



STRATEGIC PLAN

Commitment 2018 - 2023

**Approved by the Río Piedras Academic Senate
Cert. 79, 2017-2018.**

May 24, 2018

Introduction

For more than 100 years, the Río Piedras Campus of the University of Puerto Rico (UPRRP) has maintained its commitment to the social and economic development of Puerto Rico. This Strategic Plan: Commitment 2018-2023 (*Commitment 2023*) renews that path. It proposes strengthening the relationship of the Campus with Puerto Rico, as well as increasing the presence and recognition of our institution worldwide. The strategic areas point to the necessary changes needed to create a future of opportunities in a challenging and uncertain social and economic environment. Innovative action is crucial given the diverse realities of newly admitted students and the complex context which they will be exposed to as graduates. University students in the 21st century are citizens who see their country and the world as their stage; they are the protagonists of their own learning. Teaching and service processes must incorporate continual advances in communications, the massive presence of technology in higher education, and the technological diversity that the graduates will aggregate in their personal and professional activities.

Public higher education faces difficult economic, social, and demographic scenarios that lead to profound changes in our institution. In light of those challenges, the Río Piedras campus has implemented precautionary measures of expenditure reduction and has generated initiatives to optimize its resources without undermining the excellent education that it offers. The significant questions that the campus faces point to new developments that will boost efficiency and effectiveness in institutional processes. Towards that change, through this Strategic Plan, the campus will prioritize its efforts to establish an effective balance between excellence in results and fiscally sustainable management approaches.

The Strategic Plan focuses on decision-making for resource allocation. Its priority areas are framed by the Campus Mission (Annex 1). *Commitment 2023* defines four concerted priority areas (Figure 1): 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

THE PLAN'S VISION

Commitment 2023

The Plan strengthens the role of the campus as a promoter of the social and economic development of the Puerto Rican society and the world. It harmonizes the different recommendations and positions of the university community and other collaborating groups for the training of the professionals Puerto Rico needs in the coming years. It establishes a guide to implement action strategies that are innovative and consistent with the strengths of the institution and its present and future challenges.

THE PLAN'S MISSION

Commitment 2023

To provide a roadmap for making priority decisions during the next five years, and address fundamental changes required by the Campus, reaffirming its commitment to excellence in research, creation, teaching, and service.

in multiple areas of knowledge; and 4. The optimization of resources to strengthen the quality of services, facilitate teaching, creation, and research to advance our Mission.

