



## **CERTIFICATION 2021-2022-18**

I, David Bahamundi De Jesús, Administrative Board Secretary of the University of Puerto Rico at Ponce, hereby CERTIFY THAT:

The Administrative Board, at an extraordinary virtual meeting held on Thursday, September 30, 2021, unanimously agreed to approve:

### **UPR PONCE'S STRATEGIC PLAN VISION 2026**

IN WITNESS HERE OF, the undersigned Certifies and submits to the corresponding university authorities, and issues this certification in Ponce, Puerto Rico, today Wednesday, October 6, 2021.

David Bahamundi De Jesús  
Secretary

VZV

Attached: Plan



UNIVERSITY OF PUERTO RICO IN PONCE



# UPR Ponce Strategic Plan Vision 2026

University of Puerto Rico in Ponce



Approved by the Administrative Board - Certification 2021-2022-18

**Table of content**

Chancellor’s Message ..... 4

Strategic Plan Steering Committee ..... 6

University of Puerto Rico at Ponce: Half a century of history ..... 7

Strategic and Regulatory Alignment..... 9

    Figure 1: Strategic and Regulatory Alignment ..... 9

University of Puerto Rico at Ponce’s Mission ..... 10

University of Puerto Rico at Ponce’s Vision ..... 10

University of Puerto Rico at Ponce’s Institutional Goals ..... 10

University of Puerto Rico at Ponce’s Graduating Student Profile ..... 11

Strategic Plan Chronology ..... 11

SWOT Analysis ..... 12

    Internal Environment ..... 12

    External Environment ..... 13

Analysis of the Internal Environment ..... 14

Analysis of the External Environment ..... 15

Strategic Plan Pillars Vision UPR Ponce 2026 ..... 16

Strategic Plan Pillars Vison UPR Ponce 2026 ..... 17

Strategic Pillar 1: Excellency and Academic Innovation..... 19

    Strategic Goal 1..... 19

    Strategic Goal 2..... 24

    Strategic Goal 3..... 30

Strategic Pillar 2: Student Success..... 35

    Strategic Goal 4..... 35

    Strategic Goal 5..... 38

    Strategic Goal 6..... 40

Strategic Pillar 3: Sustainability and Resilience ..... 44

    Strategic Goal 7..... 44

    Strategic Goal 8..... 47

    Strategic Goal 9..... 49

Strategic Pillar 4: Technology and Administration..... 51

    Strategic Goal 10..... 51

    Strategic Goal 11..... 53

Strategic Goal 12.....	56
UPR Ponce 2026 Vision Strategic Plan Implementation Process.....	58
Special gratitude.....	58
Summary of Strategic Plan’s Pillars and Goals .....	59
Strategic Pillar 1: Excellency and Academic Innovation.....	59
Strategic Pillar 2: Student Success.....	59
Strategic Pillar 3: Sustainability and Resilience .....	59
Strategic Pillar 4: Technology and Administration.....	59

## Chancellor's Message



The University of Puerto Rico at Ponce in its 50 years of service has become an educational and economic bastion in the development of Ponce and the towns of the southern region. In its historical journey, the UPR-Ponce has fulfilled with excellence the preparation of competent professionals for the service of Puerto Rico and the world, as a social good. The fulfillment of the institutional mission evidences the right decisions of the administration, faculty, non-faculty staff and students.

Recent academic years have set the course for UPR-Ponce in terms of academic innovation, sustainability, strengthening of teaching research projects, creative work, student research activities, institutional effectiveness, and administrative agility. This added value has allowed the accessibility and relevance of the only public higher education institution in the southern area of the country.

The Committee appointed to write this Plan completed a deep reflection. Its members made the necessary efforts to present an analysis of the trajectory of the institution and what should be the appropriate direction to ensure the relevance of UPR-Ponce in the educational future of Puerto Rico. The process was one of openness with the university community to encourage their participation in the review and presentation of recommendations, which strengthened the vision of institutional development.

The **UPR Ponce's Strategic Plan Vision 2026** highlights the institution's priorities in the academic and administrative dimension and the social impact that frames its university work. For the establishment of priorities, the results of the study of the external environment and the internal environment have been considered, which reflected very valuable results to visualize the future of the institution. Institutional strengths guide us with confidence towards achieving goals and weaknesses represent challenges to overcome and identify timely responses with reasonable promptness to move in the direction that leads us to innovation, entrepreneurship, and resilience as a north.

The Plan establishes short-term and long-term goals to facilitate decision-making. These determinations will allow a solid, accessible, open, resilient, and committed institution with young university students who have considered UPR-Ponce the ideal option for their professional preparation that develops them as useful citizens to society. **The UPR Ponce's Strategic Plan Vision 2026** is presented to the university community, which will be the guide for the planning and distribution of human, economic, and physical

resources according to the institutional vision and goals. This valuable document will guide academic departments and administrative offices in the development of strategic, operational, and assessment plans.

The success of the Plan will be a reality of the dedication and will of all the components of the university community. I urge that our traditional motto: **Red and Black, always!** unites us as a committed, resilient, and avant-garde academic community.

***Dr. Tessie H. Cruz Rivera***

## **Strategic Plan Steering Committee**

Anticipating the expiration of 2021 UPR-Ponce's Strategic Plan, Dr. Tessie H. Cruz-Rivera, Chancellor of the University of Puerto Rico, Ponce Campus, named through Policy Letter 2020-2021-13 from October 22, 2020, the members of the 2021-2026 Institutional Strategic Plan Steering Committee:

Dr. Ismael San Miguel-Quiñones, Committee's Coordinator and Director of the Business Administration and Computer Sciences Department

Dr. Federico Irizarry-Natal, Acting Dean of Academic Affairs

Dr. Jennifer Alicea-Castillo, UPR's Associate Vice-president of Accreditation and Assessment

Prof. Ivonne Rodríguez-Toro, Dean of Students Affairs

Dr. Neyla Rivera-Caño, Institutional Assessment Coordinator

Mr. Arturo Almodóvar-Farías, Finance Director

Mr. Isaac Colón-Degró, Dean of Administrative Affairs

Dr. Diana M. López-Robledo, Office of Planning and Institutional Research Director

Mr. Carlos Franceschi-Zayas, Budget Director

Prof. Enrico Encarnación-Colón, Academic Senator from the Allied Health Studies Department

Miss Isabelle González-Hernández, Student Council President

## University of Puerto Rico at Ponce: Half a century of history



The University of Puerto Rico at Ponce, known as Ponce Regional College, was inaugurated on August 23, 1970 according to Law 75 from June 19, 1961. The original academic offer consisted of the following technical programs: Accounting, Computer Sciences, Drafting, Commercial Management, Industrial Management, Refrigeration and Air Conditioning, Industrial Engineering Technology, Physical Therapy, Occupational Therapy, as well as transfer programs in Arts and Sciences. One of the most important educational projects in Puerto Rico began with an enrollment of 361 students coming from different municipalities of the southern region and a faculty composed of 24 professors.

In 1973, the development of the College's physical plant with permanent buildings began. In 1974, the Academic Building was built expanding the availability of classrooms and offices, including two auditoriums, various laboratories, and a modern theater with capacity for 500 people. The physical facilities were expanded with two additional buildings: one with nine classrooms and another for faculty offices. This plan culminated in 1979, with the construction of the building for the Library, the Student Center and more classrooms.

In 1982, the institution received authorization from the Puerto Rico Council on Higher Education (PRCHE) to offer baccalaureate degrees in Secretarial Sciences (later Office Systems) and Business Administration. Thereafter, Certification 170 (1981-82) of the PRCHE changed the name of the institution to Ponce Technological University College.

During 1985, four-year degrees in Computer Information Systems and in Arts in Elementary Education were also authorized by the PRCHE. The Honor's Study Program for talented students began in August 1992. The Evening Program began in 1993 as well as the baccalaureate program in Athletic Training.

In 1998, the Board of Trustees granted the institution its autonomy from the Regional Colleges Administration and changed the institution's name to Ponce University College through Certification 1997-1998 151. This autonomy meant the separation of the institution from the Administration of Regional Colleges and led to the creation of the Academic Senate and the Administrative Board, deliberative and representative bodies of the university community. Also, Dr. Irma Rodríguez was named the first



Chancellor of Ponce University College. The baccalaureate programs in Forensic Psychology, and Psychology and Mental Health also began that year.

In 2000, the Puerto Rico Council on Higher Education authorized a change of name for the institution to University of Puerto Rico at Ponce. The Victor Manuel Madera Multiple Use Building with classrooms, an indoor court with capacity for 1,500 people, a gym and showers for athletes, was inaugurated. A parking lot with 920 spaces for students and a Preschool Center were built, too. Also, Buildings C and K were reconstructed. In 2001, the Board of Trustees approved the baccalaureate program of Natural Sciences with a major in Biomedical Sciences and Biology with an emphasis on Biodiversity, Biotechnology, and Marine Coastal Environments Evaluator.

In 2002, the former President of the University of Puerto Rico (UPR), Antonio García Padilla, Esq., designated ten of the eleven chancellors for the UPR's System. This action allowed the beginning of a new administrative cycle, and, at the same time, the implementation of the work plans that the chancellors presented in the selection process.

