activities for the preservation, digitization and dissemination of the collection of research centers accessible to the international community; Development of metadata that optimizes the dissemination of research and creative production through online metasearch engines. (HUMA) - Formulation of proposals that promote the collaborative research agenda, alliances with other seminars and centers of the Faculty, the Campus and other universities for the exchange of professors and student researchers and the digital and printed dissemination of the results. (Grant of the <i>Institute of Museums and Library Services</i>); collaboration with the Museum of Anthropology, History and Art of the Río Piedras Campus (HUMA) 			

PRIORITY AREA 2

PRIORITY AREA 2: ACADEMIC OFFERING AND SUPPORT SERVICES FOR STUDENT SUCCESS																							
<p>The Río Piedras Campus is committed to comprehensive innovation and transformation in its academic programs and specialized services. Academic renewal intensively integrates technoACHies and responds to the paths of knowledge, the challenges of professional sustainability, the emerging scenarios of the labor market, and life in society. UPRRP ensures an academic undergraduate, graduate and professional offer, in face-to-face, hybrid, and distance modalities, as well as in alliance with other entities at the local and international levels. It provides its students with a rigorous educational experience consistent with the highest standards of the disciplines and professions. Strengthens learning environments focused on the formation of responsible citizens with different interests, levels of capacities, intellectual curiosity, and life experiences. Develops the necessary competencies in a changing and interconnected world to shape students into critical and ethical thinkers, societal leaders, researchers and creators, professionals and entrepreneurs. It creates the conditions for changing into a culture of service through a holistic experience focused on student success. Articulates and strengthens educational practices and support services, based on outcomes of learning and institutional effectiveness assessment, and the use of information and communication technoACHies for continuous improvement.</p>																							
<p>Chancellor’s Work Plan Guidelines Academic Innovation</p>		<p>Specific Objectives: Circular 18 - DAA29-February-2024 2.1.1 Offer professional and academic certificates, short continuing education courses and distance learning academic programs in the areas of greatest interest and impact for student success.</p>										<p>Indicators: 2.1.a Number of distance learning certificates and short-term courses developed and offered.</p>											
GOALS		SARQ		SLAW		SPLA		BUSS		NATU		SOCI		COIN		EDUC		GENE		HUMA		TOTALES	
Proposed and achieved projects (100%) - Academic units		# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH		
<p>2.1 The Campus will develop an academic and professional offering of distance learning of the highest quality that responds to the needs, opportunities, and educational trends in Puerto Rico, the Caribbean, Latin America and the Hispanic communities in the United States and internationally.</p>		---	--	1	1	---	---	2	1	5	2	---	---	1	1	1	1	---	---	1	---	11	7
<p>% cumulative in total projects</p>		(Existing)		100.00		(Existing)		80.00		70.00		---		100.00		100.00		---		50.00		<p>62.50 Achievement Average Priority Area 2</p>	

UPRRP SUMMATIVE – ACHIEVEMENTS PRIORITY AREA 2 – ACADEMIC OFFERING AND SUPPORT SERVICES FOR STUDENT SUCCESS		TOTALS		
ACADEMIC UNITS	Unit's achieved projects (100%)	# PROP	#ACH	%
School of Architecture	Existing	---	---	---
School of Law	- Creation of the LL.M. Degree in Intellectual Property, online	1	1	100.00
Graduate School of Planning	Existing	---	---	---
College of Business Administration	- Continuous transformation of undergraduate degrees through the innovation of high-quality distance education programs (Revolving Account \$611,472.90). <ul style="list-style-type: none"> ✓ Development of minor online concentrations for students in business and other disciplines ✓ Development of technological skills through the curriculum 	2	1	80
College of Natural Sciences	- Creation of three accelerated curricular pathways between accredited programs in Nutrition and Dietetics, undergraduate, and distance graduate - Creation of online courses (undergraduate and graduate) - Updating of electronic pages to improve the dissemination of information and activities of programs, faculty and campus - Online alumni survey - Generate and disseminate recorded presentations of the topics to be placed in the electronic media	5	2	70.00
College of Social Sciences	---	---	---	---
College of Communication and Information	- Development of three cycles of technological advances: 19 webinars developed and offered by Dr. Eliud Flores Caraballo, open to the UPR System and the community in general, divided into topics related to <i>Manufacturing Ingenuity in the Medical Devices Industry of Puerto Rico</i> (4 webinars), Opportunities and experiences in artificial intelligence, analytics and <i>Machine Learning</i> (8 webinars) and University Digital Transformation for the Río Piedras Campus of the UPR (7 webinars).	1	1	100.00
College of Education	- Elementary School projects that integrate Microsoft tools into curricula <ul style="list-style-type: none"> ✓ <i>Microsoft Innovative Schools - Incubator Program</i> provides experiences such as: sharing strategies, ideas, and educational projects with other leading schools in technological innovation through global conferences and virtual educational sections. On track to become certified for the <i>Microsoft Showcase School Program</i> ✓ Information and Communication Technologies Project (ICT): Integrating information and communication technologies in the teaching and learning process in a natural and transparent way 	1	1	100.00
College of General Studies	---	---	---	---
College of Humanities	- Development of proposals for the creation of interdisciplinary, interdepartmental, interfaculty or inter-campus graduate programs. <ul style="list-style-type: none"> ✓ Interdisciplinary Doctor of Philosophy, distance education, in collaboration with the School of Architecture and the Graduate School of Social Work (in progress) 	1	---	50.00
Most outstanding projects	- Creation of the LL.M. Degree in Intellectual Property, online (SLAW) - Continuous transformation of undergraduate degrees through the innovation of high-quality distance learning programs (Revolving Account \$611,472.90). (BUSS) - Creation of three accelerated curricular pathways between accredited programs in Nutrition and Dietetics, undergraduate, and distance graduate (NATU) - Online Course Creation (Undergraduate & Graduate) (NATU) - Development of three cycles of technological advances open to the UPR system and the community in general (COIN)	10	7	62.50