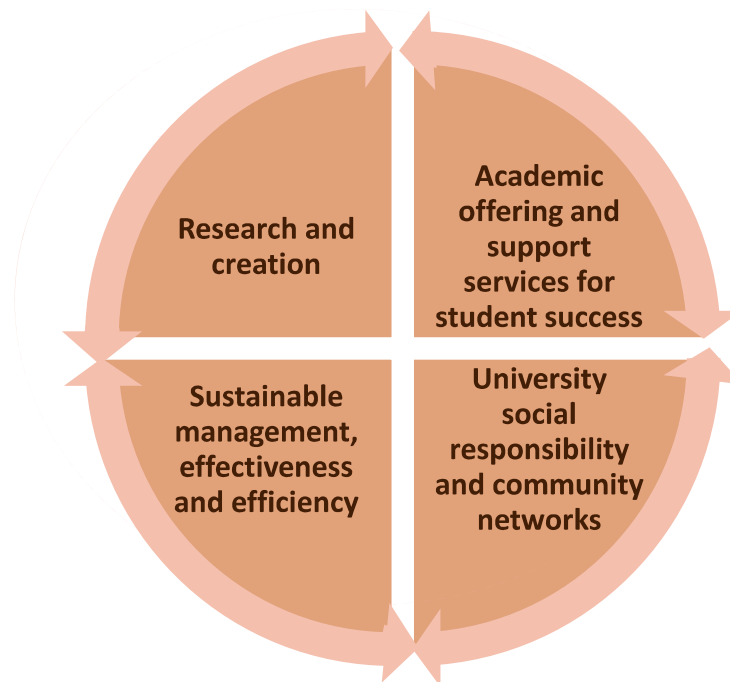


Figure 1: Priority Areas

The Río Piedras Campus

UPRRP's contributions to Puerto Rico and the international community are sustained by the success of its graduates, by the accomplishments and honors of a first-rate faculty, and by the continued support from qualified staff. The Río Piedras Campus of the University of Puerto Rico is also recognized for its comprehensive cultural offer that nurtures the student experience and the Puerto Rican and international society.

The Carnegie classification has been the main frame of reference for recognizing and describing diversity in higher education in the United States for the last 44 years.¹ The Campus was classified as a doctoral research institution until the last review in 2015 when it was distinguished as the only university in Puerto Rico cataloged as a Doctoral University of Higher Research Activity (R2).¹ This classification, the result of the combined efforts of all sectors of our community, positions it in the top 6% among more than 4,000 institutions classified in the United States.² To maintain this classification, the Campus has to facilitate research/creation by undergraduate and graduate students and professors, in addition to strengthening its culture of entrepreneurship and sustainability in research activity.

The Campus' prestigious and diverse faculty has professional expertise, international experience, and solid academic credentials. Approximately 1,000 professors teach full-time and 84% of those with tenure or tenure-track hold a doctorate or the highest degree in their field.² The excellent and high productivity of professors in creative work, and peer-reviewed and cited publications has been widely recognized. The Campus will enhance this strength through a more diversified and enriched dissemination of the intellectual property at the local and international levels.

UPRRP is also distinguished by the diversity of its academic offerings. It offers 68 bachelors, 44 masters, 15 doctorates, one first professional degree and 8 postgraduate certificates, representing the widest range available on the island, particularly at the doctorate level³, and contributes 24 unique programs to the UPR system. 90% of the programs susceptible to accreditation are accredited which indicates the high standards the institution expects of its academic offerings.⁴ The Campus stands out for its honors program, continuing education, and service to the external community. It has begun to increase its offer of distance learning courses, and is working towards making available online programs. This initiative will open new opportunities in the Caribbean region, presenting itself as an educational alternative for the Spanish-speaking population. This online offer is vital for a transformation that addresses the sociocultural changes brought about by the widespread use of information and communication technologies. An agile curriculum management that responds to new paths of knowledge will provide diverse learning environments for new student populations and for achieving student success.

Academic activity on Campus is comprehensive, complex, and diverse. Graduate and undergraduate students receive a rigorous academic preparation that is strengthened by service, research, and creation activities. They stand out and are awarded in conferences and competitions at the international level. During the first semester of the 2017-2018 academic

year, UPRRP received 11,981 undergraduates and 3,117 graduate students most of them enrolled full-time⁵. 43% of students come from public schools and 39% are male.⁵ During the 2016-2017 academic year, the institution awarded 2,331 degrees; the rate of retention for the past five years averages 88%, and in 2017 the undergraduate level graduation rate was 56% in 6 years⁶, the highest among comparable institutions of higher education in Puerto Rico.

The Campus welcomes students with cultural patterns and lifestyles that differ in important aspects from those admitted in previous decades. The strong presence of information technologies and communication in higher education along with the changing student needs lead to a comprehensive move that integrates technology into academic programs and specialized services.⁷ The development of skills associated with these technologies is vital to respond to the needs of Puerto Rico and for alumni in their lives to successfully face a job market that evolves constantly worldwide.⁸ Given this panorama, entrepreneurship, self-management, and the skills for sustainability as citizens and professionals are increasingly necessary.

