UPR Master Strategic Plan 2023-2028

FOR MOCKUP_MAY 5, 2023
FOR TRANSLATION_MAY 11, 2023
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INCLUDED CHANGES ACCEPTED BY THE UNIVERSITY BOARD_MAY 24, 2023

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Introduction:

The University is recognized as one of the main components of Puerto Rico's economic, social, and cultural development, as it continually serves the mission, vision, and objectives established in the University of Puerto Rico Act (Law No. 1 of January 20, 1966, as amended).

Article 2 details the institution's mission and objectives (18 L.P.R.A. § 601).

A. The University, as a body of higher education, due to its obligation to serve the people of Puerto Rico and due to its allegiance to the ideals of an integrally democratic society, has an essential mission to achieve the following objectives, for which the fullest academic freedom and freedom of scientific research are an integral part:
(1) Transmit and increase knowledge through the sciences and the arts, putting it at the service of the community through the actions of its faculty, researchers, students, and alumni.
(2) Contribute to the development and enjoyment of the ethical and aesthetic values of culture.

B. In the loyal fulfillment of its mission, the University shall:
(1) Cultivate a love for knowledge as a path to freedom through the search for and discussion of truth, with respect for creating dialogue.
(2) Preserve, enrich, and spread the cultural values of the Puerto Rican people and increase awareness of their unity in the joint undertaking of democratic problem-solving.
(3) Seek students' full development in view of their responsibility to serve the community.
(4) Fully develop the latent intellectual and spiritual wealth of our people so that the intellectual and spiritual values of the exceptional personalities that emerge from all social sectors, especially those less favored in economic resources, may be placed at the service of Puerto Rican society.
(5) Collaborate with other entities, within their spheres of action, in the study of Puerto Rico's problems.
(6) Consider that, due to its nature as a university and its identification with Puerto Rico's ideals of life, the university is essentially linked to the values and interests of any democratic community.

UPR's Vision

A university of excellence and international standing committed to student success through innovative and transformative endeavors in teaching, research, creation, innovation, and service in the various branches of human knowledge to develop responsible citizenship (Strategic Plan 2017-2022, UPR).

Each unit of the UPR system has a strategic role in fulfilling the mission and vision within its geographical area, as represented in the following image.

[INSERT MAP (ii)]

Text to include below the map of Puerto Rico

The **archipelago of Puerto Rico** is located at the coordinates 18.22° North and 66.59° West. Before the Global Positioning System, the use of maritime signals was crucial for navigating the vast waters of the Caribbean Sea and the Atlantic Ocean. The iconography and title of this Strategic Plan are inspired by a 19th-century lighthouse map to represent the synergistic intellectual resonance of the **University of Puerto Rico's** institutional units in the archipelago and overseas.

Text to locate the map of Puerto Rico on the following page

The University of Puerto Rico's Strategic Position

Based on its mission, vision, and values, each institutional unit has its own distinct identity within the university system. **UPR – Aguadilla** values its environment and generates knowledge for the care and maintenance of the ecosystem. Its academic offerings include a specialization in aeronautical and aerospace science. Citizenship is one of **UPR – Arecibo's** institutional values since it encourages habits in its students so that they perform as citizens who responsibly assume their rights and duties to the country and respect the plurality of values in contemporary society and Puerto Rican cultural heritage as a legacy to future generations. Its academic offerings include innovative tele-radio technologies, nursing, and pre-veterinary science. From one of Puerto Rico's industrial areas, **UPR – Bayamón** educates through the interaction and integration of scientific, humanistic, and technological knowledge to foster in their students the desire to contribute to the common good. A case in point is its academic offering aimed at caring for people with functional diversity. **UPR – Carolina** believes that success is not