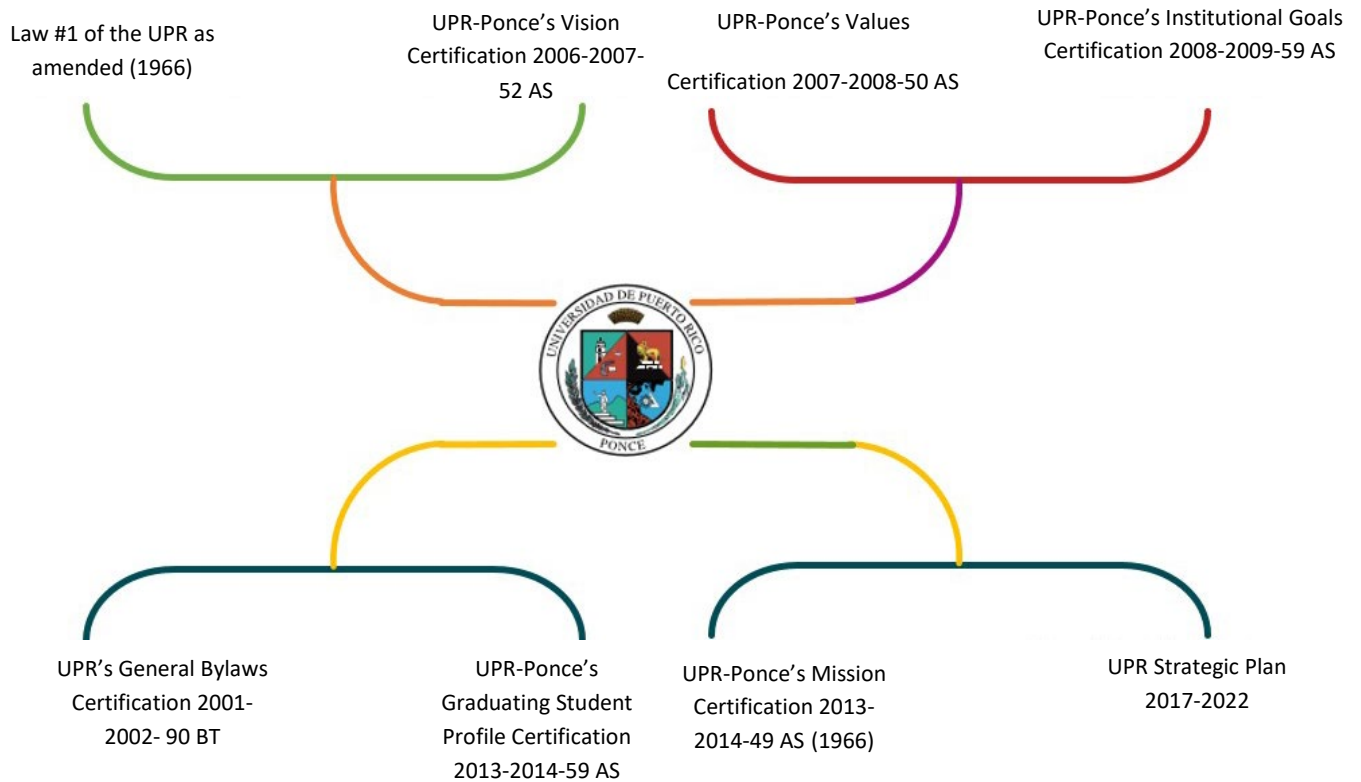
UPR-Ponce's Strategic Plan Vision 2021 was approved by the Administrative Board on March 14, 2016. This plan proposed the basis for an academic transformation in the institution outlining strategies for the offering of on-line courses and the diversification of the curricular offer. During the validity of this strategic plan, the country has experienced an economic crisis that has adversely affected the fiscal situation of the University of Puerto Rico. In addition, several high-impact events have forced a different view of post-secondary education and the resilience of educational institutions: Hurricane Maria, the earthquakes of January 2020, and the COVID-19 pandemic declared in March of that same year. These events have caused profound social, economic, demographic and student interest changes that merit the development of new strategies for the future of the university.

At the systemic level, the 2017-2022 Strategic Plan of the University of Puerto Rico was approved by the Governing Board in Certification 50 2016-2017. This strategic plan reaffirmed the mission, fundamental values, and vision, as well as UPR's commitment to assessment, continuous improvement, and the highest standards of quality, ethics, and integrity in this university system. With this document as a reference, and in the face of a scenario of great challenges, the drafting of the 2021-2026 strategic plan of the University of Puerto Rico at Ponce began.

# Strategic and Regulatory Alignment

This strategic plan has been created in alignment with the planning process of the University of Puerto Rico and its legal framework, as well as the certifications of the deliberative bodies that govern the operation of the University of Puerto Rico at Ponce. The documents that serve as a reference for strategic and regulatory alignment are presented in the following figure:

**Figure 1: Strategic and Regulatory Alignment**



## **University of Puerto Rico at Ponce's Mission**

“The University of Puerto Rico at Ponce is a public institution that is committed to the development of professionals with comprehensive academic preparation by means of effective and challenging teaching techniques. This process is aided by the creative and research activities which the institution disseminates. The University fosters community service, enriching educational experiences, and student support services.”

## **University of Puerto Rico at Ponce's Vision**

“The University of Puerto Rico at Ponce aspires to be the institution which most effectively promotes the development of its students' potentials so that they may make significant contributions to the well-being of Puerto Rico.”

## **University of Puerto Rico at Ponce's Institutional Goals**

1. To develop professionals who possess the knowledge, skills, and dispositions necessary to contribute responsibly to their social, cultural, and environmental surroundings.
2. To offer and develop baccalaureate, associate, and transfer programs and other enriching educational experiences in response to the needs of society.
3. To cultivate knowledge through creative activities, research, and dissemination.
4. To provide professional development opportunities to faculty and administrative personnel in order that they may contribute to the enhancement of institutional quality.
5. To strengthen support services in order to create an optimal environment for teaching and learning.
6. To offer student support services that facilitate their adjustment to university life, enrich the educational experience, and contribute to their academic success.
7. To sustain effective articulation of university endeavors among the administration, students, faculty, administrative personnel, and external community for the optimal development of the academic offerings.
8. To promote an effective planning process and resource allocation based on institutional mission and goals and uses the results of institutional assessment for continuous improvement.

## University of Puerto Rico at Ponce's Graduating Student Profile

1. Ability to communicate effectively both in Spanish and in English.
2. Ability to formulate and solve problems using quantitative and qualitative analysis.
3. Mastery of research skills and ability to gather, analyze and interpret information from a variety of sources.
4. Knowledge of and ability to use information systems and technologies and the ability to analyze, organize and synthesize information and knowledge and apply them to problem solving.
5. Ability to think logically and critically.
6. Capacity and willingness to learn and study independently and to work in group.
7. Basic notions of the most relevant products of the human creativity.
8. Capacity to understand the main social, historic, and economic problems from their environment and from the contemporary world.
9. Knowledge and practice of ethical, civic and aesthetical values for decision making.
10. Willingness to promote solidarity, tolerance, freedom, and democracy

## Strategic Plan Chronology

The Steering Committee for the Creation of the Strategic Plan 2021-2026 was named on October 22, 2020, through Policy Letter Num. 2020-2021-13. On November 17, 2020, this Committee began its entrusted duties making an analysis of the internal and external institutional environment as well as a consulting process with the university community. In any strategic planning process, an environmental analysis is required to determine how to enhance the course of the organization towards the full achievement of its vision and mission. This analysis is known as the SWOT Analysis, and it is focused on identifying the strengths, weaknesses, opportunities, and threats that the institution is facing.

After revising the institutional and systemic documents that served as the regulatory basis for the creation of the strategic plan and after multiple work sessions, the Steering Committee developed an initial draft composed by 4 pillars and 12 strategic goals. These were prepared by designated subcommittees according to the expertise of its members. For the drafting of the new strategic plan were the pillars and goals of the **UPR-Ponce's Strategic Plan Vision 2021** analyzing its validity and relevance to the new challenges and opportunities that the University of Puerto Rico at Ponce faces. **Vision UPR Ponce 2021** was approved by the Administrative Board through Certification 2015-2016-61 on April 21, 2016.

The plan's strategic areas that were called Academia and Innovation and Sustainability continued to be fundamental in the creation of the new **UPR-Ponce's Strategic Plan Vision 2026**. Given the new realities that the institution faces, the strategic pillars Resiliency, Student Success and Technology were added. In this way, continuity was given to the implementation of relevant and proven administrative and academic processes and new goals were aligned aimed at fulfilling UPR Ponce's mission. After being approved by the members of the Committee, the initial draft was sent by email to the university community so the final document would be the product of a participatory and collaborative effort. On May 7, 2021, a public hearing was held in which students, faculty and non-faculty had the opportunity to present their suggestions about **UPR Ponce's 2012-2026 Strategic Plan**.

On May 14, 2021, the Steering Committee completed the UPR-Ponce's Strategic Plan Vision 2026 and sent it to Dr. Tessie Cruz. The document is the product of a profound analysis of the factors, challenges, and opportunities that the University of Puerto Rico at Ponce will face in the next five years and of having recommendations from the university community. The plan was approved by the Administrative Board on Thursday, September 20, 2021, through Certification 2021-2022-18.