The university community of the IUPI, as the Campus is affectionately known, participates in varied teaching, practice, internship, and volunteering activities. Through these, UPRRP maintains and strengthens its social role and community network while offering an enriching experience for students. The Campus cultivates its outreach through supportive social, cultural, and environmental action. In accordance with its Mission, the IUPI provides various community services which, in turn, enrich the campus as well (Urban, Community, and Business Action Center; Pro-Bono Program of the School of Law; University Education in the Correctional System Pilot Project, among others). To strengthen the bond of service to the community, the campus will encourage collaborative agreements with businesses to serve as laboratory or work experience. Collaborative efforts will be strengthened, and community projects will be promoted, ensuring their integration into course offerings. Likewise, the Campus maintains its cultural activities that heighten student's life and the community in general.

Challenges

The Campus faces fiscal fragility marked by the reduction of government resources and a demographic shift in the country which impacts the population it serves. The fiscal crisis scenario generates a significant reduction in public funds received by UPRRP. Harmonizing this reality with the commitment to excellence that distinguishes the Campus requires articulating an increase in fiscal sustainability and the renewal of academic and administrative processes, with the optimization of services that use technology and the creation of productive alliances. The decrease in funds allocated to the institution has been considered in the preparation of this plan. The Campus has experienced a decline in its operational budget of nearly 50 million dollars in the past three years. The UPR system projects a reduction in its public funds of more than 200 million by 2023, according to the Fiscal Plan approved in April of 2018.⁹

The drop in birthrate, the aging of the population, and emigration must be considered as significant variables when generating an academic and professional offering that is innovative, relevant and competitive.¹⁰ Recent data from the Board of Education of Puerto Rico shows a 9% decrease in the higher education enrollment from 2010 to 2016¹¹; the educational level of the

labor force of Puerto Rico in 2014 indicates that 54.9% have university studies.¹² In addition, in 2016 only 25% of the population of 25 years or older had completed at least one bachelor's degree, compared to 30% of this population in the United States.¹³ The Campus, in its mission of providing educational opportunities to the different sectors of Puerto Rico, will offer alternatives that respond to the changing demands and professional needs of non-traditional students. In response to these challenges, the Campus proposes to expand its offer of innovative programs focused on self-management and the emerging discipline- attached scenarios and the labor market, collaborating with a workforce targeted to achieve the country's development goals.

Commitment 2023 includes, as a crucial component in all its priority areas, the intensive integration of technology, both for the development of skills required of alumni to succeed in a labor market of continuous changes, as in the provision of services and support for teaching and research. Confronted with reduced government funding, the Campus has as challenge investing in technology to revitalize curricula while strengthening the service and support to the university community and the country.

The Campus is committed to a student success policy that maximizes retention and graduation rates, and which facilitates the integration of graduates to entrepreneurship, the labor market, or graduate studies and research. The student experience, fostered by inclusion and respect for diversity, will be sustained by assessment of learning outcomes, institutional effectiveness, and support networks. The Campus will promote meeting spaces that contribute to the humanistic, social, and professional formation of students and boost their university identity so that they feel like IUPI alumni for life. In this community project, the Campus prioritizes research and the development of an institutional culture that supports and facilitates research by professors and students.

The Río Piedras Campus is embracing fundamental changes that will result in the formation of the professionals that Puerto Rico expects and needs in the coming years. With equal attention, it intensifies its contributions to the social and economic recovery of Puerto Rican society. At the same time, it strengthens its relationship with the country and extends its international connections as a core element to contribute to the creation of knowledge and to the enrichment of the student experience.