improvised, but rather it is built. It distinguishes itself for its culture of service and its academic offerings specializing in forensic sciences, mechatronics, and the hotel and hospitality industry. **UPR – Cayey**, in tandem with its green, peaceful surroundings, fosters a welcoming academic environment that invites study, reflection, and personal development. It sets itself apart for its natural and social sciences academic offerings that encourage research and community service. **UPR – Medical Sciences** is the undisputed leader in graduate professional education in health sciences and the provision of public health services to the Caribbean Basin. Its broad academic offerings aim to strengthen patient care services through the knowledge and innovation generated by doctoral and postdoctoral research. Located in the eastern region of Puerto Rico, **UPR – Humacao** channels its teaching, research, and service efforts into the ethical, cultural, aesthetic, technological, and intellectual development of its students. Its academic offerings include training in natural and health sciences and their close relation to the industries in that region. **UPR – Mayagüez** is the second oldest unit in the university system. It sets itself apart for its prolific history of contributions to developing agricultural sciences in Puerto Rico. It also leads in engineering, with solid academic offerings from the bachelor's to the doctoral level. Before equity issues were a topic for academic reflection, **UPR – Ponce**, the southern academic axis for health sciences, focused on promoting equity in higher education. Its commitment to diversity, equity, and inclusion remains in force, having served as the epicenter of the institutional policy that now recognizes students' chosen names according to their gender self-identification. **UPR – Rio Piedras** is the oldest institutional unit of the university system. As indicated by the logo of this Strategic Plan, a hundred twenty years after its founding, the campus stands as the educational institution with the highest level of academic and research productivity in the Caribbean. Its faculty and researchers represent the highest rate of faculty members with a doctoral degree among all universities in Puerto Rico, and the Carnegie Classification system recognizes it as an institution with very high research activity. **UPR – Utuado**, an emblematic unit in the system that serves mainly rural communities, is committed to sustainability and environmental protection. Its academic offerings address the agricultural, economic, and sociocultural needs of Puerto Rico's north-central region.

Place the following text on a single page

Vision of the Strategic Plan 2023-2028

The Plan drives creative and innovative actions that impact and benefit our communities and the world as they foster a more equitable and inclusive society. It aims for its institutional units to have, from their geographic areas, a strategic axis toward which to move, allowing them to project their knowledge, skills, and desires to highlight the relevance of the University for Puerto Rico.

Mission of the Strategic Plan 2023-2028

The Plan charts the path to follow in the next five years to continue leading change and innovation in higher education, academic research, and service to Puerto Rico while successfully facing contemporary local and global challenges.

The Strategic Plan 2023-2028 is aligned with the accreditation standards of the Middle States Commission on Higher Education (MSCHE). Likewise, it is consistent with Puerto Rico's economic development plan and the United Nation's sustainable development goals.

The ultimate goal of the Plan is to identify creative and innovative paths and actions for the University in service of Puerto Rico while preserving its institutional character and capacity to offer a universal education. The use of cartography as a metaphor in the title of the plan alludes to the educational, social, political, economic, and cultural roles that the institutional units play in their communities and regions. The Plan defines *innovation* as the set of processes that modify existing elements to improve and implement them with new elements related to the institutional context. Innovation entails reflective processes driven by intellectual curiosity and a desire for change. Innovation, rather than transformation, allows the opportunity to change in accordance with the institution's financial reality.

Strategic Area 1: Academic Innovation for Successful Future Student Generations

A major growth opportunity for the institution is to differentiate its academic offerings to attract a greater number and diverse groups of students to the university system. In the face of Puerto Rico's demographic transition, the University responds to its context and suggests attracting diverse populations that, with their insertion into higher education, can improve their living conditions and reduce Puerto Rico's inequality gap. The University reaffirms its commitment to a higher education that offers its students not only particular competencies in their areas of interest but also the development of 21st-century skills that imply the ability to interact and respond critically to the challenges of a global society. This commitment is reflected in the successful implementation of these strategic areas. Strengthening the academic and administrative strategies that support student success through concerted efforts in all the stages of the process of application, admission, and enrolment until graduation is of particular importance and requires assigning resources that have a positive impact on students' holistic development.

Goal 1: Distinguish academic offerings through high-quality, relevant, and competitive academic programs in face-to-face, distance, and hybrid modalities to attract more students to the university system to enrich the university experience through the principles of diversity, equity, and inclusion.

(MSCHE STD: I, II, III, V)

Objective	Suggested Indicator
Objective 1.1: Expand the undergraduate and graduate academic programs with greater student and work demand throughout the university system with a successful record in	Enrolment in programs with higher demand; total and first-year full-time equivalent (FTE)