## SWOT Analysis

### Internal Environment

---

#### Strengths

#### UPR Ponce

- » quality of its academic programs
  - » low cost on enrollment charges
  - » international and national accreditations
- 

- » location
  - » prestige/recognition
  - » fiber optic telecommunications infrastructure
- 

- » faculty and students' profile
  - » retention and graduation rates
  - » culture of resilience in the continuity of university services
-

---

**Weaknesses****UPR Ponce**

- » physical plant
  - » operational budget
- 

- » perception of institutional instability
  - » traditional academic offer: schedule, programs, and limited on-line courses
- 

- » organizational culture and administrative schemes that limit innovation and process efficiency
  - » normative structure that has not been updated
- 

**External Environment**

---

**Opportunities****UPR Ponce**

- » serve the graduate, international, and non-traditional student market through evening and on-line academic offerings
  - » achieve greater visibility and dissemination of institutional achievements in the media
- 

- » alliances with the industry and the government
  - » strengthen relations with alumni and community
- 

- » generational change: faculty renewal
  - » use allocated emergency funds to improve infrastructure resilience
  - » development of auxiliary enterprises
-

---

## Threats

### UPR Ponce

- » population decreased
  - » Puerto Rico's government fiscal crisis
- 
- » high school students' deficiency in academic skills
  - » strong competition from the private institutions
  - » events that might cause academic and operational interruptions
- 

## Analysis of the Internal Environment



In an analysis of the environment, the internal one is represented by institutional areas of strengths and weaknesses. The strengths of the University of Puerto Rico at Ponce distinguish it as a top order institution. Its institutional prestige, the excellency of its teaching processes, and the professional accreditations position it as a leading university in the southern region of the island. The institution has an excellent highly trained faculty that participates in programs of continuous improvement to develop the best professionals in the country with effective and academically rigorous teaching and learning experiences and activities.

On the other hand, the admission processes of the UPR system encourage the enrollment of students with an excellent academic profile. This combination of quality academic programs and outstanding professors and students in their different disciplines allow the University of Puerto Rico at Ponce to maintain higher retention and graduation rates when compared to other educational institutions in the country. The university campus has evolved greatly since the institution began operations fifty years ago. Its central location, accessible and close to shopping centers, restaurants, hotels, hospitals, main roads, and other amenities have made the University of Puerto Rico at Ponce an integral part of the region. Its technological infrastructure, equipped with an underground network of fiberglass cables, has the necessary resources to maximize the effective implementation of telephone, Internet, and data communication systems.

However, the University of Puerto Rico at Ponce needs to promptly address areas that represent weaknesses in achieving its mission and vision. The institution's operating budget has been significantly reduced in the past five years. Although the institution depends on the budget items that the government assigns to the UPR, and then distributed by the Central Administration, greater efforts must be made to generate its own funds and reduce fiscal dependency. In addition, an agile plan for capital improvements and maintenance is required to update the institution's physical plant.

In educational terms, the institution has a traditional academic offer, primarily face-to-face and daytime, to meet the needs of its constituents. The processes to evolve to innovative academic offers, modalities, processes, and services are generally bureaucratic. Given the deficiencies in the mastery of academic skills of students who come from the K-12 educational system, the University of Puerto Rico at Ponce needs to implement more effective policies to address the academic needs they face when they are admitted to post-secondary programs.

## **Analysis of the External Environment**



The external environment categorizes opportunities and threats that may significantly affect the operation of the institution. In terms of opportunities, the university must refocus its gaze on the growing number of non-traditional students (students who work, have businesses, or whose personal circumstances do not allow them to study in person or prefer flexible schedules using technological tools). Likewise, new educational technologies allow the offer of academic programs for students in international markets. By scheduling online and evening degrees, the institution will be able to counteract the downward trend in enrollment due to emigration and the reduction of the K-12 student population.

The University of Puerto Rico at Ponce its communication ties with its alumni, industry, government, and the community in general. These external constituents can work collaboratively with the institution for the benefit of the country. The proliferation of electronic media and social networks also represents an opportunity to strengthen ties with constituents and effectively disseminate the relevance and achievements that the university continuously achieves. The funds allocated by the federal and state governments to deal with emergencies associated with Hurricane Maria, the January 2020 earthquakes, and the COVID-19



pandemic represent an opportunity to improve campus infrastructure and the institution's operational resilience. Given the projection of employees who will soon retire and the planned authorizations to recruit professors, the university will renew its faculty considering its new strategic goals.

As threats, the fiscal crisis of the government of Puerto Rico continues to affect its ability to allocate the operating funds required by the university. On the academic side, the university continues to identify strategies to address the needs of students with disabilities, learning problems, and academic deficiencies. The University of Puerto Rico at Ponce faces strong local and regional competition from private post-secondary institutions that compete in a scenario of great social and economic changes. Finally, recent years have revealed the institution's operational vulnerability to external events such as hurricanes, earthquakes, and pandemics. Although the institution's human resources have proven to be resilient in the face of such events, measures must be taken to develop an infrastructure that fosters the continuity of administrative and academic operations even under extraordinary circumstances.

## **Strategic Plan Pillars Vision UPR Ponce 2026**

The new strategic plan of the University of Puerto Rico at Ponce must be aligned with the 2017-2022 Strategic Plan of the University of Puerto Rico. The systemic plan outlined four areas as priority strategic issues: Educational Environment, Research and Creation, Technological Culture and Sustainable Management.

After analyzing the priority strategic factors of the University of Puerto Rico at Ponce and fostering a strategic alignment between the systemic and institutional plans, the pillars of the new strategic plan were outlined:

## Strategic Plan Pillars Vision UPR Ponce 2026




Considering these strategic pillars that will mark the path towards achieving the mission and vision of the University of Puerto Rico at Ponce, 12 goals were developed. To facilitate the implementation of the Strategic Plan, three sections identified as objectives were added to each goal; activities, processes, and necessary resources to achieve the objectives of the goal, as well as an area for assessment metrics. In this way, the academic and administrative units of UPR Ponce will be able to operationalize the implementation of the goals of the Strategic Plan. Below are the goals, the alignment of the objectives, activities, and assessment metrics for the Strategic Plan Vision UPR Ponce 2026:

# **UPR Ponce's Strategic Plan Goals Vision 2026**



# Strategic Pillar 1: Excellency and Academic Innovation

## Strategic Goal 1

<p><b>Excellency and Academic Innovation</b></p>  <p><b>Goal 1: Guarantee the continuity of excellent teaching in recognized and accredited programs</b></p>		
<p>Alignment of Objectives, Activities, and Assessment Metrics</p>		
Objective	Activities, processes, and necessary resources to achieve the objectives	Assessment metrics
<p>1.1 Get and keep the professional accreditations for the academic programs that are susceptible to accreditation.</p>	<p>Submit the self-studies required by the accrediting agencies.</p> <p>Allocate funds for the payment of membership fees, attendance to national conferences, teaching positions, equipment, and other resources required by the accrediting agencies.</p> <p>Incorporate external advisory boards into the processes of curricular revisions and accreditation as required by the accrediting agencies.</p> <p>Comply with Board of Trustees Certification 2003-2004- 138 related to the programs that are susceptible to accreditation.</p>	<p>Compliance with accreditation standards.</p> <p>Number of accredited programs.</p>
<p>1.2 Achieve an optimal balance between tenured track faculty and those with contracts.</p>	<p>Complete a needs inventory about teaching positions.</p> <p>According to the needs and budget availability, ask Central Administration the granting of teaching positions for the academic departments.</p>	<p>Number of teaching positions needed for each department.</p> <p>Reduction in the proportion of part-time faculty versus appointed teaching positions.</p>

## Excellency and Academic Innovation



### Goal 1: Guarantee the continuity of excellent teaching in recognized and accredited programs

#### Alignment of Objectives, Activities, and Assessment Metrics

Objective	Activities, processes, and necessary resources to achieve the objectives	Assessment metrics
<p>1.3 Keep faculty that is highly qualified in their disciplines and in the post-secondary teaching methodologies.</p>	<p>Annually complete a professional improvement needs study.</p> <p>Allocate the necessary funds to implement professional improvement programs at the institutional and departmental level.</p> <p>Create, approve, and comply with a basic certification for faculty on post-secondary teaching methodologies.</p> <p>Maintain a coordinator and a Professional Development Committee functioning so they can develop a training plan for the faculty.</p> <p>Promote the exchange of professors and their participation in academic, professional and research activities at the national and international level.</p> <p>Require professors to comply with 20 hours of professional training per year: 6 hours related to teaching, 4 on topics of particular interest and 10 on ethics.</p> <p>Promote and encourage the approval of specialties, terminal degrees, certifications, and training that are relevant to enhance teaching quality, according to the needs of each academic program.</p>	<p>Amount and relevance of the professional development activities offered every academic year.</p> <p>Professional development activities assessed by the faculty.</p> <p>Results of faculty evaluations made by peers and students.</p> <p>Percentage of professors participating in academic activities.</p> <p>Percentage of compliance with hours of professional training, according to the Office of Government Ethics Certification.</p> <p>Degrees and certifications awarded to faculty.</p>