Goals, Objectives and Indicators

Priority Area1:	Research and creation
<p>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.</p>	

Goal	Objective	Suggested Indicators
<p>1.1 The Campus will increase the production of innovative knowledge through research and creative activity.</p>	<p>1.1.1 Increase resource allocation to support research and creation.</p>	<p>1.1.a Amount of funds allocated for credit substitution and research assistantships.</p>
	<p>1.1.2. In collaboration with academic programs, develop and implement a plan for recruitment and retention of professors of excellence, according to changes in the disciplines, emerging areas of research and creation, and requirements of accrediting agencies.</p>	<p>1.1.b Number of professors recruited.</p> <p>1.1.c Number of interdisciplinary and transdisciplinary projects.</p> <p>1.1.d Number of collaborative projects developed in research institutes.</p> <p>1.1.e Number of peer-reviewed</p>

Goal	Objective	Suggested Indicators
	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.	<p>publications.</p> <p>1.1.f Amount of funding for the acquisition and conservation of electronic and printed bibliographic resources essential for research and creation.</p>
<p>1.2 The Campus will increase external funds through research and creation</p>	<p>1.2.1 Increase external funds coming from competitive proposals.</p> <p>1.2.2 Increase the commercialization of patents and innovative projects.</p>	<p>1.2.a Amount of dollars resulting from the acquisition of external funds for research and development purposes.</p> <p>1.2.b Number of requests for patents and business collaborations.</p> <p>1.2.c Number of innovative commercial projects marketed.</p>
<p>1.3 The Campus will consolidate the local and international recognition of its academic excellence through research and creative production.</p>	<p>1.3.1 Increase the dissemination of research and creative production at the local and international level.</p> <p>1.3.2 Sponsor local and international conferences for the dissemination of research and creation.</p>	<p>1.3.a Number of publications by students and professors (articles in peer-reviewed journals, papers published in conference proceedings, books and reviews).</p> <p>1.3.b Number of participations in local and international conferences and exhibitions for professors and students.</p>

Goal	Objective	Suggested Indicators
		1.3.c Number of local and international congresses sponsored by the campus.

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 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 technologies for continuous improvement.

Goal	Objective	Suggested Indicators
<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>	<p>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>2.1.2 Implement a distance learning structure of services for students and professors that supports the creation and offering of distance learning programs.</p> <p>2.1.3 Ensure international reach through the successful implementation of international agreements by the campus's academic programs.</p>	<p>2.1.a Number of distance learning certificates and short-term courses developed and offered.</p> <p>2.1.b Number of proposals for distance learning academic programs, elaborated and under evaluation or approved and implemented.</p> <p>2.1.c Number of distance learning services developed and offered to professors and students.</p>

Goal	Objective	Suggested Indicators
<p>2.2 The Campus will renew academic offerings, including specialized services,¹ to maintain the highest academic quality and respond to the development of the disciplines.</p>	<p>2.2.1 Incorporate curricular and technological innovation alongside opportunities for entrepreneurship and social collaboration into academic programs and specialized services.</p> <p>2.2.2 Develop formative experiences in areas of research, creation, community service, internships and/or professional activities in academic programs.</p>	<p>2.1.d Number of international agreements implemented.</p> <p>2.2.a Number of undergraduate and graduate academic programs that incorporate curricular innovation activities.</p> <p>2.2.b Number of specialized services involving shares of curricular innovation.</p> <p>2.2.c Number of formative research and creation experiences developed in academic programs.</p> <p>2.2.d Number of internship and professional activity experiences in academic programs.</p>
<p>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.</p>	<p>2.3.1 Establish the institutional student success policy, which articulates an inclusive educational experience with high quality services to facilitate student recruitment, academic advancement and the integration of graduates into the labor market.</p>	<p>2.3.a Local and international student admission rates.²</p> <p>2.3.b Graduation and retention rates of the graduate and undergraduate academic</p>

¹ Museums, library, counseling, medical services.

² These rates should contain specific figures regarding gender and part/full time student status in the statistics to be presented.

Goal	Objective	Suggested Indicators
	2.3.2 Increase retention and graduation rates in academic, graduate, and undergraduate programs experiencing low rates.	programs. 2.3.c Time to degree.
	2.3.3 Develop mentoring programs which support undergraduate and graduate students and professionals for student success.	2.3.d Rate of employability and entrepreneurship.

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.

