Strategic Plan 2012-2017
University of Puerto Rico at Utuado
Message from the Chancellor

Considering all university sectors we have successfully developed this Strategic Plan 2012-2017. Planning is an important and significant process within any organization. The strategic goals and objectives set out in this document consider the immediate and future development of this beautiful campus located in the central rural area.

With this document as a guide we can coordinate our efforts to continue positioning this campus in the mountainous region and in the world. Certainly strategic planning and assessment should be an integral part of university life; we invite the whole community to use this document as a guide in planning their daily activities.

The achievement of our vision and the accomplishment of our mission are aligned with this guide. With the purpose of enhancing the profession of teaching, the spirit of belonging to our alma mater, and continue improving the quality of life of our country, we begin this new phase with this new strategic plan as we focus in the accomplishment of our goals.

Dra. Yanaira Vázquez Cruz
Chancellor
Members Strategic Planning
Institutional Committee 2011-12

Members beginning January 2012

1. Dr. Yanaira Vázquez, Chancellor
2. Dr. Javier Lugo, Committee Coordinator—Planning and Institutional Research Director
3. Prof. Jorge Torres, Natural Science Department Director
4. Prof. Catalina Soto, Librarian—Learning Resources Center
5. Dr. Yaniria Sánchez, Professor—Agricultural Technology and Natural Sciences Departments
6. Dr. Pedro Cartagena, Professor—Business Administration and Office Systems Department
7. Dr. Marisol Dávila, Professor—Agricultural Technology Department

Members from August to December 2011

1. Prof. Eladio González, Acting Chancellor
2. Dr. Eneida Rodríguez, Academic Affairs Acting Dean
3. Dr. Luis Tapia, Administrative Affairs Acting Dean
4. Prof. Silma Maldonado, Student Affairs Acting Dean
5. Prof. Osvaldo Lamboy, Academic Affairs Assistant Dean
6. Prof. Regina Oquendo, Learning Resources Center Director
7. Dr. Javier Lugo, Institutional Assessment Coordinator
8. Dr. Yaniria Sánchez, Professor—Agricultural Technology and Natural Sciences Departments
9. Prof. Carolyn Mercado, Counselor
10. Prof. Nahir Vélez, Counselor
11. Prof. Héctor Reyes, Planning and Institutional Research Director
12. Prof. Gelsy Colón, Division of Continuing Education Director
13. Miss Luz Martínez, Finance Director
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Development of the Strategic Plan 2012-2017

In May 2011 the Acting Chancellor, Professor Eladio González, designated the Strategic Planning Institutional Committee establishing three objectives: (1) revise the Institutional Mission and Vision, (2) revise and assess the Strategic Plan 2006-2011, and (3) develop the new Strategic Plan 2012-2017. During the first working stage, a comprehensive analysis of the new institutional reality was performed. As a result, the mission and vision were revised.

Simultaneously, the Strategic Planning Assessment Committee 2006-2011 analyzed the information gathered through the Middle States 2005-2010 Self Study, interviews with the administrative personnel, and several reports from the Middle States Commission on Higher Education Evaluation Team. Based on this analysis, the institutional needs that would be addressed in the new strategic plan were identified in order to ensure compliance with the revised institutional mission and vision.

Since December of 2011, after the appointment of Chancellor Dr. Yanaira Vázquez, the Institutional Strategic Planning Committee has monitored the drafting of the new Strategic Plan 2012-2017. During this stage of the process, the new mission and vision statements were presented to the community and the impressions were considered. Based in the revised institutional mission and vision and the institutional needs identified through assessment, UPR-Utuado identified five strategic priority areas that define the path to our success.

Following is the new institutional mission and vision and the five strategic priority areas. These priority areas will be carefully discussed throughout the plan.
Mission

The mission of the University of Puerto Rico at Utuado is to provide higher education at the undergraduate level, mainly to the rural community comprised by the municipality of Utuado and surrounding towns. The University serves the agricultural, economic and socio-cultural needs of the region through various academic offerings and competitive research and creative programs.