UPRRP SUMMATIVE – ACHIEVEMENTS PRIORITY AREA 2 – ACADEMIC OFFERING AND SUPPORT SERVICES FOR STUDENT SUCCESS		TOTALS		
ACADEMIC UNITS	Unit's achieved projects (100%)	# PROP	#ACH	%
	<ul style="list-style-type: none"> - Elementary School projects that integrate Microsoft tools into curricula: <i>Microsoft Innovative Schools - Incubator Program</i>; Information and Communication Technologies Project (PTIC) (EDUC) - Proposals for the creation of interdisciplinary, interdepartmental, interfaculty or inter-campus graduate programs: Interdisciplinary Doctorate in Philosophy, at a distance, in collaboration with the School of Architecture and the Graduate School of Social Work (HUMA) 			

PRIORITY AREA 3

PRIORITY AREA 3: UNIVERSITY SOCIAL RESPONSIBILITY AND COMMUNITY NETWORKS																							
The Río Piedras Campus emphasizes its role of social responsibility and network of service to communities. This network is formed through the activities of professorship, research, on- and off-campus practices, internships, and volunteering, among others, in which students, professors, other staff and communities participate. The Campus cultivates its outreach through supportive social, cultural, and environmental action. To do so, it includes programs, projects, physical spaces, and other new and existing structures to support, facilitate, document and give visibility to communities, their needs, and the institutional contributions of the campus. The Campus focuses on the achievement of a more sustainable social and environmental development of the institution and of the communities with which it is linked.																							
Chancellor's Work Plan Guidelines Interagency Collaborations for Student Success		Specific Objectives: Circular 18 - DAA29-February-2024 3.1.2 Increase initiatives of collaborative efforts, improving community conditions and community support through: the departments/schools, academic programs, practical and internship courses, volunteer work, and tasks assigned or led by students; el Centro de Acción Urbana, Comunitaria y Empresarial (CAUCE, "Center for urban, community, and entrepreneurial action") and other units or projects of the campus. ¹¹										Indicators: 3.1.a Number of proposed and implemented projects in communities surrounding the Campus ^{3,12} . 3.1.b Number of students in practice courses and internships with one or more community components. 3.1.c Number of projects generated by the participants of the community service experiences.											
GOALS		SARQ		SLAW		SPLA		BUSS		NATU		SOCI		COIN		EDUC		GENE		HUMA		TOTALES	
Proposed and achieved projects (100%) - Academic units		# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH		
3.1 The Río Piedras Campus will strengthen its ties to its social and physical environment through teaching, research, assistance in the formulation of public policy, cultural management, and service to communities.		1	1	3	3	4	4	1	1	8	4	---	---	2	2	4	4	---	---	4	4	27	23
% cumulative in total projects		100.00		100.00		100.00		100.00		74.37		---		100.00		100.00		---		100.00		96.79 Achievement Average Priority Area 3	

¹¹ Through CAUCE, in conjunction with the Community Board of Río Piedras, in the Advisory Body (Act No. 75-1995, as amended in Act No. 39- 2016). As CAUCE points out, "one of the most important aspects that reflects the amendments to this act is the responsibility of the university to serve as a link in various proposals for the rehabilitation of the urban center of Río Piedras. In consolidation of this community-university link, at CAUCE we promote and support efforts to improve the physical, economic and socio-cultural aspects of our university city." Other units or projects of the campus include: Museum of History, Anthropology and Art; UPR Theater; Radio Universidad; Pro Bono Program (School of Law); University Education in the Correctional System Pilot Project; the Institute of Psychological Research (IPsi); University Center of Psychological Services and Studies (CUSEP); and the Legal Aid Clinic (School of Law), among others.

¹² The sum of relocations in areas surrounding the campus; the partnerships, alliances, and outside activities created to support and strengthen initiatives by or with communities; and the academic and professional projects in service of the communities, through inter-faculty initiatives, integrated services, and course offerings for this purpose.