Goal	Objective	Suggested Indicators
<p>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.</p>	<p>3.1.1 Relocate offices, services and other university activities in the communities surrounding the Campus to encourage economic activity and social interaction.</p>	<p>3.1.a Number of proposed and implemented projects in communities surrounding the Campus³.</p> <p>3.1.b Number of students in practice courses and internships with one or more</p>

³ 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.

Goal	Objetivo	Suggested Indicators
	<p>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 <i>Centro de Acción Urbana, Comunitaria y Empresarial</i> (CAUCE, “Center for urban, community, and entrepreneurial action”) and other units or projects of the campus.⁴</p>	<p>community components.</p> <p>3.1.c Number of projects generated by the participants of the community service experiences.</p>
	<p>3.1.3 Promote the implementation of discussion and entrepreneurial forums that contribute to the development of the country, with emphasis on the dimensions of university social responsibility and community networks.</p>	<p>3.1.d Number of forums in which members of the university community participate or which are carried out by the university community aimed at the discussion, development and promotion of public policies.</p>
	<p>3.1.4 Promote the implementation of an attractive cultural offering appealing to various groups within and outside of the Campus and which stimulates humanistic and creative reflection.</p>	<p>3.1.e Number of cultural activities open to the community with attendance details (emphasis on the Museum of History, Anthropology and Art; UPR Theater; and Radio Universidad).</p>

⁴ Through CAUCE, in conjunction with the Community Board of Rio 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 Rio 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 (IPs); University Center of Psychological Services and Studies (CUSEP); and the Legal Aid Clinic (School of Law), among others.

Goal	Objective	Suggested Indicators
<p>3.2 Campus management will incorporate environmentally-responsible institutional practices.</p>	<p>3.2.1 Establish a sustainable campus policy identifying concrete actions that address urgent environmental challenges.</p> <p>3.2.2 Develop facilities and natural areas that promote the intellectual and creative work, enrich the quality of life, and demonstrate respect for the environment.</p>	<p>3.2.a Number of measures and actions implemented in concrete projects in five years, aimed at having a sustainable and/or environmentally responsible campus.</p> <p>3.2.b Number of maintenance developments and programs of the facilities and natural areas of the campus that promote intellectual and creative work.</p>

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.

Goal	Objective	Suggested Indicators
<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>4.1.1 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>4.1.a Number of local and international collaborative partnerships described by institutional contribution and income provided by to the institution.</p>
	<p>4.1.2 Strengthen the Alumni Division in a way that enriches the relationship of the Campus with its graduates.</p>	<p>4.1.b Number of records of alumni in the Office of Marketing, Development and Communications (OMDC) platform.</p>
	<p>4.1.3 Implement a new operations model for the Division of Continuing Education and Professional Studies (DECEP) in order to support the fiscal sustainability of the campus.</p>	<p>4.1.c. Amount in dollars of private donations collected by the OMDC that includes from alumni.</p>
	<p>4.1.4 Increase Intramural Practice in the Campus</p>	

Goal	Objective	Suggested Indicators
	<p>4.1.5 Implement innovative ways to raise new operational income.</p>	<p>4.1.d Dollar amount of new revenue from the implementation of the new operational model of the DECEP.</p> <p>4.1.e Number of services or activities of Intramural Practice on campus with dollar amount.</p> <p>4.1.f Number of projects and initiatives conducive to the generation of new revenues and dollar amount of the collections not covered by previous indicators.</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>4.2.1 Restructure units, academic processes, and administrative approaches and intensely incorporate technology to facilitate fast, efficient, and effective professor performance and student success.</p> <p>4.2.2 Practice effective and efficient institutional management.</p>	<p>4.2.a Inventory of restructurings, reorganizations, improvements to spaces, and integration of technology/online approaches.</p> <p>4.2.b Economies generated by operational adjustments.</p> <p>4.2.c Number of trainings and redefinitions of tasks or descriptors of positions</p> <p>4.2.d Index of institutional</p>