Objective	Suggested Indicator
using the best practices in academics, administration, and student services.	
Objective 1.2: Update policies to facilitate curricular innovation and the creation of new undergraduate and graduate academic programs that address the preferences of new student profiles, disciplinary evolution, and innovative global trends to shape professionals at the forefront of these trends.	FTE enrolment in new and revised programs Number of updated policies
Objective 1.3: Expand training and support system programs for faculty members to review, update, or create courses or programs in different modalities.	Number of courses and programs revised in different modalities
Objective 1.4: Facilitate face-to-face or virtual mobility of adjunct, tenure-track, and tenured faculty to satisfy the programmatic requirements of the academic offerings of the university system.	Number of sections served through full-time teaching mobility
Objective 1.5: Create streamlined academic and administrative processes that are susceptible to continuous assessment and that enable student face-to-face and virtual mobility within the university system so that they benefit from varied course offerings according to their particular interests to maximize [student] potential.	Number of students mobilized face-to-face and virtually in the university system through special permits, articulated transfers, and transfers
Objective 1.6: Sign agreements between institutional units to create direct paths that facilitate students' insertion from the undergraduate level to the graduate level and support the achievement of academic goals in less time and at a lower cost than academic offerings outside the university system.	Number of students who benefit from agreements

Objective	Suggested Indicator
Objective 1.7: Strengthen the University's leading position in academic innovation by expanding collaborations with government, professional, corporate, scientific, and cultural sectors to address the need for training and developing talent in Puerto Rico.	Number of collaborations by sector Number of trained participants by type of sector
Objective 1.8: Expand opportunities for work and entrepreneurial experiences from the early stages of university studies through internship opportunities with for-profit and non-profit organizations. This includes strengthening academic work experiences within the university system with internal or external resources.	Number of revised curricula with early integration of work or entrepreneurial experiences Number of students participating in internship programs and entrepreneurial initiatives Number of students participating in academic work experiences in the university system
Objective 1.9: Implement a plan to monitor student performance that includes a data visualization tool that facilitates effective intervention and direct service to students to guarantee their retention and graduation in each institutional unit.	Created and implemented plan Created data visualization tool implemented in each institutional unit Number of students impacted by the monitoring plan
Objective 1.10: Strengthen the university system's service offices focused on developing local and international	Number of new local and international partnerships

Objective	Suggested Indicator
partnerships that promote formative experiences and face-to-face and distance exchange programs with highly prestigious educational institutions to widen the institution's academic scope.	Number of students participating in exchange programs
Objective 1.11: Strengthen the technological infrastructure required by general, professional, and specialized accrediting agencies to expand the existing distance education offer based on the inventory of needs and market study.	Available distance learning offerings through courses and programs
Objective 1.12: Strengthen the continuous evaluation and assessment processes of all undergraduate and graduate academic programs to maintain quality and professional accreditations.	Number of programs eligible for accreditation that are accredited

Goal 2: Form consortia and partnerships with Puerto Rican high schools and expand the offerings of self-financing technical and occupational programs to attract a greater number of students in face-to-face, distance, and hybrid modalities while continuously supporting the undergraduate and graduate programs aimed at transmitting and increasing new knowledge and discourse.

(MSCHE STD: I, II, III, V)

Objective	Suggested Indicator
Objective 2.1: Form consortia and partnerships with the Puerto Rico Department of Education, the Department of Family Affairs, Youth Affairs, and other government and private entities to identify and recruit students.	Number of newly enrolled students
Objective 2.2: Increase the university system's academic offerings of high-quality technical and occupational careers relevant to Puerto Rico's needs.	Number of new technical and occupational programs Number of students enrolled in technical and occupational programs
Objective 2.3: Incorporate new educational trends in course validation, credits, work experiences, professional portfolios, standardized tests, etc., aimed at high-school students and retrain diverse populations in non-traditional study modalities and sessions while maintaining academic quality and rigor.	Number of students who benefit
Objective 2.4: Strengthen counseling, academic, and student service programs by allocating greater resources for increasing their scope and providing continuing education training for faculty and non-teaching personnel using the best practices within the system to attract, retain, and graduate students.	Number of continuing education training courses offered to faculty and non-teaching personnel Number of accredited counseling programs and libraries
Objective 2.5: Ensure access to counseling, academic, and student service programs according to the needs of all	Number of students served

Objective	Suggested Indicator
students, especially those who were recruited under the principles of diversity, equity, and inclusion.	
Objective 2.6: Strengthen and increase student services that holistically support the academic-formative process to achieve student success.	Retention rates Graduation rates

Goal 3: Promote lifelong learning and diversity among the university system's faculty, encouraging their participation in training and development activities related to teaching, entrepreneurship, research, and the search for new funds aimed at enhancing academic excellence.