UPRRP SUMMATIVE – ACHIEVEMENTS PRIORITY AREA 3 – UNIVERSITY SOCIAL RESPONSIBILITY AND COMMUNITY NETWORKS		TOTALS		
ACADEMIC UNITS	Unit's achieved projects (100%)	# PROP	#ACH	%
School of Architecture	<ul style="list-style-type: none"> - Collaboration between Office of the Superintendent of the Capitol and the School of Architecture collaboration is to offer a professional experience internship to students at the School of Architecture <ul style="list-style-type: none"> ✓ The Capitol donated a \$50,000 plan-based scanner to the UPR Architecture and Construction Archive (AACUPR). 	1	1	100.00
School of Law	<ul style="list-style-type: none"> - Pro-Bond Expansion, and Public-School Liaison <ul style="list-style-type: none"> ✓ New pro-bono and increased Public School Liaison (Donation, \$10,000). - Expansion of the Comprehensive Victim Support Center and Post-Sentence ADN Project. <ul style="list-style-type: none"> ✓ Increase in the number of people served, the elderly, victims of gender violence and trafficking increases. (Grant \$200,000 and Donation \$10,000) - Expansion of internships and workshops 	3	3	100.00
Graduate School of Planning	<ul style="list-style-type: none"> - Linkage of the GSP with the rehabilitation works of Río Piedras: Capetillo Garden of Río Piedras of interpretive paths through the PLAN 6996 course the first semester of the year 2023-2024 - Collaboration with community entities throughout Puerto Rico and government <ul style="list-style-type: none"> ✓ Coastal Erosion Capacity Building <i>project</i> sponsored by the Department of Housing, 24 months. Began on April 22, 2024. The focus is to empower communities to use data and maps of their coastlines. ✓ Two projects for the Integrated Transport Authority (ATI) on the development around the Urban Train stations. - Partnerships between the Center/GSP and government institutions <ul style="list-style-type: none"> ✓ Agreement with ATI approved by the Planning Board and signed by the authorities. ✓ Draft with LUMA Energy (in progress) - Contribution to the public discussion on issues related to planning in Puerto Rico <ul style="list-style-type: none"> ✓ Presentation Keynote Lecture: Coastal Dynamics in Puerto Rico, by Dr. Raúl Santiago, Dr. Norma Peña and Dr. Maritza Barreto 	4	4	100.00
College of Business Administration	<ul style="list-style-type: none"> - Fostering community engagement while educating citizens who are aware and fully integrated into the society in which they live and work; investing significant resources in fostering and facilitating critical connections with the wider local and international community (donation, \$75,000) <ul style="list-style-type: none"> ✓ It provides support services to more than 5,367 employees, posted more than 8,057 job openings and has more than 15,096 followers on its social network (students and alumni) 	1	1	100.00
College of Natural Sciences	<ul style="list-style-type: none"> - Nutrition Fairs, March and November 2024: UPR offices (DCODE, Quality of Life, Agricultural Extension Services and CUSEP), private companies and government offices participate - Food and Nutrition Summer Camp for Children and Teens - USDA Grant NIFA #2017-0367. CIPSHI Protocol #2021-154 Changes in Eating Patterns and Lifestyles During COVID-19 - Project ABC: Evaluation of body composition in adults working on the UPR-Río Piedras campus for the prevention of obesity and chronic diseases. CIPSHI #1718-075. - Collaboration with UPR-Carolina, González F, Correa-Matos N- Allergenic Food Letter for Puerto Rico, CIPSHI CA #007-2021-22 - LUQ-LTER's Strategic Plan of Community Engagement in Tropical Forest Management. - Development of short courses or educational workshops for training in scientific research for high school students - Graduate and Professional Studies Orientation Fair: Local and International Participation 	8	4	74.37
College of Social Sciences	---	---	---	---

UPRRP SUMMATIVE – ACHIEVEMENTS PRIORITY AREA 3 – UNIVERSITY SOCIAL RESPONSIBILITY AND COMMUNITY NETWORKS		TOTALS		
ACADEMIC UNITS	Unit's achieved projects (100%)	# PROP	#ACH	%
College of Communication and Information	<ul style="list-style-type: none"> - Development of advertising campaigns and activities to promote understanding and create empathy towards vulnerable groups in society about discrimination, diversity and equity. <ul style="list-style-type: none"> ✓ Agro Energía PR - In this project, COIN students, under the leadership of Professor Wanda Reyes Velázquez, serve as an advertising agency and develop a campaign to mitigate the effects of global warming in Puerto Rico. The UPR Mayagüez University Campus, the UPR in Utuado, the Government of Puerto Rico and private companies are also part of the project. ✓ Campaign requested by the office of the Rector of the Río Piedras Campus regarding the recruitment of students for Graduate Programs. The campaign was carried out under the leadership of Dr. Iván de la Cruz. - Organization of professional and cultural activities that celebrate the cultural diversity of the region and promote cultural exchange between the university and the community. <ul style="list-style-type: none"> ✓ Panel: "Journalistic ethics as a compass", presented by Dr. Israel Rodríguez Sánchez and retired professor Milagros Acevedo Cruz at the invitation of the Ferré Rangel School of Communication of the University of the Sacred Heart. ✓ Dialogue: Women in the Puerto Rican Bomb, presented by Nelie Lebrón. 	2	2	100.00
College of Education	<ul style="list-style-type: none"> - Route to the University - Accompaniment Project to Neighboring Schools in the areas of English, mathematics and technology through the Elementary School - Sports Reinforcement - JuveEmpleo (YouthEmployment) - Creation of workspaces for high school students through agreements with government agencies 	4	4	100.00
College of General Studies	---	---	---	---
College of Humanities	<ul style="list-style-type: none"> - Celebrate the Humanities: Collaboration with internal and external bodies to promote support for communities (community service) and student exchanges and internships, through the arts. <ul style="list-style-type: none"> ✓ Proposal for external funds submitted to the Institute of Museum and Library Services (IMLS) to support internships at the Museum of History, Art and Archaeology of RRP and at the Dr. Pío López Martínez Museum at the UPR-Cayey. In 2024, 10 students have been impacted. (IMLS, \$477,839 x 3 years) ✓ Funding from the Mellon Foundation granted to PREI/MAGAC has supported 7 students with full scholarship plus 12 students who received the Seed Fund for Completion Projects. (Mellon \$1,956,000 x 5 years) ✓ Presentation of concerts, plays, thematic conferences in the humanistic disciplines, etc., free of charge or accessible and open to the university and external community. ✓ Average of 15 semester activities on humanistic and cultural management topics (Philosophy Day, Traveling Theater, Cultural Management Congress, etc.) ✓ Average 20 semester activities (Lyric Theater, Choir, Coralia, Criollo Ensemble, Chamber Orchestra, Symphonic Band; Repertory Theater, Traveling Theater, Theater Day, etc.) ✓ Activities in collaboration with the Department of Education, Humanities Puerto Rico, CulturArte, Mellon Foundation ✓ Beginning of conversations for musical groups to participate in the initiatives of Cauce and other NGOs in the center of Río Piedras. ✓ Impact of a total of 63 undergraduate students and graduates through internships and professional internships in local and international institutions (European Museum of Modern Art of Barcelona, Moo Space, Berlin, Germany, ICP Performing Arts Program, ICP Publishing House, UPR 	4	4	100.00