## Excellency and Academic Innovation



### Goal 1: Guarantee the continuity of excellent teaching in recognized and accredited programs

#### Alignment of Objectives, Activities, and Assessment Metrics

Objective	Activities, processes, and necessary resources to achieve the objectives	Assessment metrics
<p>1.4 Keep a student learning assessment plan that promotes the continuous improvement of the teaching processes.</p>	<p>Maintain a coordinator and an Assessment Committee working at each academic department and at the institutional level.</p> <p>Continuously and systematically assess the skills of the different academic disciplines, as well as the effectiveness of the assessment methodologies used.</p> <p>Keep the assessment dialogues and promote the collaboration among the academic departments.</p> <p>Use a variety of assessment mechanisms that include direct/indirect, formative/comprehensive, internal/external, and comparative methods that effectively identified students' competencies.</p> <p>Use assessment results in the processes to update and revise academic programs.</p> <p>Incorporate transversal competencies to articulate knowledge and interdisciplinary skills.</p> <p>Implement activities that promote creativity and the development of reflexive and critical thinking skills.</p> <p>Incorporate practices of healthy coexistence that promote a whole student formation and the strengthening of their values.</p>	<p>Use of assessment results.</p> <p>Assessment Plan results.</p> <p>Students' academic performance (credits/average).</p> <p>Graduation and retention rates.</p> <p>Number of curricular and course revisions as part of the results of the assessment process.</p> <p>Number of programs that incorporate transversal competencies according to the Curricular Transversal Plan.</p> <p>Alumni survey.</p> <p>Degree of student and employer satisfaction.</p>

## Excellency and Academic Innovation



### Goal 1: Guarantee the continuity of excellent teaching in recognized and accredited programs

#### Alignment of Objectives, Activities, and Assessment Metrics

Objective	Activities, processes, and necessary resources to achieve the objectives	Assessment metrics
1.5 Guarantee the full development of students through a comprehensive education.	<p>Establish alliances between the university community and its social surroundings promoting the development of collaboration competencies.</p> <p>Promote learning through service and community work at each academic program.</p> <p>Develop skills for life in the context of professionalization and social responsibility.</p> <p>Continuously improve the offer of educational internships, enhancing students' skills in the face of emerging changes in the world of work and in society.</p> <p>Incorporate in the academic programs the development of soft skills that promote a greater emotional intelligence (emotional self-awareness, emotional self-control, self-motivation, empathy, and interpersonal relationships), as well as skills for teamwork, leadership, ethical and professional behavior, among others.</p>	<p>Learning assessment results.</p> <p>Department's annual reports.</p> <p>Number and effectiveness of academic programs that incorporate service learning and community work.</p> <p>Update of curricular contents in the disciplines.</p> <p>Participation in action research projects.</p>

## Excellency and Academic Innovation



### Goal 1: Guarantee the continuity of excellent teaching in recognized and accredited programs

#### Alignment of Objectives, Activities, and Assessment Metrics

Objective	Activities, processes, and necessary resources to achieve the objectives	Assessment metrics
1.6 Strengthen the teaching and learning process.	<p>Provide faculty and students with the necessary equipment, facilities, and resources to strengthen learning processes in a suitable environment.</p> <p>Allocate resources and establish effective programs and policies to address students' academic deficiencies (tutoring, preparatory courses, orientation, mentoring, among others).</p> <p>Establish alliances with the government, industry, and professional and non-profit organizations to promote the professional and academic development of the institution's students and faculty.</p> <p>Stimulate analytical skills using strategies such as: problem-based learning, project-based learning, and community service learning.</p>	<p>Faculty evaluations.</p> <p>Faculty and student satisfaction survey.</p> <p>Learning assessment results.</p> <p>Academic departments' annual reports.</p> <p>Retention and graduation rates.</p> <p>Number of alliances established, and the impact of the agreements reached.</p> <p>Percentage of the use of inquiry strategies and skills.</p>



## Strategic Goal 2

### Excellency and Academic Innovation



## GOAL 2: Offer innovative and relevant academic programs focused on the needs of the main constituents of the institution and society

### Alignment of Objectives, Activities, and Assessment Metrics

Objective	Activities, processes, and necessary resources to achieve the objectives	Assessment metrics
<p>2.1 Review and update the academic programs at least every five years.</p>	<p>Integrate curricular innovations in academic programs aligned with best practices in technology, considering labor market trends in the 21st century.<sup>2</sup></p> <p>Reconceptualize the general education component to respond to labor trends and the guidelines of professional and institutional accrediting agencies.</p> <p>Promote the development of educational models of teaching that are more flexible and active tempered to the emerging realities in society.</p> <p>Comply with Certification 45 2019 2020 (GB) on the five-year report required in non-professionally accredited programs.</p> <p>Incorporate the recommendations of members of advisory boards, assessment data, environmental analysis, comparison of best practices and academic offerings (benchmarking) and feedback from employers and graduates in the curriculum review processes.</p>	<p>Academic departments' annual reports.</p> <p>Percentage of updated academic programs in a term not exceeding five years, complying with the requirements of the accrediting agencies.</p> <p>Reconceptualized the general education component.</p> <p>Compliance with the UPR-Ponce's Academic Transformation Plan</p>

## Excellency and Academic Innovation



### GOAL 2: Offer innovative and relevant academic programs focused on the needs of the main constituents of the institution and society

#### Alignment of Objectives, Activities, and Assessment Metrics

Objective	Activities, processes, and necessary resources to achieve the objectives	Assessment metrics
2.2 Develop entrepreneurship skills in students.	<p>Incorporate in the academic programs the design of educational projects and activities that foster an entrepreneurial mentality in students.</p> <p>Create a makerspace to promote entrepreneurship and research skills.</p> <p>Expand the offer of courses that promote the development of an entrepreneurial mentality.</p> <p>Incorporate the recommendations of the annual reports of the Global Entrepreneurship Monitor (GEM) in the curricular revisions of the academic programs.</p>	<p>Academic departments' annual reports.</p> <p>Creation and operation of the makerspace.</p> <p>Percentage of academic programs that incorporate entrepreneurship skills.</p>

## Excellency and Academic Innovation



### GOAL 2: Offer innovative and relevant academic programs focused on the needs of the main constituents of the institution and society

#### Alignment of Objectives, Activities, and Assessment Metrics

Objective	Activities, processes, and necessary resources to achieve the objectives	Assessment metrics
<p>2.3 Expand the academic offer with online, hybrid, and non-traditional courses, meeting the diverse students' needs.</p>	<p>Approve and implement a tempered distance education policy to the use of prevailing educational technologies and methodologies.</p> <p>Continue training faculty in creating and offering hybrid and online programs and courses.</p> <p>Develop a training program to certify professors in offering online courses, promoting the use of new technologies in the teaching and learning processes.</p> <p>Offer physical resources, equipment, and technology support staff so that the faculty can offer the designated courses in online and hybrid modalities with excellence through the Virtual Education Development Center (VEDC).</p> <p>Increase the offer of courses and academic programs online, hybrid and in non-traditional schedules.</p>	<p>Current and updated distance education policy.</p> <p>Number of professors with certifications to offer distance courses.</p> <p>Number of programs and courses offered in hybrid mode, online, and at non-traditional hours.</p> <p>Degree of satisfaction with the offering of hybrid and online programs and courses.</p> <p>Quantity and quality of support resources for professors.</p>

## Excellency and Academic Innovation



### GOAL 2: Offer innovative and relevant academic programs focused on the needs of the main constituents of the institution and society

#### Alignment of Objectives, Activities, and Assessment Metrics

Objective	Activities, processes, and necessary resources to achieve the objectives	Assessment metrics
2.4 Use emerging technological resources in the teaching and learning processes.	<p>Develop and implement an institutional plan for technological integration in the academy.</p> <p>Offer technological training workshops in the teaching and learning process.</p> <p>Provide technological resources (Audiovisual equipment, computers, laboratories, programs, and others) that facilitate and improve the teaching and learning process.</p> <p>Incorporate the development of skills in the effective use of technology and information systems in academic programs.</p> <p>Maximize the use of Moodle and Teams platforms and other technological applications in the courses offered.</p>	<p>Number of hybrid or online courses offered in each academic year.</p> <p>Teacher and student satisfaction survey.</p> <p>Inventory of equipment and technological resources for academic use.</p> <p>Quantity and quality of support resources for professors.</p> <p>Number of academic programs that incorporate the development of technological skills and information systems.</p>

## Excellency and Academic Innovation



### GOAL 2: Offer innovative and relevant academic programs focused on the needs of the main constituents of the institution and society

#### Alignment of Objectives, Activities, and Assessment Metrics

Objective	Activities, processes, and necessary resources to achieve the objectives	Assessment metrics
2.5 Expand and strengthen the offer of experiences, practices, internships, and student exchanges.	<p>Strengthen the services of the Honors Studies Program and the Program of International Studies and Student Exchange to promote the participation of students in internships, academic and cultural trips, exchanges, job fairs and graduate studies.</p> <p>Establish links and alliances with government agencies, private companies and non-profit organizations to offer internships and internships to students.</p>	<p>Assessment results of both programs.</p> <p>Student satisfaction survey.</p> <p>Number of students participating in internships, internships, and student exchanges.</p> <p>Number of alliances established, and impact of the agreements reached.</p>