(MSCHE STD: I, II, III, V)

Objective	Suggested Indicator
Objective 3.1: Promote the best practices in continuing education and professional training aligned with international quality standards to keep the faculty current in teaching, entrepreneurship, research, and the search for external funding in their areas of expertise.	Number of faculty members trained in teaching, entrepreneurship, research, and the search for new funds in their areas of expertise or related areas
Objective 3.2: Increase collaboration of faculty members to develop research and external funding initiatives among all institutional units of the university system.	Number of new collaborative research initiatives among units Number of new collaborative funding initiatives among units
Objective 3.3: Facilitate entrepreneurial activities associated with projects by faculty members with their students to expand the services that the university system offers to external communities.	Number of entrepreneurial activities or initiatives by faculty members with their students for external communities
Objective 3.4: Increase print and digital library collections aligned with faculty needs, new research areas, entrepreneurship, and the search for new funds.	Number of library collections

Strategic Area 2: Administrative Innovation for the Well-Being of the University Community and the Improvement of Services and the Institutional Capacity to Generate New Funds

Using financial resources in creative and sustainable ways is a challenge for all public higher education institutions, even though the focus is not on education as a lucrative industry. Some strategies that enhance service quality are process re-engineering, continuous professional development of faculty and non-teaching personnel, and partnerships with the Government of Puerto Rico and its instrumentalities, federal government agencies and for- and non-profit organizations.

Goal 4: Optimize university operations in response to financial changes through better administrative practices and process re-engineering to simplify, streamline, and unify administrative processes throughout the university system.

(MSCHE STD: I, II, IV, VI, VII)

Objective	Suggested Indicator
Objective 4.1: Implement a permanent online institutional data collection and dissemination system for university system data with standard institutional effectiveness indicators and metrics for decision-making in administrative, financial, and infrastructure areas.	Implementation of a permanent online institutional data and metrics collection and dissemination system in each institutional unit with an interface and access to institutional data
Objective 4.2: Transform financial, budgetary, and human resources administrative structures through information systems technology for administrative articulation between institutional units of the university system and improve services.	Number of offices transformed with implemented articulated processes
Objective 4.3: Optimize online tools for the entire university system for payments; admissions applications to technical, certificate, and associate degree programs; and	Number of services provided with online tools

Objective	Suggested Indicator
direct student services, including the development of mobile apps.	Number of tool users
Objective 4.4: Update institutional regulations aimed at facilitating the reorganization of departments, colleges, and schools so that they use institutional resources effectively.	Number of regulations updated through circular letters, certifications, protocols, information systems, and information technologies
Objective 4.5: Update administrative process flowcharts in all institutional units to streamline and facilitate collaboration among them in delivering services, taking into consideration the particularities of each unit.	Number of created or updated process flowcharts in administrative offices
Objective 4.6: Increase institutional philanthropic efforts to develop specific projects.	Number of new projects paid for with philanthropy funds
Objective 4.7: Increase the number of projects that address improving the physical infrastructure throughout the university system following sustainability principles and prioritizing academic, service, and research and creation needs.	Number of projects in process or completed
Objective 4.8: Adjust budgetary processes to ensure sufficient funds for efforts to address current trends and teaching approaches in higher education, including a strategic approach to diversity, equity, and inclusion of the target populations of the academic offerings.	Amount of assigned budget to address current trends in higher education

Goal 5: Promote the professional growth of the university system's non-teaching personnel.

(MSCHE STD: I, II, IV, VI, VII)

Objective	Suggested Indicator
Objective 5.1: Implement a non-teaching personnel classification plan in line with changes in professions or trades and with the principle of merit to optimize the	Implementation of a systemic classification plan

Objective	Suggested Indicator
abilities of non-teaching personnel to impact the effectiveness, efficiency, and efficacy of institutional operations and the quality of services.	
Objective 5.2: Promote the training of non-teaching staff to offer services through the University's partnerships with instrumentalities of the local and federal governments as well as for-profit and non-profit organizations.	Number of services offered to other instrumentalities by trained non-teaching employees
Objective 5.3: Develop succession plans in service areas for long-term managerial and administrative optimization.	Implementation of the succession plan in each institutional unit

Goal 6: Develop strategic alliances that enhance the service offerings to benefit external communities and the financial sustainability of the university system.