UPRRP SUMMATIVE – ACHIEVEMENTS PRIORITY AREA 3 – UNIVERSITY SOCIAL RESPONSIBILITY AND COMMUNITY NETWORKS		TOTALS		
ACADEMIC UNITS	Unit's achieved projects (100%)	# PROP	#ACH	%
	<p>Editorial, National Foundation for Popular Culture, San Juan Arts League, Luis Muñoz Marín Foundation, For Nature, La Goyco, MADMI, Museum of the Americas, Alliance Française).</p> <p>Some flagship projects (including those financed with external funds) are*:</p> <ul style="list-style-type: none"> ✓ Vida Fest (DECEP) ✓ En route to the University (College of Education) ✓ Exhibitions (UPR Museum) ✓ European Film Festival (Alliance Française) ✓ Titro Rodente ✓ Teatro Repertorio (Theater) ✓ Latinx Theater Initiative ✓ Staining the country (FEG) ✓ <i>Almost-Almost</i> Family Series (WIPR) ✓ World Theatre Day ✓ Cátedra CulturArte (College of General Studies) ✓ UPR Choir <p>- Humanities in the Community</p> <ul style="list-style-type: none"> ✓ Collaboration of the Drama and Music Departments with the administration of Cine Paradise to establish an accessible cultural offer in the social environment of the Venue, specifically the town of Río Piedras: <i>Jacuzzi</i>, August 2023 and Nov 2024 (prospective); <i>Chicago's Cabaret</i> Dec 2023; <i>Poets' Meeting</i>, March 2024; <i>Ad Astra Presentation</i> May 2024; <i>The night we became people again</i> July 2024 ✓ Master of Arts in Cultural Management (MAGC) contributed to the creation of collaborative projects and established a cultural management offer in surrounding and external communities with various projects, namely: <ul style="list-style-type: none"> ○ Exhibition of works from the GECU 6985- Cultural Futures course at the Capicú Gallery Inside the Market Square of Río Piedras with opening on December 8, 2023. https://www.elnuevodia.com/entretenimiento/cultura/notas/futuros-culturales-una-mirada-academica-y-artistica-al-mundo-en-el-2038/ ○ The Harvard-Puerto Rico Winter Institute conducted field visits to cultural and community projects- January 2024. https://drive.google.com/file/d/1FHu1QkzvgnNXhHZH_swIFGrZUKnZQONx/view ○ Collaborative project with the Casa de la Plena Tito Matos at the La Goyco Community Workshop https://drive.google.com/file/d/1FHu1QkzvgnNXhHZH_swIFGrZUKnZQONx/view ✓ Development of 10 community impact activities as part of the completion projects of MAGAC students, including 4 exhibitions, a theatrical piece presented at the UPR in Utuado, a Sustainable Fashion Fair, a Mexican Festival, a workshop for people in mourning open to the community and two concerts. https://drive.google.com/file/d/1FHu1QkzvgnNXhHZH_swIFGrZUKnZQONx/view ✓ UPR Caribe Digital, collaborative project with the College of General Studies: Main objective is <i>to carry out a comprehensive sustainable development plan to promote digital humanities in Puerto Rico</i>. Among the actions carried out are the creation of curricular sequences, the training of graduate and undergraduate students, teaching staff and librarians, as well as the production of digital projects of a community nature. https://www.uprcaribedigital.org/dhscholars2324 <p>- <i>The arts as a tool for rehabilitation</i></p>			