## Excellency and Academic Innovation



### GOAL 2: Offer innovative and relevant academic programs focused on the needs of the main constituents of the institution and society

#### Alignment of Objectives, Activities, and Assessment Metrics

Objective	Activities, processes, and necessary resources to achieve the objectives	Assessment metrics
2.6 Expand the offer of double and minor concentrations, professional certifications, training, and academic degrees (baccalaureates and associates) meeting the main needs of society.	<p>Complete a study of the needs of academic programs and reformulate the academic offer of UPR Ponce.</p> <p>Strengthen English proficiency by incorporating the offering of sections of the concentration courses in this language.</p> <p>Comply with Certification 44 2019-2020 Governing Board (GB) in the creation of double and minor concentrations and professional certifications.</p> <p>Comply with Certification 64 2018-2019 (GB) in the creation of new academic programs.</p> <p>Promote collaboration between academic departments in the creation of multidisciplinary curricular offers.</p>	<p>Number, diversity, and relevance of academic sequences on offer.</p> <p>Number of students enrolled in the Academic programs.</p> <p>Number of students enrolled in courses offered in English.</p>

### Strategic Goal 3

#### Excellency and Academic Innovation

#### GOAL 3: Encourage research and academic creation

##### Alignment of Objectives, Activities, and Assessment Metrics

Objective	Activities, processes, and necessary resources to achieve the objectives	Assessment metrics
<p>3.1 Position the UPR at Ponce as a cutting-edge research center in the southern part of the country.</p>	<p>Build and develop the UPR Ponce Smart Hub.</p> <p>Promote collaborative research with industry and government, among faculty from the institution, with other campuses and private institutions in Puerto Rico and abroad.</p> <p>Promote the design and implementation of impact research projects in the community aimed at solving problems that affect the country's environment.</p>	<p>Development stage of the UPR Ponce Smart Hub.</p> <p>Annual Report Dean of Academic Affairs.</p> <p>Approved Research Downloads.</p> <p>Number of investigations completed.</p> <p>Acknowledgments achieved by the faculty as a result of research activities and academic creation.</p>

## Excellency and Academic Innovation

### GOAL 3: Encourage research and academic creation

#### Alignment of Objectives, Activities, and Assessment Metrics

Objective	Activities, processes, and necessary resources to achieve the objectives	Assessment metrics
3.2 Increase faculty participation in research projects and academic creation activities.	<p>Integrate research, creation, and service functions into the faculty's academic load.</p> <p>Provide economic, administrative, equipment and technological resources that encourage the participation of the faculty in research projects and academic creation.</p> <p>Maintain the use of the contractual letter to guarantee the commitment to research in new hirings for teaching positions.</p> <p>Require research skills in faculty recruitment processes.</p> <p>Review the methods for granting promotions and tenure so that research and dissemination of knowledge are more relevant in the process.</p>	<p>Funds and resources allocated for research.</p> <p>Percentage of research and academic creation activities completed in each academic year.</p> <p>Revision of the Instruction Manual for the Rank Promotion Check Sheet.</p> <p>Review of the Curriculum Vitae and compliance with the contract letter to demonstrate research skills.</p>



## Excellency and Academic Innovation

### GOAL 3: Encourage research and academic creation

#### Alignment of Objectives, Activities, and Assessment Metrics

Objective	Activities, processes, and necessary resources to achieve the objectives	Assessment metrics
<p>3.3 Increase the participation of faculty and students in internships, conferences, and workshops aimed at developing research skills.</p>	<p>Assign the necessary resources.</p> <p>Keep both Faculty and Student Research and Academic Creation Committees in operation, and the Faculty Professional Improvement.</p> <p>Promote the participation of the faculty in the Faculty Resource Network and other academic and research activities, according to their disciplines.</p> <p>Develop programs that encourage faculty participation in activities related to research.</p> <p>Maintain the annual celebration of the Student Research and Creation Congress.</p> <p>Identify and appoint research mentors to encourage student participation in research activities.</p>	<p>Dean of Academic Affairs Annual Report.</p> <p>Participation of the faculty in internships, congresses, and research workshops.</p> <p>Assessment of the Student Research Congress And of the Research and Academic Creation Faculty Congress.</p> <p>Participation of students and mentors in congresses and academic forums.</p> <p>Awards, recognitions, and research publications done by faculty and students.</p>

## Excellency and Academic Innovation

### GOAL 3: Encourage research and academic creation

#### Alignment of Objectives, Activities, and Assessment Metrics

Objective	Activities, processes, and necessary resources to achieve the objectives	Assessment metrics
3.4 Incorporate research methodologies and designs as part of learning strategies in academic programs.	<p>Require that academic programs incorporate research activities in at least 20% of core courses.</p> <p>Incorporate the development of information search skills in academic programs.</p> <p>Guarantee access to the university community of the information resources necessary to complete scientific research.</p>	<p>Courses with research activity requirements.</p> <p>Academic programs that incorporate information search skills.</p> <p>Availability of information resources to complete scientific research.</p>
3.5 Stimulate the development of research proposals that generate external funds.	<p>Strengthen the Office of External Resources with the necessary personnel, equipment, and facilities.</p> <p>Effectively train the faculty and provide incentives for the development of proposals subsidized with external funds.</p> <p>Identify opportunities and procedural mechanisms for the creation and commercialization of patents that generate income for the institution.</p>	<p>Total number of approved research proposals, patents created, and external funds obtained.</p> <p>Number of trainings and incentives offered for research activities.</p>

## Excellency and Academic Innovation


### GOAL 3: Encourage research and academic creation

#### Alignment of Objectives, Activities, and Assessment Metrics

Objective	Activities, processes, and necessary resources to achieve the objectives	Assessment metrics
3.6 Promote the dissemination of research and academic creations in local and international peer-reviewed journals and conferences.	<p>Offer workshops and conferences on research techniques, proposal writing, and research publication.</p> <p>Allocate economic resources to continue the publication of the Ceiba magazine.</p> <p>Allocate financial resources so that the faculty can present their research at conferences and academic congresses.</p>	<p>Number and quality of research publications and academic creation.</p> <p>Publication of the Ceiba magazine.</p> <p>Allocation of institutional funds.</p> <p>Percentage of faculty participation in conferences and academic congresses.</p>

## Strategic Pillar 2: Student Success

### Strategic Goal 4

<b>Student Success</b> 		
<b>Goal 4: Diversify and increase university enrollment by 12%</b>		
<b>Alignment of Objectives, Activities, and Assessment Metrics</b>		
<b>Objective</b>	<b>Activities, processes, and necessary resources to achieve the objectives</b>	<b>Assessment metrics</b>
4.1 Keep sophomore retention rate at 80% or higher	<p>Keep an Institutional Coordinator for Student Retention and Success.</p> <p>Develop an institutional retention plan based on the assessment results.</p> <p>Establish early intervention plans for students with academic deficiencies.</p> <p>Strengthen programs to facilitate university life.</p> <p>Continually strengthen counseling, psychological, library, assistive technology, and student support services using assessment data.</p> <p>Request the Central Administration, according to the need and budget availability, the granting of the required faculty positions.</p> <p>Develop infrastructure projects and renovation of the physical environment of the institution to enhance the college experience on campus.</p> <p>Develop strategies and establish effective policies to address students' academic deficiencies (tutoring, preparatory courses, guidance, mentoring, among others.)</p>	<p>Appointment of the coordinator.</p> <p>Student retention rates.</p> <p>Institutional Retention Plan developed.</p> <p>Effectiveness of the Student Success Prediction Module.</p> <p>Student Services Assessment Reports.</p> <p>Amount and assessment of student support programs.</p>

## Student Success



### Goal 4: Diversify and increase university enrollment by 12%

#### Alignment of Objectives, Activities, and Assessment Metrics

Objective	Activities, processes, and necessary resources to achieve the objectives	Assessment metrics
<p>4.2 Maintain the graduation rate at 40% or higher.</p>	<p>Strengthen the academic counseling process (assign student mentors from the beginning of the study plan).</p> <p>Monitor high-risk courses every six months (by the percentage of withdrawals and failures), the academic average and the credits completed by the students, according to the curricular sequence of each program.</p> <p>Establish study plans so that in or before the summer of the first year the student completes 30 credits based on the theoretical framework of 15 to finish.</p> <p>Develop early intervention plans for students who are behind in their study plans.</p>	<p>Graduation rates.</p> <p>Reports of the departments with academic programs.</p> <p>Learning assessment results.</p> <p>Effectiveness of the Student Success Prediction Module.</p> <p>Exit survey candidates for graduation.</p>
<p>4.3 Strengthen student support services (counseling, psychological services, library, registration, medical services, admissions, financial aid, academic affairs, student affairs, collections, extracurricular activities, technological assistance, quality of life, and others).</p>	<p>Establish policies of total quality of the client in the student services offices.</p> <p>Appoint additional personnel and the necessary resources so that these offices offer an excellent service.</p> <p>Maintain a continuous assessment process to strengthen services, according to the needs of the student population.</p>	<p>Degree of student satisfaction, according to the evaluation of services.</p> <p>Exit survey for graduation candidates.</p> <p>Total teaching places granted, according to service needs.</p>