(MSCHE STD: I, II, IV, VI, VII)

Objective	Suggested Indicator
Objective 6.1: Increase participation of all interested faculty members in intramural practices and the provision of training and consulting services in their areas of expertise through the University's partnerships with the local or federal government and for-profit or non-profit organizations.	Number of participating faculty members
Objective 6.2: Update institutional administrative rules and processes that expand partnership opportunities that have an impact in and out of Puerto Rico and raise new funds.	Number of updated rules and processes

Number of partnerships with external organizations |

Strategic Area 3: Innovation in Research with Social Commitment

One of the University's greatest strengths and differentiating factors compared to other local higher education institutions is its emphasis on the creation and production of knowledge through research in different fields. Since 77% of the research conducted at the University focuses on biological and health sciences, engineering, and technology, these represent the areas of specialization that should receive strategic attention to leverage external funding. However, research studies must include interdisciplinary, multidisciplinary, and transdisciplinary approaches in all fields of knowledge through partnerships and consortia that benefit the creation of knowledge and the sustainability of these efforts through time for societal development.

Goal 7: Facilitate collaboration among researchers in and out of the university system to form networks, consortia, and collaborative faculty or researcher groups with similar or complementary research areas to achieve success in seeking and raising funds and to increase the creation of knowledge through arts and sciences and its dissemination in all fields.

(MSCHE STD: I, II, VI)

Objective	Suggested Indicator
Objective 7.1: Create a systemic research agenda to establish a strategic path for academic and administrative efforts to seek external funding.	Creation of a systemic research agenda
Objective 7.2: Implement policies that support faculty and student mobility at the undergraduate and graduate levels through multidisciplinary, interdisciplinary, and transdisciplinary research and creation collaborations, particularly in priority areas for Puerto Rico's socioeconomic development.	Number of participants in research collaborations among units (faculty and students)

Objective	Suggested Indicator
Objective 7.3: Expand support for seeking and raising external funds for research aimed at the creation and innovation of knowledge in all its forms.	Number of proposals submitted and approved
Objective 7.4: Create Centers throughout the university system in the faculty's areas of expertise to foster collaborative research in the humanities, business administration, social sciences, and other fields of knowledge to attract the investment of larger funds to support creative work and intellectual production.	Number of new Centers developed
Objective 7.5: Increase the number of collaborative research projects among institutional units and agricultural stations or extensions related to the sustainable development of agricultural projects, green buildings, and renewable energy in the context of the challenges of climate change in the Caribbean Basin.	Number of new research projects related to the sustainable development of agricultural projects, green buildings, and renewable energy
Objective 7.6: Increase the number of patents resulting from creative work and research.	Number of new patents
Objective 7.7: Modify or create undergraduate and graduate courses on research and creation to train skilled researchers in fund management and intellectual property.	Number of courses modified or created featuring topics related to fund management and intellectual property

Goal 8: Create conditions that guarantee the recruitment and retention of young researchers with great potential to develop competitive research projects in the University's research and creation strengths, as defined by the U.S. National Institutes of Health.

(MSCHE STD: I, II, III)

Objective	Suggested Indicator
Objective 8.1: Increase collaborative partnerships with researchers from universities in Puerto Rico, the United States, Latin America, and other regions in areas that are	Number of new partnerships

Objective	Suggested Indicator
eligible for funding to increase the competitiveness of research proposals.	
Objective 8.2: Recruit faculty with initiatives or partnerships with the pharmaceutical, biotechnology, health, and engineering industries and other industries that promote the research and development areas and that strengthen the competitiveness of existing research programs.	Number of faculty members recruited who fit this profile
Objective 8.3: Offer exchange students, researchers, and faculty conditions that enhance their academic work.	Level of satisfaction of participants in exchange programs

Goal 9: Increase student participation in research and creative work as an integral part of the university experience.

(MSCHE STD: I, II, III, IV, V)

Objective	Suggested Indicator
Objective 9.1: Incentivize undergraduate and graduate academic programs to include formal student participation in creative, research, or innovative work in their fields of study.	Number of undergraduate and graduate academic programs with a research or creative work component
Objective 9.2: Promote acknowledgment of the research studies and creative and innovative work conducted by faculty and undergraduate and graduate students by adopting a systemic platform.	Creation and implementation of the systemic platform
Objective 9.3: Increase the dissemination of creative work and research through the institution's digital platforms and open-access social media.	Increase in creative work and research disseminated through the institution's digital platforms and open-access social media

Strategic Area 4: Promotion of Ethical and Aesthetic Values of Art and Culture

The United Nations Educational, Scientific, and Cultural Organization recognizes the core value of culture for promoting the development of ethical citizens committed to peacebuilding, the defense of human rights, and democratic values. The University distinguishes itself for initiating its students in the aesthetic appreciation of the arts for spiritual enjoyment as an invitation to reflect on universal topics, such as social and environmental responsibility, and as an integral part of the university experience. *Culture* is defined as the daily practice that encompasses all aspects of social life, including linguistic, family, culinary, musical, political, and economic activities.