UPRRP SUMMATIVE – ACHIEVEMENTS PRIORITY AREA 3 – UNIVERSITY SOCIAL RESPONSIBILITY AND COMMUNITY NETWORKS		TOTALS		
ACADEMIC UNITS	Unit's achieved projects (100%)	# PROP	#ACH	%
	<ul style="list-style-type: none"> ✓ Since August 2023, insertion in the prison education project of the College of General Studies, by offering the course <i>Topics in cultural management</i> as continuing education in the College of Humanities (January 2024) for students deprived of liberty who graduated from the bachelor's degree in general studies. <ul style="list-style-type: none"> ○ In January 2024, it admitted 13 students deprived of liberty to the Master's Degree in Cultural Management and Administration (MAGAC). These students participated in various academic and creative activities of the Faculty of Humanities such as screening and discussion of documentaries, forums on digital humanities, cultural management and human rights. They also attended the presentation of plays and will soon participate in the Second Edition of the Puerto Rican Meeting of Cultural Management (November 2024). ✓ New project to establish a program of studies in prison from the Interdisciplinary Studies Program of the College of Humanities as of August 2024. <ul style="list-style-type: none"> ○ Offer of the course <i>Topics in Cultural Management</i> for students deprived of liberty who graduated from the bachelor's degree in general studies. ○ Admission of 13 students deprived of liberty to the master's degree in Cultural Management and Administration (MAGAC) in January 2024 ○ Assistance and participation of students deprived of liberty in various academic and creative activities of the Faculty of Humanities: <ul style="list-style-type: none"> - Forum: Digital Humanities and Cultural Management, Jorge Enjuto Room- Oct 25, 2023 - Documentary <i>The Happy Accident</i> on the work of Antonio Martorell, UPR Theater- Nov 1, 2023 - Discussion: <i>Cultural management in sports</i>- José E. González Multidisciplinary Seminar- Nov 15, 2023 - Forum: <i>Human Rights and Cultural Management</i>, José E. González Multidisciplinary Seminar- Dec 6, 2023 - Play <i>From my window</i> by Water, Sun and Serene at Julia Theatre in Burgos- March 6, 2024 - (Prospective) Puerto Rican Meeting of Cultural Management 2024, University Center November 20 and 22, 2024 - University education project to offer a <u>Bachelor of Arts in Interdisciplinary Studies</u> to people deprived of liberty and in custody of the prison system. <ul style="list-style-type: none"> ✓ Obtaining a Mellon grant to support the proposal for academic change to offer the bachelor's degree in interdisciplinary studies of the Interdisciplinary Studies Program (PREI) to students deprived of liberty. Pre-university workshops are being given to a cohort of 11 men and 11 women. 			
Most outstanding projects	<ul style="list-style-type: none"> - Collaboration between the Office of the Superintendence of the Capitol and the School of Architecture The collaboration to offer an internship of professional experience – Donation of a 'plane scanner' worth \$50,000 to the Archive of Architecture and Construction of the UPR (AACUPR). (SARQ) - Pro-Bond Expansion, and Public-School Liaison (Donation, \$10,000). (SLAW) - Expansion of the Comprehensive Victim Support Center and Post-Sentence ADN Project (Grant \$200,000 and Donation \$10,000) (SLAW) - Expansion of internships and workshops (SLAW) - Linkage with the rehabilitation works of Río Piedras: Capetillo Garden of Río Piedras of Interpretive Paths (SPLA) - Collaboration with community entities and government: Coastal Erosion Capacity Building <i>Project</i>; projects for the Integrated Transportation Authority (SPLA) - Contribution to the Public Discussion on Issues Related to Planning in Puerto Rico (SPLA) - Fostering community engagement while educating citizens who are aware and fully Integrated into the society in which they live and work (Donation, \$75,000) (BUSS) - Nutrition Fairs (NATU) - Food and Nutrition Summer Camp (NATU) - USDA Grant NIFA #2017-0367: Changes in Dietary Patterns and Lifestyles During COVID-19, CIPSHI #2021-154 (NATU) 	27	23	96.79

UPRRP SUMMATIVE – ACHIEVEMENTS PRIORITY AREA 3 – UNIVERSITY SOCIAL RESPONSIBILITY AND COMMUNITY NETWORKS		TOTALS		
ACADEMIC UNITS	Unit's achieved projects (100%)	# PROP	#ACH	%
	<ul style="list-style-type: none"> - Project ABC: Evaluation of body composition in adults for the prevention of obesity and chronic diseases. CIPSHI #1718-075 (NATU) - Colaboración con UPR-Carolina: Carta de alimentos alergénicos para Puerto Rico, CIPSHI CA #007-2021-22 (NATU) - LUQ-LTER's Strategic Plan of Community Engagement in Tropical Forest Management. (NATU) - Publicity campaigns and activities to promote understanding and create empathy towards vulnerable groups in society about discrimination, diversity and equity: Agro Energía PR - Campaign to mitigate the effects of global warming in Puerto Rico. (COIN) - Professional and cultural activities that celebrate the cultural diversity of the region and promote cultural exchange between the university and the community: Panel, "Journalistic ethics as a compass"; Discussion, "The Woman in the Puerto Rican Bomb" (COIN) - Development of short courses or educational workshops for scientific research training for high school students (NATU) - Route to University (EDUC) - Accompaniment Project to Neighboring Schools in the areas of English, mathematics and technology through the Elementary School (EDUC) - Sports Reinforcement (EDUC) - JuveEmpleo (YouthEmployment) (EDUC) - Celebrate the Humanities: Collaboration with internal and external bodies to promote community service through the arts. (HUMA) - Humanities in the Community: Drama and Music Departments and the administration of the Paradise Cinema in Río Piedras; Offer of the master's degree in Cultural Management in neighboring and external communities; UPR Caribe Digital with the Faculty of General Studies (HUMA) - The arts as a tool for rehabilitation: Admission of 13 students to the master's degree in Cultural Management and Administration; Project to establish a program of studies in prison from the Interdisciplinary Studies Program; Proposal to offer a Bachelor of Arts in Interdisciplinary Studies (Grant de Mellon); Course Offer <i>Topics in Cultural Management</i> (HUMA) 			