## Student Success



### Goal 4: Diversify and increase university enrollment by 12%

#### Alignment of Objectives, Activities, and Assessment Metrics

Objective	Activities, processes, and necessary resources to achieve the objectives	Assessment metrics
<p>4.4 Promote the university as an accessible and inclusive place.</p>	<p>Hire suitable human resources to serve the student population with functional diversity.</p> <p>Provide adequate technological infrastructure, location of spaces and physical accessibility.</p> <p>Effectively promote the availability of resources and reasonable accommodations for students with functional diversity.</p> <p>Continuously update and improve the infrastructure aimed at responding to the needs of students with functional diversity.</p> <p>Increase the number of activities in which awareness of diversity is promoted for all sectors of the university community.</p>	<p>Satisfaction survey.</p> <p>Exit survey for graduation candidates.</p> <p>Assessment of services for students with functional diversity.</p> <p>Inventory of reasonable accommodations and retention and graduation rates of students who qualify for it.</p>
<p>4.5 Increase the number of new students.</p>	<p>Implementation of the rolling admission process.</p> <p>Strengthen recruitment processes in public and private schools at the national and international level.</p> <p>Develop a specialized marketing plan for Spanish-speaking populations in the United States and Latin America, as well as to attract non-traditional students.</p> <p>Meet the requirements to sign an affiliation agreement State Authorization Reciprocity Agreements (SARA).</p>	<p>Number of newly enrolled students.</p> <p>Marketing plan developed.</p> <p>Percentage of students from Spanish-speaking populations in the United States and Latin America and non-traditional students enrolled.</p> <p>Compliance with the requirements and signed affiliation agreement.</p>

## Strategic Goal 5

### Student Success



## GOAL 5: Innovatively and effectively meet the students' learning needs

### Alignment of Objectives, Activities, and Assessment Metrics

Objective	Activities, processes, and necessary resources to achieve the objectives	Assessment metrics
<p>5.1 Develop a culture of diversity in teaching and learning processes.</p>	<p>Establish an institutional protocol for the identification of learning needs and corrective actions.</p> <p>Incorporate Universal Design for Learning into courses.</p> <p>Provide open access to information resources in different formats.</p> <p>Appoint mentors and student tutors for individualized help in more complex courses.</p> <p>Establish institutional policies to diversify the means of evaluation, emphasizing active or experiential learning.</p> <p>Use electronic portfolios as a means to evidence the student's professional training from the beginning of their study plan.</p> <p>Establish the Learning Skills Center to develop learning skills.</p>	<p>Institutional protocol.</p> <p>Number of courses that incorporate universal design.</p> <p>Appointment of mentors and student tutors.</p> <p>Institutional Student Assessment Policy.</p> <p>Assessment of learning.</p> <p>Faculty and student satisfaction surveys.</p> <p>Operation of the Learning Skills Center.</p>

## Student Success



### GOAL 5: Innovatively and effectively meet the students' learning needs

#### Alignment of Objectives, Activities, and Assessment Metrics

Objective	Activities, processes, and necessary resources to achieve the objectives	Assessment metrics
5.2 Train faculty in innovative teaching methodologies such as active, inverted, personalized learning, and in strategies for evaluating and differentiating teaching.	<p>Create short courses (micro learning) to address specific needs in pedagogy, new teaching methodologies, differentiated instruction, and reasonable accommodation that includes a phase for new professors and another phase of continuing education for faculty.</p> <p>Create a bank of uniform instruments for the assessment of student learning (rubrics, tests, exercises, and others).</p>	<p>Percentage of participation of new and existing faculty in short courses.</p> <p>Offer of courses in innovative teaching methodologies.</p> <p>Assessment of learning.</p> <p>Satisfaction surveys with the short courses and the instrument bank.</p>
5.3 Train students in independent study skills.	<p>Strengthen the study plan for adaptation to university life that includes a preparatory phase in its training process (seminars).</p> <p>Create short courses and educational content to improve digital and study skills.</p> <p>Establish alliances with Puerto Rico's Department of Education, specifically with specialized schools.</p>	<p>Study Plan.</p> <p>Number of courses created.</p> <p>Degree of satisfaction with the short courses.</p> <p>Effectiveness of established alliances.</p>



## Strategic Goal 6

### Student Success



## GOAL 6: Promote a collage environment that stimulates student satisfaction and their sense of belonging to the university

### Alignment of Objectives, Activities, and Assessment Metrics

Objective	Activities, processes, and necessary resources to achieve the objectives	Assessment metrics
<p>6.1 Increase the level of satisfaction of the university experience.</p>	<p>Strengthen support services for student associations.</p>	<p>Retention and graduation rates.</p> <p>Number of activities, assessment, and participation of the student community.</p> <p>Exit survey candidates for graduation.</p> <p>Number of dining options.</p> <p>Store established.</p> <p>Offer of online, hybrid, evening, and Saturday courses.</p> <p>Memberships in student associations.</p> <p>Satisfaction surveys with support resources.</p> <p>Number of students served at night and in virtual format.</p>

## Student Success



### GOAL 6: Promote a collage environment that stimulates student satisfaction and their sense of belonging to the university

#### Alignment of Objectives, Activities, and Assessment Metrics

Objective	Activities, processes, and necessary resources to achieve the objectives	Assessment metrics
6.2 Fortalecer la participación estudiantil en el desarrollo de actividades comunitarias.	<p>Create and implement a social responsibility policy in which academic programs require the participation of students in community service activities in compliance with the 2014-2015 Certification 12 (GB).</p> <p>Encourage active participation of staff and students in community service programs.</p> <p>Establish alliances with non-profit organizations.</p>	<p>Implementation of social responsibility policy.</p> <p>Number of activities and impact of community services.</p> <p>Total number of non-profit organizations that participate in community activities.</p>
6.3 Renew the aesthetics of the university campus.	<p>Transform the physical environments of the university campus with a modern, accessible, and welcoming design.</p> <p>Complete campus improvement projects.</p> <p>Establish a reforestation plan on the university campus.</p> <p>Identify resources and schedule projects.</p>	<p>Progress and completion of projects.</p>

## Student Success



### GOAL 6: Promote a collage environment that stimulates student satisfaction and their sense of belonging to the university

#### Alignment of Objectives, Activities, and Assessment Metrics

Objective	Activities, processes, and necessary resources to achieve the objectives	Assessment metrics
6.4 Effectively link alumni with the university community.	Create an alumni organization and update the alumni database.  Establish an effective program that involves alumni in university activities and projects.	Creation of an alumni organization.  Platform update.  Work plan developed.  Performed activities.  Number of former students participating in the activities.  Number of graduates registered in the database.

**Student Success**




**GOAL 6: Promote a collage environment that stimulates student satisfaction and their sense of belonging to the university**

**Alignment of Objectives, Activities, and Assessment Metrics**

<b>Objective</b>	<b>Activities, processes, and necessary resources to achieve the objectives</b>	<b>Assessment metrics</b>
<p>6.5 Achieve a strong sense of belonging in the university community.</p>	<p>Establish a uniform policy for the use of the UPR Ponce brand (letters, press releases, logo design, slogans, and mascot).</p> <p>Encourage the participation of the university community in academic and extracurricular activities: cultural, sports, artistic, and social of the institution.</p> <p>Raise awareness in the university community about the mission, goals, and values of UPR-Ponce.</p> <p>Strengthen communication and dialogue processes with students</p> <p>Promote a safe environment in the university community.</p> <p>Design and carry out a campaign to foster pride in the alma mater and promote a affective bond with the institution.</p> <p>Promote the participation of the university community in the work committees and representative forums of the University.</p> <p>Institutionalize the intonation of UPR Ponce anthem in the official activities of the university.</p>	<p>Policy for the use of the UPR Ponce brand.</p> <p>Number of extracurricular activities.</p> <p>Satisfaction surveys.</p> <p>Retention and graduation rates.</p> <p>Annual Disclosure Report on Criminal Incidents.</p> <p>Student participation in forums and work committees.</p> <p>Presentation of the UPR Ponce anthem in official activities.</p>

# Strategic Pillar 3: Sustainability and Resilience

## Strategic Goal 7

<b>Sustainability and Resilience</b> 		
<b>GOAL 7: Increase the proportion of external funds to complement the institution’s general budget</b>		
<b>Alignment of Objectives, Activities, and Assessment Metrics</b>		
<b>Objective</b>	<b>Activities, processes, and necessary resources to achieve the objectives</b>	<b>Assessment metrics</b>
<p>7.1 Increase the generation of funds through proposals and services to the community.</p>	<p>Stimulate the writing of proposals that generate external funds.                      Develop ancillary businesses that produce income.                      Promote the lease of physical facilities (theater, basketball court, rooms).                      Identify and promote the offer of professional services to private and governmental institutions.                      Offer intramural internships that generate funds.                      Implementation of projects through the Smart Hub to generate funds.</p>	<p>Funds from proposals.                      Funds from auxiliary companies.                      Development of the auxiliary companies, Learning Skills Center and the Center for Rehabilitation, and Integrated Services (CRIS).                      Funds from leasing.                      Funds from professional services.                      Funds from intramural practices.</p>

## Sustainability and Resilience



### GOAL 7: Increase the proportion of external funds to complement the institution's general budget

#### Alignment of Objectives, Activities, and Assessment Metrics

Objective	Activities, processes, and necessary resources to achieve the objectives	Assessment metrics
7.2 Maximize the Division of Continuing Education and Professional Studies academic offer.	<p>Establish alliances with the Boards Examiners ascribed to the Department of State to offer continuing education courses and reviews for obtaining professional licenses and certifications.</p> <p>Expand the offer of short courses of interest in the academic, professional, and cultural fields.</p> <p>Increase the number of courses offered through the Evening University (EU).</p> <p>Increase the offer of courses for high school students through the Ascende Program.</p>	Number of courses, registration and funds obtained by Division of Continuing Education and Professional Studies.