Goal 10: Foster the development of a greater number of educational tools and settings that are accessible to the entire university community and that generally promote ethical values, diversity, equity, and inclusion.

(MSCHE STD: I, II, III, V, VI)

Objective	Suggested Indicator
Objective 10.1: Strengthen Social and Cultural Events Offices or similar offices in the university system to create talks, workshops, seminars, and other events that foster reflection and action on ethical values, social and environmental responsibility, and their relevance to the performance of better practices in the university and professional contexts.	Number of created talks, workshops, seminars, and other events
Objective 10.2: Promote curricular and extracurricular events in academic and research programs to highlight the role and importance of ethical values and those related to diversity, equity, and inclusion in all fields of study.	Number of events related to ethics, diversity, equity, and inclusion

Objective	Suggested Indicator
Objective 10.3: Support community projects initiated by students and faculty related to social and cultural management and the appreciation of diversity.	Number of community projects by faculty, students, or student organizations
Objective 10.4: Promote the development of competencies in the undergraduate and graduate academic offerings to foster intellectual curiosity, critical thinking, and lifelong learning in topics related to ethics, culture, diversity, equity, and inclusion.	Number of curricular and extracurricular events related to ethics, culture, diversity, equity, and inclusion

Goal 11: Foster cultural activity in all institutional units for the enjoyment of the communities in and out of the University.

(MSCHE STD: I, II, III, V, VI)

Objective	Indicator
Objective 11.1: Strengthen relations with neighboring communities where the institutional units are located through several means, such as continuing education programs and the Extended University (UNEX, in Spanish).	Number of initiatives or agreements with foundations and other community organizations
Objective 11.2: Enable spaces and infrastructure for cultural activities, including reforestation.	Square feet assigned for cultural activities
Objective 11.3: Increase the University's cultural production by programming academic offerings to this effect in all institutional units of the university system for the use and enjoyment of the university community and the public.	Number of cultural offerings for the use and enjoyment of the university community and the public
Objective 11.4: Develop talks, workshops, seminars, and research studies that highlight the richness and transdisciplinarity of cultural production to produce new knowledge on the subject and emphasize its impact on Puerto Rico's socioeconomic development.	Number of workshops, seminars, research studies, and talks to strengthen the cultural environment and cultural production
Objective 11.5: Form academic and professional partnerships and exchange programs for faculty and students with communities and other local and international organizations in line with the institutional mission to create spaces and develop initiatives that sustainably strengthen the University's cultural and aesthetic environment and cultural production.	Number of partnerships and exchange programs with communities and other local and international organizations aimed at creating spaces and developing initiatives that strengthen the cultural and aesthetic environment and cultural production

Objective	Indicator
Objective 11.6: Promote visits to the University's museums and exhibition spaces as vital for artistic and cultural knowledge for teaching and research.	Number of events held at museums or exhibition spaces

Goal 12: Establish collaborations among the disciplines of the humanities, social sciences, law, natural sciences, technology, planning, and business administration in the areas of intellectual property, marketing, and management and finance in service of artistic and cultural creation, framed within a universal and transdisciplinary academic formation.

(MSCHE STD: I, II, III, V, VI)

Objective	Suggested Indicator
Objective 12.1 Increase initiatives, spaces, and opportunities for intercultural dialogue, exchange, and production that have a social impact.	Number of intercultural exchange and production activities
Objective 12.2: Increase the possibilities of success for students interested in dedicating themselves professionally to the arts in all their forms through training in entrepreneurship for the benefit of society.	Number of entrepreneurship training courses for art and humanities students

Notes:
Revised May 5, 2023
Assessment Committee, UPR Strategic Plan 2023-2028

Text highlighted in yellow indicates the recommendations of the University Board from May 24, 2023

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Academic Strategies Team