PRIORITY AREA 4

PRIORITY AREA 4: SUSTAINABLE MANAGEMENT, EFFECTIVENESS, AND EFFICIENCY																							
<p>The Río Piedras Campus (UPRRP) faces a scenario of unprecedented fiscal fragility marked by the significant reduction in the public funds it receives. It renews its approaches, strategies, and actions to convert its uncertain budgetary picture into opportunities for the institution and Puerto Rico. UPRRP realigns its commitment to excellence in research, creation, teaching, and service with greater fiscal sustainability; and, refreshes with greater intensity its entrepreneurial spirit to build productive alliances. The Campus transforms its academic and administrative processes and procedures to attract new revenue and operate with a high degree of efficiency and effectiveness. It uses technology to update and optimize its services. UPRRP extends its borders and makes its competitive areas known to attract collaboration and financial support from different sectors in Puerto Rico and abroad.</p>																							
<p>Chancellor's Work Plan Guidelines: Sustainable Management</p>		<p>Specific Objectives: Circular 18 - DAA29-February-2024 4.1.1 Increase collaborative partnerships with government and private, local and international organizations, other universities, and units of the UPR system, contributing to society and knowledge and providing new sources of income to the institution.</p>								<p>Indicators 4.1.a Number of local and international collaborative partnerships described by institutional contribution and income provided to the institution. 4.1.d Dollar amount of new revenue from the implementation of the new operational model of the DECEP.</p>													
GOALS		SARQ		SLAW		SPLA		BUSS		NATU		SOCI		COIN		EDUC		GENE		HUMA		TOTALES	
Proposed and achieved projects (100%) - Academic units		# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH	# PROP	# ACH		
<p>4.1 The Campus will increase its fiscal sustainability and diversify its sources of income to supplement its budget with innovative projects that temper its performance to the economic and structural changes in the country.</p>		---	---	3	3	2	2	1	1	3	1	---	---	1	1	9	9	---	---	3	2	22	19
<p>% cumulative in total projects</p>		(Existing)		100.00		100.00		100.00		46.66		---		100.00		100.00		---		83.33		<p>78.74 Achievement Average Priority Area 4</p>	

UPRRP SUMMATIVE – ACHIEVEMENTS PRIORITY AREA 4 – SUSTAINABLE MANAGEMENT, EFFECTIVENESS, AND EFFICIENCY		TOTALES		%
ACADEMIC UNITS	Unit's achieved projects (100%)	# PROP	#ACH	
School of Architecture	Existing	---	---	---
School of Law	<ul style="list-style-type: none"> - Income generation project development (Three Summer Workshop Sessions) - Campaigns established and funds raised to encourage alumni support, create more scholarships, and help students in financial need. (Donations received) - Fund-generating projects and activities <ul style="list-style-type: none"> ✓ Record of funds raised in the Golf Tournament sponsored by the Friends of Law School Committee for physical plant ✓ Continuing Education increased the number of courses taught. (Donations) 	3	3	100.00
Graduate School of Planning	<ul style="list-style-type: none"> - Submit competitive proposals each year (Awarded by external funds: \$233,033+\$126,177=\$359,210) <ul style="list-style-type: none"> ✓ Submitted to NOAA - Won, titled Catalyzing JEDI (Justice, Equity, Diversity, Inclusion) - Centered Solutions for the Culturally Appropriate Use of Flood Inundations Mapping Service. Subaward subsidized by NOAA via UPRM. \$233,033 ✓ Agreement for a signed project entitled Flood Inundation Mapping (FIM) – Riverine Flooding of Vulnerable Communities in Puerto Rico. USGS Funding. \$126,177 April 2024 ✓ Submitted to the Federal Highway Administration, titled Mobility Equity to Opportunity Zones Spatial Decision-support System, \$515,473, March 2024 ✓ Submitted to NOAA-NSF titled Regenerative Infrastructure for Resilient and Equitable Urban-Rural Transformations \$712,000 May 2024 - Design and implementation of a continuing education program <ul style="list-style-type: none"> ✓ Dr. Raúl Santiago-Bartolomei 2023 SPP2023 - Press Kit Corto (spp-pr.org) ✓ Prof. Yoel A. Velázquez Oliver. Economics, Statistics and Basic Mathematics, Income Economics, Statistics and Basic Mathematics, Income: \$3,000 	2	2	100.00
College of Business Administration	<ul style="list-style-type: none"> - Innovative ways to increase new operating income <ul style="list-style-type: none"> ✓ Creation of the iMBA through DECEP 2021 provides 60% of the income of the College of Business Administration ✓ Research project proposals from federal, local and private entities (grants, revolving account, grants \$407,000) 	1	1	100.00
College of Natural Sciences	<ul style="list-style-type: none"> - Nutrition Assessment Services - Summer Internship - Institute for Innovation in Training, Applications and Research in Sustainable Agro-Environmental Sciences (IINSTAR-AS) 	3	1	46.66
College of Social Sciences	---	---	---	---
College of Communication and Information	<ul style="list-style-type: none"> - Establishment of alliances with other academic institutions, organizations, government, industry or companies to promote and collaborate in multidisciplinary, interuniversity and mixed projects and research that contribute to solutions and advance knowledge through the efforts of the Center for Research in Communication and Information (CICOM): Agro-Energy Project with the Government of Puerto Rico, UPR -Rio Piedras Campus, Mayagüez and Utuado University Campuses, and private enterprise to mitigate the effects of climate change. Led by Dr. Wanda Reyes Velásquez. 	1	1	100.00
College of Education	<ul style="list-style-type: none"> - Early Head Start Early Childhood Educator Training Project Municipality of San Juan <ul style="list-style-type: none"> ✓ Instructional sequence of cross-cutting topics for professionals who work with infants, walkers, and mothers (0-36 months) Attendance of 139 educators and other assistants (Municipality of San Juan PPI, \$26,125.54) - Early Head Start Early Childhood Educator Training Project Municipality of San Juan <ul style="list-style-type: none"> ✓ Instructional sequence of cross-cutting themes for professionals working with preschoolers. Attendance of 72 educators of both levels (Municipality of San Juan PPI, \$29,317.54) - Proposal for the Program for the Stabilization of Licensed Child Care Centers and Homes (PECC) 	9	9	100.00