Vision

The University of Puerto Rico at Utuado will be the first option among other higher education institutions of the central region of Puerto Rico. UPR-Utuado will be the leader among other higher education institutions of the region in academic excellence, research and creation.
Strategic Priority Areas

1. Institutional Image
2. Stimulating Learning Environment involved with the community
3. Social Responsibility
4. Nontraditional Students
5. Growth and institutional effectiveness: Key components for success

Annually each deanship, department or service office will establish its own operational objectives and work schedule aligned with the identified goals and budget. These operational plans will be assessed annually to determine the progress of the strategic plan and effective compliance with the institutional mission.
# Strategic Goals Alignment with Institutional Needs, Mission, and Systemic Strategic Plan Ten for the Decade (10 x 10)

<table>
<thead>
<tr>
<th>Areas of Strategic Priority</th>
<th>Institutional Needs</th>
<th>Mission</th>
<th>10 x 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. <strong>Institutional Image</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1 Create an adaptation to university life program.</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>1.2 Strengthen and facilitate enrollment processes, financial aid opportunities, counseling, and academic advising.</td>
<td>X</td>
<td>X</td>
<td>Support</td>
</tr>
<tr>
<td>1.3 Improve the academic experience of students during their first week of class (meeting of first courses, syllabi discussions, facilitate acquisition of textbooks, etc.).</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>1.4 Establish a tutorial and mentoring program in order to improve the quality of the academic process aimed at achieving the goals of the students.</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>1.5 Develop learning communities.</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>1.6 Enhance the sense of pride and belonging to the institution.</td>
<td>X</td>
<td></td>
<td>Support</td>
</tr>
</tbody>
</table>
### Areas of Strategic Priority

<table>
<thead>
<tr>
<th></th>
<th>Institutional Needs</th>
<th>Mission</th>
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</tr>
</thead>
<tbody>
<tr>
<td>1.7</td>
<td>Increase extracurricular activities offered to students (among them cultural activities, student organizations, and athletic activities).</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>1.8</td>
<td>Strengthen access to information networks and increase wireless communication spaces.</td>
<td>X</td>
<td>Support</td>
</tr>
<tr>
<td>1.9</td>
<td>Improve university community safety.</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>1.10</td>
<td>Strengthen the athletic program.</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>

#### 2 Stimulating Learning Environment Involved with the Community

<table>
<thead>
<tr>
<th></th>
<th>Institutional Needs</th>
<th>Mission</th>
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</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Align and renew the curricula according to new industry technologies and current strategies.</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>2.2</td>
<td>Venture into areas with emphasis on Global Education through internships, student exchanges, and professional practices.</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>2.3</td>
<td>Strengthen the learning labs.</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>2.4</td>
<td>Maximize the use of the farm by establishing student associations and business development.</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>2.5</td>
<td>Develop new community services and strengthen existing ones, with the integration of the university community, particularly students. These services should emphasize sustainability, recreation, and school sponsoring.</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
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*5*
### Areas of Strategic Priority

<table>
<thead>
<tr>
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</table>

#### 3 Social Responsibility

<table>
<thead>
<tr>
<th>3.1</th>
<th>Promote research by creating interdisciplinary working teams fostering faculty collaboration with other institutions. (Objectives should include: (1) establish and promote certifications that provide incentives to researchers, (2) review administrative processes according to research needs.)</th>
<th>X</th>
<th>X</th>
<th>X</th>
<th>X</th>
<th>X</th>
<th>X</th>
<th>X</th>
<th>X</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.2</td>
<td>Increase the participation of teachers and students in scientific and professional conferences to enrich their knowledge with scientific exchange among peers.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>3.3</td>
<td>Strengthen the job placement services.</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### 4 Nontraditional Students

| 4.1 | Develop distance learning programs based on needs and demands and thus encourage new courses and programs. | X | X | | X | | | |