Goal	Objective	Suggested Indicators
		<p>effectiveness which will take into account proper supervision, personnel training, use of the effectiveness assessment results, and alignment between resources and goals, among others.</p> <p>4.2.d Level or percentage of progress of strategic indicators.</p>
<p>4.3 The campus will increase the recognition of its contributions to society and knowledge.</p>	<p>4.3.1 Implement a communications plan broadly disseminated locally and internationally.</p>	<p>4.3.a Number of dissemination activities carried out, by mode and reach.⁵</p>
	<p>4.3.2 Document, in a systematic and sustainable way, the initiatives related to community, cultural management, research and creative work that are conducted on and from the campus.</p>	<p>4.3.b Number of initiatives, by type of management, included in the documentation system created.⁶</p>

⁵ The data collection for this indicator should include details of the modes of dissemination utilized, such as: internet, newspapers, radio, television, newsletters, social networks, communication displays in the lobbies of departments, schools, or others. In addition, if the scope of the dissemination is within the campus, island-wide, and/or international.

⁶ The platform or forms for data collection should request that entries identify the type or focus of the initiative (community networking, cultural activity, research/creation or others) and include themes or areas to be addressed for each initiative, the schedule and venue, and a brief description.

Planning Process

Commitment 2023 is the result of an extensive process of discussion and reflection by the university community (Annex 2). It was designed to serve as a guide for the next five years, which requires an operational plan to ensure its effective implementation, as well as continuous monitoring and periodic measurement of achievements. Below is a summary of the process:

- August 2014 The Think Tank Committee regarding strategic planning was named. This Committee produced a report output with strengths and limitations relating to the design and implementation of the 2016 University Vision. The report highlights the need for the Strategic Plan to be based on the fiscal and economic reality of Puerto Rico and the institution.
- June 2015 The Ad Hoc Working Group for Strategic Planning is designated. The Committee prepared the documents: Report to the Academic Senate on the Ad Hoc Working Group for Strategic and Financial Planning (March 8, 2016) and Considerations for Preparing the Strategic Plan of the Río Piedras Campus (June 9, 2017).
- September 2016 The Academic Senate receives the report “The Special Committee’s Recommendations and Comments on the Institutional Effectiveness of the Academic Senate of the Río Piedras Campus related to the UPR’s 2016-2021 Strategic Plan: Process and proposal according to the documents submitted by the faculties, schools and programs”. This report, together with the responses from several units of the Campus to the proposal, presents a framework of what our university community expects of the Strategic Plan.
- November 2017 The Ad Hoc Working Group for Strategic Planning is strengthened by new members. The conclusions and recommendations of the related reports are discussed. In addition, the group takes into account the impact of hurricanes Irma and María; the Fiscal Plan for Puerto Rico and the Fiscal Plan of the University, both in review process; the report of the 2016 UPRRP self-study; and the Monitoring Report submitted to the Middle States Commission on Higher Education (MSCHE) in August of 2017.
- December 2017 The Ad Hoc Working Group for Strategic Planning approves four priority areas and is divided into four working groups. The first report on the Strategic Plan is discussed before the Academic Senate. The report “Work Timeline to Approve the Strategic Plan of the Río Piedras Campus” is included.
- February 2018 There are talks aimed at encouraging the exchange of ideas with academic senators, students, other members of the university

community, and public and private sector representatives.

- March 2018 The Consultation on the Draft of the Strategic Plan (2018-2023) of the Río Piedras Campus is made available on the UPRRP webpage March 7-23 to receive input from the university community. Tuesday, March 20, the draft of the Strategic Plan and recommendations are presented to the Academic Senate.
- May 2018 The final draft of the Strategic Plan was approved by the Academic Senate (Cert. 7.9, 2017-2018).

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Annex 1: Mission of the University of Puerto Rico, Río Piedras Campus.