UPRRP SUMMATIVE – ACHIEVEMENTS PRIORITY AREA 4 – SUSTAINABLE MANAGEMENT, EFFECTIVENESS, AND EFFICIENCY		TOTALES		%
ACADEMIC UNITS	Unit's achieved projects (100%)	# PROP	#ACH	
	<ul style="list-style-type: none"> ✓ Funds from the <i>Child Care Stabilization Fund of the American Rescue Plan Act (ARPA)</i> and funds from the <i>Coronavirus Response and Relief Supplemental Appropriations Act (CRRSA)</i>. (Municipality of San Juan, \$139,164.91) - ACUDEN Employment Assistance Program (PAL) <ul style="list-style-type: none"> ✓ PGM Department of the Family – Administration for the Care and Integral Development of Children / ACUDEN, \$91,253.72) - Child and Adult Care Food Program (PACNA) <ul style="list-style-type: none"> ✓ PGM State Agency, Food and Nutrition Services (AESAN), of the Puerto Rico Department of Education, \$26,000.00) - Proposal for the services of the Preschool Development Center of the Río Piedras Campus to be extended to the community <ul style="list-style-type: none"> ✓ (Funding source: \$50.00 per admitted child) - Good Practices in the Culture of Peace – Proposal to the Puerto Rican Foundation for the Humanities <ul style="list-style-type: none"> ✓ Recognition and dissemination of 30 good practices of culture of peace by educators from Puerto Rico and Latin America (Puerto Rican Foundation for the Humanities /FPH \$19,500) - Gallitos and Jerezanas Camp 2024 <ul style="list-style-type: none"> ✓ Total budget acquired: \$109,586.00; Profit for the apartment: \$35,089 - Fixed and Non-Fixed Lease Plan <ul style="list-style-type: none"> ✓ Generating a total of \$47,000 			
College of General Studies	---	---	---	---
College of Humanities	<ul style="list-style-type: none"> - Development of the Translation Center of the Graduate Program in Translation (PGT) - Development of the Portuguese Language Center - first and only in PR - financing of the Instituto Camões of Portugal (\$5,000) - Promotion of the integration of professors, graduates and students of the Drama and Music departments in the activities of the UPR Theater <ul style="list-style-type: none"> ✓ Production of the play <i>Son de Reyes</i>, by Teatro Repertorio, at the UPR Theater in April 2024; partially financed with a grant submitted to the Latinx Theater Initiative (\$70,000) 	3	2	83.33
Most outstanding projects	<ul style="list-style-type: none"> - Obtaining accreditations for the different programs and services - Development of income-generating projects: Summer workshops; Golf Tournament; increase in continuing education courses (SLAW) - Alumni campaigns, fundraisers to create more scholarships and help students with financial need. (SLAW) - Approved proposals: External funds awarded \$233,033+\$126,177=\$359,210 (SPLA) - Submitted proposals: Federal Highway Administration, \$515,473, March 2024; NOAA-NSF \$712,000 May 2024 (SPLA) - Design and implementation of a continuing education program (SPLA) - Innovative ways to increase new operating income: iMBA through DECEP 2021 provides 60% of the faculty's revenue; Research project proposals from federal, local and private entities (grants, revolving account, grants \$407,000) (BUSS) - Nutrition Assessment Services (NATU) - Summer Internship (NATU) - Institute for Innovation in Training, Applications and Research in Sustainable Agri-Environmental Sciences (IINSTAR-AS) (NATU) - Establishment of alliances with other academic institutions, organizations, government, industry or companies to promote and collaborate in multidisciplinary, interuniversity and mixed projects and research that contribute to solutions and advance knowledge through the efforts of the Center for Research in Communication and Information (COIN) 	22	19	78.74