## Sustainability and Resilience



### GOAL 7: Increase the proportion of external funds to complement the institution's general budget

#### Alignment of Objectives, Activities, and Assessment Metrics

Objective	Activities, processes, and necessary resources to achieve the objectives	Assessment metrics
<p>7.3 Significantly increase fund generation through philanthropy.</p>	<p>Establish and promote an effective philanthropic program using the UPR Ponce brand.</p> <p>Structure and monitor the annual alumni campaign, major donations, legacies, and special events.</p> <p>Maintain a structured program for private fundraising and generation of new sources of income for the Endowment Fund.</p> <p>Strengthen the administrative and service infrastructures to cultivate philanthropy towards the university.</p> <p>Develop strategies to establish and maintain channels of communication with students, alumni, and friends of the institution.</p> <p>Strengthen the legal infrastructure to support philanthropy.</p>	<p>Funds obtained through philanthropy.</p>
<p>7.4 Strengthen the Office of External Resources and the administrative and support services for the management of proposals that generate external funds.</p>	<p>Strengthening of human resources by hiring the necessary personnel to manage new projects to generate their own income.</p> <p>Strategic redistribution of human resource tasks to improve efficiency and obtain results on time, according to the Research Management Plan for Subsidized Projects.</p>	<p>External income generated.</p> <p>Appointment of personnel.</p> <p>Compliance with the Research Management Plan of Projects Subsidized.</p>

## Strategic Goal 8

### Sustainability and Resilience



## GOAL 8: Improve infrastructure and foster operational resilience

### Alignment of Objectives, Activities, and Assessment Metrics

Objective	Activities, processes, and necessary resources to achieve the objectives	Assessment metrics
<p>8.1 Implement a five-year plan for infrastructure projects and capital improvements</p>	<p>Appoint a special committee to promote the effective planning and execution of capital improvement projects.</p> <p>Update the report on capital improvements and projection of new infrastructure required.</p> <p>Request and manage the required funds.</p> <p>Complete the auction, award, and construction processes.</p>	<p>Acting special committee.</p> <p>Assessment of the results of improvement projects.</p> <p>Updated study of capital improvements.</p> <p>Stages of execution of infrastructure works.</p>
<p>8.2 Develop and implement a five-year maintenance plan.</p>	<p>Appoint a special committee to promote the effective planning and execution of maintenance projects.</p> <p>Update the required infrastructure maintenance report.</p> <p>Request and manage the necessary funds.</p> <p>Complete the auction, award, and construction processes.</p>	<p>Acting special committee.</p> <p>Assessment of the results of maintenance projects.</p> <p>Updated study of maintenance needs.</p> <p>Execution stages of maintenance works.</p>



## Sustainability and Resilience



### GOAL 8: Improve infrastructure and foster operational resilience

#### Alignment of Objectives, Activities, and Assessment Metrics

Objective	Activities, processes, and necessary resources to achieve the objectives	Assessment metrics
<p>8.3 Increase the allocation and distribution of funds for infrastructure projects and permanent improvements.</p>	<p>Submit and process proposals for infrastructure and permanent improvements to the Central Administration.</p> <p>Identify and effectively allocate the budget items that are necessary for infrastructure proposals and permanent improvements.</p> <p>Promote the use of external funds to strengthen the physical and technological infrastructure.</p>	<p>Allocation of funds for infrastructure projects.</p> <p>Stage of permanent improvement projects.</p>
<p>8.4 Promote operational resilience and reduce utility costs.</p>	<p>Submit a Request for Proposal (RFP) for the installation of a mega solar energy system.</p> <p>Implement a plan for the acquisition of an alternate water supply or reserve system.</p> <p>Include efficiency in energy consumption as a relevant criterion in the lighting and electronic equipment purchasing process.</p> <p>Make the community aware of the proper use of utilities and effectively supervise their use.</p> <p>Build the UPR Ponce Smart Hub as a resilient operations center.</p>	<p>Stages of execution in the projects of the solar energy mega-system and the water reserve system.</p> <p>Capacity for the resilience of solar energy and water reserve systems.</p> <p>Reduced utility costs.</p> <p>Effectiveness of the UPR Ponce Smart Hub project as a resilient operation center.</p>

## Strategic Goal 9

### Sustainability and Resilience



### GOAL 9: Provide a greater link with the industry, the government, and the institution's interest groups

#### Alignment of Objectives, Activities, and Assessment Metrics

Objective	Activities, processes, and necessary resources to achieve the objectives	Assessment metrics
<p>9.1 Increase the number of affiliations with organizations relevant to the institution.</p>	<p>Promote the affiliation of members of the university community with professional, educational, and community organizations.</p> <p>Increase the number of national and international alliances and affiliations at the institutional level.</p>	<p>Number of institutional affiliations and alliances.</p>
<p>9.2 Strengthen the relevance and link of the University with the community.</p>	<p>Promote students and employees participation in community service projects, including activities focused on environmental conservation.</p> <p>Expand the resources of the Admissions Office to improve the positioning of UPR Ponce as a university of excellence.</p> <p>Promote the development of collaborative projects with industry, government and other interest groups.</p> <p>Effectively disclose the achievements of the institution in the media.</p> <p>Promote the celebration of activities of community interest on the university campus.</p>	<p>Participation in community service projects.</p> <p>Participation in collaborative projects.</p> <p>Satisfaction degree with community service and collaborative projects.</p> <p>Total of publications in the media.</p> <p>Quantity and impact of activities of community interest held on the university campus.</p>

## Sustainability and Resilience




### GOAL 9: Provide a greater link with the industry, the government, and the institution's interest groups

#### Alignment of Objectives, Activities, and Assessment Metrics

Objective	Activities, processes, and necessary resources to achieve the objectives	Assessment metrics
<p>9.3 Strengthen the bond with university alumni.</p>	<p>Provide the necessary resources for the operation of the Alumni Office.</p> <p>Keep the alumni database up to date.</p> <p>Increase the number of activities aimed at alumni.</p> <p>Establish an effective alumni relations program.</p> <p>Involve alumni in university activities and projects.</p> <p>Develop courses for lifelong learning for continuous improvement.</p> <p>Create an association of UPR Ponce alumni.</p>	<p>Approval of human resources, physical, and economic.</p> <p>Updating of the alumni database.</p> <p>Number of activities for graduates.</p> <p>Offer of courses for lifelong learning.</p> <p>Degree of satisfaction with the offer of courses for lifelong learning.</p> <p>Total members of the UPR Ponce alumni association.</p>
<p>9.4 Maximize the presence, promotion, and dissemination of information of the institution on digital platforms.</p>	<p>Continuously update the institutional website and official accounts on social networks.</p>	<p>Frequency in the use of the platforms.</p> <p>Total updates and announcements published.</p>

## Strategic Pillar 4: Technology and Administration

### Strategic Goal 10

<b>Technology and Administration</b> 		
<b>GOAL 10: Maximize the potential of human resources in the institution</b>		
<b>Alignment of Objectives, Activities, and Assessment Metrics</b>		
Objectives	Activities, processes, and necessary resources to achieve the objectives	Assessment metrics
<p>10.1 Have the necessary personnel for the fulfillment of the institution's objectives and goals.</p>	<p>Implement a human resources plan that encourages the recruitment of employees who have the academic, technical skills, and administrative capacity necessary for the fulfillment of the institution's objectives and goals.</p> <p>Request to the Central Administration, according to need and budget availability, the granting of non-faculty positions required in each deanship.</p>	<p>Human resources plan for recruitment.</p> <p>Percentage of approved non-faculty positions.</p> <p>Increased ratio of full-time versus part-time faculty.</p>
<p>10.2 Promote the continuous improvement of the institution's human resources.</p>	<p>Establish continuous professional improvement programs for faculty and non-faculty staff to promote quality and institutional excellence in academic and administrative processes.</p> <p>Promote the improvement of the processes of supervision, evaluation, motivation, and productivity of the personnel, offering continuous training to the institution's management.</p>	<p>Quantity and impact of professional improvement activities.</p> <p>Departments and offices' annual reports.</p> <p>Staff performance evaluations.</p>
<p>10.3 Evaluate the achievements and contributions of the institution's human resources.</p>	<p>Recognize the contributions of faculty and non-faculty staff in favor of academic and administrative excellence.</p>	<p>Awards granted.</p> <p>Satisfaction surveys.</p>