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*Strategic Plan 2012-2017*

*University of Puerto Rico at Utuado*
## Areas of Strategic Priority

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<tbody>
<tr>
<td><strong>Institutional Needs</strong></td>
</tr>
<tr>
<td>4.2 Establish evening and sabbatine programs to meet the needs and offer services to nontraditional students. This program will provide the opportunity to study and improve professionally to those students who work and do not have access to regular schedules on the campuses.</td>
</tr>
<tr>
<td>4.3 Strengthen the continuing education program. (Objectives should be focused in obtaining accreditation of continuing education programs and professional development.)</td>
</tr>
<tr>
<td>4.4 Expand services for the children of students.</td>
</tr>
</tbody>
</table>

## Growth and Institutional Effectiveness: Key Components of Success

<table>
<thead>
<tr>
<th>5 Growth and Institutional Effectiveness: Key Components of Success</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>5.1 Develop an Enrollment Management Plan</strong> according to quantitative and qualitative results that emphasizes on recruitment and retention problems.</td>
</tr>
<tr>
<td><strong>5.2 Strengthen communication between universities and public schools in order for students of all educational levels can perceive the careers of the University of Puerto Rico at Utuado as real alternatives to achieving their goals.</strong></td>
</tr>
<tr>
<td>Areas of Strategic Priority</td>
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<tr>
<td>----------------------------</td>
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<tr>
<td>5.3</td>
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<tr>
<td>5.9</td>
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<tr>
<td>5.10</td>
</tr>
</tbody>
</table>
Areas of Strategic Priority

1. Institutional Image

The professional image of an institution of higher education is mainly determined by the good academic attitudes of their students. Studies have shown that the first impression that a freshman student receives of the institutional image, particularly during the first weeks and the first academic year, is crucial to foment an academic engagement and good learning habits. The UPR-Utuado will strengthen its institutional image with a challenging and professional first year experience.

During the next five years the institutional image will be strengthened with the compliance of the following ten strategic goals:

1.1. Create an adaptation to university life program.

1.2. Strengthen and facilitate enrollment processes, financial aid opportunities, counseling, and academic advising.

1.3. Improve the academic experience of students during their first week of class (meeting of first courses, syllabi discussions, facilitate acquisition of textbooks, etc.).

1.4. Establish a tutorial and mentoring program in order to improve the quality of the academic process aimed at achieving the goals of the students.

1.5. Develop learning communities.

1.6. Enhance the sense of pride and belonging to the institution.

1.7. Increase extracurricular activities offered to students (among them cultural activities, student organizations, and athletic activities).

1.8. Strengthen access to information networks and increase wireless communication spaces.

1.9. Improve university community safety.

1.10. Strengthen the athletic program.
2. Stimulating Learning Environment
Involved with the Community

All effective learning process should be challenging, inspiring, and with a practical sense of service. UPR-Utuado’s priorities include fostering a stimulating learning environment that extends beyond the classroom. The institution will seek to complement its excellent academic component integrating student participation in community service.

During the next five years the institution’s stimulating learning environment involved with the community will be strengthened with the compliance of the following ten strategic goals:

2.1. Align and renew the curricula according to new industry technologies and current strategies.

2.2. Venture into areas with emphasis on Global Education through internships, student exchanges, and professional practices.

2.3. Strengthen the learning labs.

2.4. Maximize the use of the farm by establishing student associations and business development.

2.5. Develop new community services and strengthen existing ones, with the integration of the university community, particularly students. These services should emphasize sustainability, recreation and school sponsoring.
3. Social Responsibility

As a fundamental part of the institutional mission, the UPR-Utuado has a social responsibility of meeting agricultural, economic, and socio-cultural needs of the central rural region of Puerto Rico. The University will address this component of its mission by strengthening the research and development programs, as well as the job placement programs.

During the next five years the social responsibility of the institution will be strengthened with the compliance of the following three strategic goals:

3.1. Promote research by creating interdisciplinary working teams fostering faculty collaboration with other institutions. (Objectives should include: (1) establish and promote certifications that provide incentives to researchers, (2) review administrative processes according to research needs.)

3.2. Increase the participation of teachers and students in scientific and professional conferences to enrich their knowledge with scientific exchange among peers.