The Río Piedras Campus, founded in 1903 as Escuela Normal, is the oldest, most diverse, and most complex of the public system of higher education in Puerto Rico. As mandated by law, with the broadest autonomy, freedom of research and professorship, and like the rest of the units of the system, it must uphold the general mission, as set out in Article 2 (B) of the University of Puerto Rico Act of January 20, 1966. In addition to sharing this general mission, the Río Piedras campus has a unique mission that arises from and is based on its history and cultural heritage, which distinguish it from the other campuses and units of the system. This cultural heritage is what provides the basis for its development and defines its mission and unique contribution within the University of Puerto Rico system. In this sense, the campus has as its mission to:

Promote students' integral formation through curricula that promote intellectual curiosity, critical capacity, continuous learning, effective communication, the appreciation and cultivation of ethical and aesthetic values, participation in campus processes, as well as social conscience and responsibility.

Provide graduate education of the highest quality whose core elements are research and creation, and which will help to strengthen undergraduate education. Furthermore, provide post-Bachelor's programs for the training of the highest caliber professionals, committed to the ideals and values of Puerto Rican society.

Provide excellent undergraduate education that provides a comprehensive view of knowledge. This should include general education and specialized training and develop the capacities for independent study and research.

Develop the education, research and community service and integration in accordance with the historical-social reality of Puerto Rico, in accordance with its Caribbean and Latin American sphere, and reaching the international community. Enrich and strengthen the bodies of knowledge relevant to the consolidation of Puerto Rican nationality, history, language, and culture. Lead also to the development and dissemination of knowledge at the international level.

Develop innovative and relevant programs of research, community service and continuing education, to respond and contribute to the academic and professional tasks of the campus. These should contribute, in addition, to the transformation and continuous progress of Puerto Rican society, the analysis and the formulation of solutions to the country's socio-economic and political problems, and improving the quality of life.

Annex 2: Institutional Framework

To develop the Strategic Plan *Commitment 2018-2023*, the current situations of the University and the island as well as the 2017-2022 Systemic Strategic Plan were considered. The 2016 Campus Self-Study Report and the final report of the MSCHE Peer Assessment Committee of the MSCHE served as valuable input. In addition, the observations and recommendations of the Academic Senate, as well as those which emerged through various means during the elaboration of the plan were considered.

This new plan is framed in the regulations that apply to the campus, of which we highlight:

- Law 1 of January 20, 1966, as amended, Law of the University of Puerto Rico
- Certification 67 of the Academic Senate of the Río Piedras Campus (RPC) on the Mission of the Río Piedras Campus of the University of Puerto Rico (1989-1990)
- Certification 123 of the Board of Trustees (2005-2006) on *Diez para la Década: Una agenda de planificación*
- Certification 26 of the Academic Senate of the RPC (2006-2007) on the Vision of the Río Piedras Campus
- Certification 38 of the Administrative Board of the RPC (2011-2012) on the Manual for Strategic Planning, the Allocation of Resources, and the Assessment of Institutional Effectiveness
- Certification 38 of the Academic Senate of the RPC (2012-2013) on the Academic Policy for the Graduate Studies of the Río Piedras Campus (under review in the Academic Senate)
- Certification 145 of the Board of Governors (2014-2015) on measures to optimize the use of available resources of the UPR by restructuring institutional processes and practices
- Certification 50 of the Board of Trustees (2016-2017), Strategic Plan 2017-2022: *Una nueva era de innovación y transformación para el éxito estudiantil*

Vision of the Río Piedras Campus of the University of Puerto Rico

**A distinguished doctoral
university community
endowed with resources
of the first order,
dedicated to research,
creation and the
dissemination
of knowledge;
committed to the
integral formation of
students and their
lifelong learning, and
recognized for the
excellence of its
contribution to the
development and
intellectual enrichment
of Puerto Rican,
Caribbean, and
international society.**