## Technology and Administration



### GOAL 10: Maximize the potential of human resources in the institution

#### Alignment of Objectives, Activities, and Assessment Metrics

Objectives	Activities, processes, and necessary resources to achieve the objectives	Assessment metrics
10.4 Strengthen the processes of dialogue and participation of human resources in the fulfillment of institutional objectives.	<p>Promote an environment of dialogue and respect that allows freedom in decision-making, the development of innovative ideas and the expression of faculty and non-faculty staff, complying with university governance (e.g. discussions and meetings with the administration, among others).</p> <p>Disseminate and promote compliance with the mission, goals, processes, and strategic plans of the institution at all levels.</p>	<p>Satisfaction surveys.</p> <p>Dialogue activities carried out.</p> <p>Dissemination of the mission and goals of UPR Ponce.</p>

## Strategic Goal 11

### Technology and Administration



## GOAL 11: Promote the continuous improvement of academic and administrative operations

### Alignment of Objectives, Activities, and Assessment Metrics

Objectives	Activities, processes, and necessary resources to achieve the objectives	Assessment metrics
11.1 Reduce bureaucracy in administrative and academic processes.	<p>Develop policies of effectiveness, agility, and expiration of terms in the academic and administrative processes of the institution.</p> <p>Establish a policy of reduction and simplification of documents and processes in administrative and academic procedures.</p> <p>Implement digitized processes.</p>	<p>Degree of satisfaction of staff and users with administrative and academic processes.</p> <p>Established policy for the reduction of documents and processes.</p> <p>Number of reviewed processes to reduce bureaucracy.</p>

## Technology and Administration



### GOAL 11: Promote the continuous improvement of academic and administrative operations

#### Alignment of Objectives, Activities, and Assessment Metrics

Objectives	Activities, processes, and necessary resources to achieve the objectives	Assessment metrics
<p>11.2 Keep an institutional planning and continuous assessment culture.</p>	<p>Review and strengthen the planning and assessment processes.</p> <p>Review the budget process aligned with the Annual Operational Plan.</p> <p>Use the assessment results in the planning processes in compliance with professional and institutional accreditation standards.</p> <p>Annually document the decision-making process based on the institutional assessment.</p> <p>Annually document the Executive Committee for Institutional Renewal (ECIR) use of the assessment results and decision-making.</p> <p>Review and update the mission, vision, goals and profile of UPR Ponce graduates to temper them to the changes that the university faces and its constituents' needs.</p>	<p>Use of assessment results in the Annual Operation Plan.</p> <p>Number of current and updated operational and strategic plans.</p> <p>Updating of the mission, vision, goals, and UPR Ponce graduates' profile.</p> <p>Effectiveness of the actions taken by the ECIR.</p>
<p>11.3 Establish strategic plans at the institutional and departmental level every five years.</p>	<p>Appoint during the second semester of the third year of each cycle a multisectoral committee for the drafting of an institutional strategic plan.</p> <p>Require each department to develop a strategic plan aligned to the institutional plan.</p>	<p>Approval and implementation of strategic plans at the institutional and departmental level.</p> <p>Institutional assessment.</p>

## Technology and Administration



### GOAL 11: Promote the continuous improvement of academic and administrative operations

#### Alignment of Objectives, Activities, and Assessment Metrics

Objectives	Activities, processes, and necessary resources to achieve the objectives	Assessment metrics
11.4 Link the budget allocation with the strategic plan, mission and vision of UPR Ponce and the UPR system.	<p>Align the operational, strategic, and budgetary plans of each department to the UPR Ponce's Strategic Plan.</p> <p>Align UPR Ponce's strategic plans with the UPR's systemic plan.</p> <p>Convene, at least twice a semester, the Executive Committee for Institutional Renewal (ECIR) to ensure the proper drafting of the budget and its link with the institution's strategic plan.</p>	<p>Reports submitted by the ECIR.</p> <p>Institutional assessment report.</p> <p>Link between the budget and the institutional strategic plan.</p> <p>Compliance with the strategic plan.</p>



## Strategic Goal 12

### Technology and Administration



## GOAL 12: Use emerging technological resources to maximize the institution's operational efficiency

### Alignment of objectives, Activities, and Assessment Metrics

Objectives	Activities, processes, and necessary resources to achieve the objectives	Assessment metrics
<p>12.1 Improve the infrastructure and technological services necessary to strengthen the academic and administrative processes of the institution.</p>	<p>Create and implement a plan for capital improvements in the technological infrastructure of the institution.</p> <p>Install WIFI technology with 100% coverage on campus.</p> <p>Acquire the necessary equipment and programs.</p>	<p>Equipment inventory and virtualization programs.</p> <p>Number of virtual processes available at each deanship.</p> <p>User satisfaction surveys.</p>
<p>12.2 Incorporate the use of virtual procedures in the administrative operation.</p>	<p>Create and implement a plan for the acquisition of technological resources that allow the visualization of administrative processes.</p> <p>Acquire the necessary equipment and programs.</p> <p>Provide and maintain updated databases that facilitate administrative processes.</p> <p>Redesign administrative processes through the use of digital and automated mechanisms.</p> <p>Develop the Strategic Plan for the Integration of Information Technologies at UPR Ponce.</p>	<p>Equipment inventory and virtualization programs.</p> <p>Number of virtual processes available at each deanship.</p> <p>Level of user satisfaction.</p> <p>Efficiency in virtual processes.</p> <p>Implementation of the Strategic Plan for the Integration of Information Technologies at UPR Ponce.</p>

## Technology and Administration



### GOAL 12: Use emerging technological resources to maximize the institution's operational efficiency

#### Alignment of objectives, Activities, and Assessment Metrics

Objectives	Activities, processes, and necessary resources to achieve the objectives	Assessment metrics
<p>12.3 Maximize the useful life of the institution's technological equipment.</p>	<p>Update the inventory of technological equipment.</p> <p>Create and implement a maintenance plan for technological resources.</p> <p>Implement policies for the use and protection of installed equipment.</p>	<p>Equipment inventory in optimal conditions of use.</p> <p>Implementation of the maintenance plan.</p> <p>Implementation of policies for the use and protection of equipment.</p>
<p>12.4 Ensure compliance with regulations on the storage, handling, and protection of digital information.</p>	<p>Develop and implement policies and regulations for the storage, handling and protection of digital information.</p> <p>Train the institution's personnel in the regulatory and ethical aspects of the use of information systems.</p>	<p>Compliance with established regulations and policies.</p> <p>Audit results.</p> <p>Number of training sessions and participants.</p> <p>Assessment of the Office of Information Systems (OIS) in the use of technology at the institutional level.</p>
<p>12.5 Have personnel trained in the use of digital and technological processes.</p>	<p>Request to the Central Administration, According to need and budget availability, the hiring of the required personnel.</p> <p>Offer training in the use of digital administrative resources.</p>	<p>Number of employees hired.</p> <p>Total training and certifications obtained.</p>

## **UPR Ponce 2026 Vision Strategic Plan Implementation Process**

After the UPR Ponce 2026 Vision Strategic Plan is approved by the Administrative Board, it will be up to each of the deanships, departments, and administrative offices to ensure that their operational and strategic plans are aligned with the pillars and goals of this plan. The provided assessment metrics must be incorporated as indicators of success in the operational plans of each administrative unit. Likewise, the institution's budget must be distributed considering the identified strategic priorities.

For the Strategic Plan to be implemented effectively, it is essential that the university community has the opportunity to review it, discuss it in the respective academic or administrative areas, and participate collaboratively in its execution. The University of Puerto Rico at Ponce belongs to everybody!

### **Special gratitude**

The Steering Committee for the Creation of the Strategic Plan Vision UPR Ponce 2026 thanks all sectors of the university community that participated in the consultation processes by contributing innovative ideas that led to a better creation of this important document.

## Summary of Strategic Plan's Pillars and Goals

### Strategic Pillar 1: **Excellency and Academic Innovation**

<b>GOAL 1</b>	Guarantee the continuity of excellent teaching in recognized and accredited programs
<b>GOAL 2</b>	Offer innovative and relevant academic programs focused on the needs of the main constituents of the institution and society
<b>GOAL 3</b>	Encourage research and academic creation

### Strategic Pillar 2: **Student Success**

<b>GOAL 4</b>	Diversify and increase university enrollment by 12%
<b>GOAL 5</b>	Innovatively and effectively meet the students' learning needs
<b>GOAL 6</b>	Promote a collage environment that stimulates student satisfaction and their sense of belonging to the university

### Strategic Pillar 3: **Sustainability and Resilience**

<b>GOAL 7</b>	Increase the proportion of external funds to complement the institution's general budget
<b>GOAL 8</b>	Improve infrastructure and foster operational resilience
<b>GOAL 9</b>	Provide a greater link with industry, the government, and the institution's interest groups

### Strategic Pillar 4: **Technology and Administration**

<b>GOAL 10</b>	Maximize the potential of human resources in the institution
<b>GOAL 11</b>	Promote the continuous improvement of academic and administrative operations
<b>GOAL 12</b>	Use emerging technological resources to maximize the institution's operational efficiency