3.3. Strengthen the job placement services.
4. Nontraditional Students

The current socio-economic reality is demanding higher education services to persons over 25 who are influenced by external factors not experienced by traditional students. As an institution of higher education, leader in the region, the UPR-Utuado will meet this need by establishing an academic program for nontraditional students. This program will be recognized for its academic excellence and sensitivity to consider the needs of nontraditional students of the region.

During the next five years attention to nontraditional students will be strengthened with the compliance of the following four strategic goals:

4.1. Develop distance learning programs based on needs and demands and thus encourage new courses and programs.

4.2. Establish evening and sabbatine programs to meet the needs and offer services to nontraditional students. This program will provide the opportunity to study and improve professionally to those students who work and do not have access to regular schedules on the campuses.

4.3. Strengthen the continuing education program. (Objectives should be focused in obtaining accreditation of continuing education programs and professional development.)

4.4. Expand services for the children of students.
5. **Growth and Institutional Effectiveness:**

**Key Components for Success**

The success of our strategic goals is based on both the growth of the institution, as the ability to temper the services to the needs of a larger university community. To achieve this institutional growth and success of the other areas of strategic priority, the UPR-Utuado will promote a culture of continuous improvement and commitment to compliance with the institutional mission.

During the next five years growth and institutional effectiveness will be strengthened with the compliance of the following ten strategic goals:

5.1. Develop an **Enrollment Management Plan** according to quantitative and qualitative results that emphasizes on recruitment and retention problems.

5.2. Strengthen communication between universities and public schools in order for students of all educational levels can perceive the careers of the University of Puerto Rico at Utuado as real alternatives to achieving their goals.

5.3. Establish an institutional program of university induction that assists high school students with university courses in preparation for university life.

5.4. Amplify the opportunities in administrative discussion to establish the best climate of understanding, encouraged by democratic principles.

5.5. Establish a training and professional development plan with emphasis on both workshops and training for faculty and non-teaching personnel based on assessment results.

5.6. Assess the processes of materials and equipment purchases.

5.7. Ensure the effective, responsive, and transparent use of existing and future resources.

5.8. Increase the search for external resources that will strengthen our institution based on the objectives of incentive, equity, and income growth.

5.9. Establish a plan to promote sustainability through services and structures (green campus plan that include energy, reduction in carbon traces, and recycling. Seek external funding for this purpose when possible).

5.10. Gather additional resources for the endowment fund (including strengthening alumni office).
Metrics for Continuous Assessment of the Strategic Plan

1. Metrics to assess the improvement to the Institutional Image:
   - Measure the level of "Student Engagement" in the following components: (1) level of student preparation for class, (2) student-faculty interaction, (3) sense of institutional belonging, and (4) level of participation/collaboration of students during class.
   - Level of student satisfaction with information and services provided online.
   - Level of student satisfaction with extracurricular and co-curricular activities.

2. Metrics to assess Stimulating Learning Environment involved with the community.
   - Percent of programs evaluated or accredited in accordance with the schedule established or evaluation cycle.
   - Percent of students with professional experiences.
   - Number of activities for the community.
   - Number of social projects in which students, faculty, and non-faculty employees participate.

3. Metrics to assess the social responsibility of the University:
   - Number of equivalent credit hours awarded to faculty for use in research and creative projects.
   - Number of proposals submitted and approved.
   - Number of publications and arbitrated articles.
   - Number of arbitrated conference presentations.
   - Number of creative works performed, exhibited, or published.
   - Number of agreements and alliances with other institutions that took concrete actions of staff exchanges, joint projects, and joint publications.
   - Placements rates
4. Metrics to assess satisfaction of offerings to nontraditional students:
   - Students enrolled in courses or programs in a nontraditional forms, continuing education or professional certification.

5. Metrics to assess growth and institutional effectiveness:
   - Enrollment rates
   - Retention rates
   - Graduation rates
   - Student-teacher ratio
   - Level of satisfaction of university community with services and administrative processes.
   - Percentage of services and processes evaluated or reviewed according to the itinerary or established evaluation cycle.
   - External fund rates.
   - Level of compliance in internal and external audits.
Approved by the Administrative Board on September 11, 2012
Certification No. 2012-13-03

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