UPRRP SUMMATIVE – ACHIEVEMENTS PRIORITY AREA 4 – SUSTAINABLE MANAGEMENT, EFFECTIVENESS, AND EFFICIENCY		TOTALES		%
ACADEMIC UNITS	Unit's achieved projects (100%)	# PROP	#ACH	
	<ul style="list-style-type: none"> - Training Project for Early Childhood Early Childhood Educators Early Head Start Municipality of San Juan: with infants, walkers and nurseries, \$26,125.54); with preschoolers, \$29,317.54 (EDUC) - Proposal for the Program for the Stabilization of Licensed Child Care Centers and Homes (PECC) (Municipality of San Juan, \$139,164.91) (EDUC) - ACUDEN's Employment Assistance Program (PAL), \$91,253.72 (EDUC) - Child and Adult Care Food Program (PACNA), \$26,000.00 (EDUC) - Proposed extension of the services of the Preschool Development Center of the Río Piedras Campus to the community (EDUC) - Good Practices in the Culture of Peace – Proposal to the Puerto Rican Foundation for the Humanities, \$19,500 (EDUC) - Camp Gallitos y Jerezanas 2024, Profit \$35,089 (EDUC) - Fixed and Non-Fixed Lease Plan, Total Generation \$47,000 (EDUC) - Development of the Translation Center of the Graduate Program in Translation (PGT) (HUMA) - Development of the Portuguese Language Center - first and only in PR - funding from the Camões Institute of Portugal (\$5,000) (HUMA) - Promotion of the integration of professors, graduates and students of the Drama and Music departments in the activities of the UPR Theater: Production of the play <i>Son de Reyes</i>, grant submitted to the Latinx Theater Initiative (\$70,000) (HUMA) 			

SUMMATIVE ASSESSMENT – UPRRP STRATEGIC PLAN EXTENDED – ALL PRIORITY AREAS																									
ACADEMIC UNITS	SARQ		SLAW		SPLA		BUSS		NATU		SOCJ		COIN		EDUC		GENE		HUMA		TOTALS				
Proposed and achieved projects (100%) - Academic units; All Priority Areas	# PROP 4	#ACH 2	# PROP 10	#ACH 10	# PROP 10	#ACH 10	# PROP 4	#ACH 4	# PROP 21	#ACH 9	# PROP ---	#ACH ---	# PROP 7	#ACH 7	# PROP 25	#ACH 25	# PROP ---	#ACH ---	# PROP 11	#ACH 8	# PROP 92	#ACH 75	RECINTO %		
1. Campus internationalization	56.60		100.00		100.00		100.00		64.00		---		100.00		100.00		----		93.33		33	27	89.24		
2. Academic innovation	(Existing)		100.00		(Existing)		80.00		70.00		---		100.00		100.00		---		50.00		10	6	62.50		
3. Interagency collaborations	100.00		100.00		100.00		100.00		74.37		---		100.00		100.00		---		100.00		27	23	96.79		
4. Sustainable management	(Existing)		100.00		100.00		100.00		46.66		---		100.00		100.00		---		83.33		22	19	78.74		
% cumulative in total projects	156.60	39.00%	400.00	100.00 %	300.00	75.00%	380.00	95.00%	255.03	63.75%	----		400.00	100.00%	400.00	100.00%	---		326.66	81.66%	92	100%	75	81.52%	81.81%

SUMMATIVE ASSESSMENT UPRRRP STRATEGIC PLAN 2018-2023	ACADEMIC UNITS			DEANSHIPS & DECEP		
Priority Areas, proposed and achieved projects (100%)	*1# PROP	*2# ACH	*3CAMPUS % ALL UNITS	*1# PROP	*2# ACH	*3CAMPUS % ALL UNITS
1. Research and creation	62	54	89.40	8	4	76.38
2. Academic offering and support services for student success	82	51	73.66	19	16	90.33
3. University social responsibility and community networks	43	30	79.37	8	5	87.50
4. Sustainable management, effectiveness, and efficiency	62	34	66.37	12	8	82.81
All Priority Areas, All Units Campus-wide achievement: 81.45 % 77.20 + 85.45% = 81.45%	249	169	*77.20%	47	33	*85.70%
<p>*1 All units, total proposed projects by Priority Area *2 All units, proposed projects with 100% achievement per Priority Area *3 Cumulative average percentage of progress [less than 100%] and achievement [100%] of all proposed projects by priority area and campus-level.</p>						

UPRRP Achievement Level (Final Report)

UPRRP Strategic Plan 2018-2023 and Extended to December 2024

All Priority Areas

Academic and administrative units: **81.57 %**

$77.20 + 85.70 + 81.81 = \mathbf{81.57\%}$

UPRRP SUMMATIVE ASSESSMENT	UPR STRATEGIC PLAN 2018-2023 (AS OF JUNE 30, 2023)						EXTENDED (DECEMBER 2024)		
	ACADEMIC UNITS			DEANSHIPS & DECEP			ACADEMIC UNITS		
Priority Areas, proposed and achieved projects (100%)	*1 #PROP 249	*2 # ACH 169	*3 CAMPUS % ALL UNITS	*1 # PROP 47	*2 # ACH 33	*3 CAMPUS % ALL UNITS	*1 # PROP 92	*2 # ACH 75	*3 CAMPUS % ALL UNITS
1. Research and creation Extended - Campus internationalization	62	54	89.40	8	4	76.38	33	27	89.24
2. Academic offering and support services for student success Extended – Academic innovation	82	51	73.66	19	16	90.33	10	6	62.50
3. University social responsibility and community networks Extended – Interagency collaborations	43	30	79.37	8	5	87.50	27	23	96.79
4. Sustainable management, effectiveness, and efficiency Extended – Sustainable management	62	34	66.37	12	8	82.81	22	19	78.74
All Priority Areas and Units, Achievement Campus-Wide Level = 81.57% $77.20 + 85.70 + 81.81 = 81.57\%$	67.87%		77.20%	70.21%		85.70%	81.52		81.81
<p>*1 All units, total proposed projects by Priority Area *2 All units, proposed projects with 100% achievement per Priority Area *3 Cumulative average percentage of progress [less than 100%] and achievement [100%] of all proposed projects by priority area and campus-level.</p>									