University of Puerto Rico in Aguadilla

Goals and Specific Objectives of the Strategic Plan 2019–2024
Introduction

The Strategic Plan of the University of Puerto Rico in Aguadilla (UPRAg) is the management tool that guides the institutional efforts towards the fulfillment of the mission and vision that leads the university's work. Through its goals, we contribute to the cultural, environmental, social and economical development, and to improve the quality of life of the northwest region of the country. The Strategic Plan UPRAg 2019-2024 has been written taking into account the opportunities and challenges we face, and the needs of the country for the future. The Strategic Plan has been the product of a broad exercise of reflection and participation of our university community. As we have always done, and for the next five years, we will continue to form excellent professionals for the benefit of our country, especially the Northwest region.

The next five years are fundamental for the University of Puerto Rico in Aguadilla (UPRAg), we will commemorate 50 years of foundation in 2022 and during this planning cycle we will seek the reaccreditation of the Institution by the Middle States Commission on Higher Education (MSCHE). In the next few years, we will strengthen undergraduate research, retention, graduation rates, online offers, and we will give special emphasis to the pursuit for alternative sources of external funds.

To achieve these aspirations, we resort to the strategic planning that has become a fundamental piece in the success of UPRAg. Strategic planning is a necessary tool in an increasingly complex world because it allows us to make specific efforts aimed at achieving the objectives in an efficient manner and for these to be aligned with the budget projections.

This Strategic Plan aims to clearly establish short and medium-term goals, and define precisely what are the specific actions to achieve those goals. The Strategic Plan must be a real and indispensable tool in decision making and provide direction to each member of the university community. It is expected that our strengths will promote the achievement of all the components of the Strategic Plan, right in this period in which we set out to commemorate the first 50 years of UPRAg's foundation.
Mission

The Mission of the University of Puerto Rico in Aguadilla is to educate and foster in each student the skills and abilities of learning, leadership, and service that prepares them for a successful career in arts, natural sciences, business disciplines, technologies, and aeronautics and aerospace.

The mission is accomplished by serving a diverse student community and responding to the educational, economical, and social needs of the Northwest region and of the country. It also provides personalized educational services and a close student-faculty interaction. Our offer of traditional and non-traditional academic programs and alternatives encourage research, community work, and the pursuit for results to economic and social problems in the country.

Vision

The University of Puerto Rico in Aguadilla will continue to be recognized for its academic and organizational excellence, for its campus that invites the creative and collective development of ideas and the success of its graduates. Its focus will be based on its academic programs, on creating an environment of teaching, learning, and success where students develop their critical thinking, entrepreneurship, social responsibility, communication, and leadership skills. Students will experience a family and safety environment where they will be appreciated and involved with the institution.

Institutional Values

Our values direct us towards an organizational culture where the university community feels valued, respected, supported, and inspired to be successful. Institutional values are essential for achieving the goals and objectives outlined in the Strategic Plan.

- Academic excellence
- Social responsibility
- Transparency and accountability
- Integrity
- Innovation
- Respect and tolerance
- Resilience
- Value of the environmental space
Strategic Plan

• The goals outlined in the Strategic Plan 2019-2024 correspond to the work and critical issues identified by the Strategic Plan Committee, represented by the university administration, teaching and non-teaching staff, and students, who all led the review processes of the Mission and Vision of the UPR in Aguadilla and the development of Institutional Values, Goals and Objectives. The Strategic Plan integrates the results and recommendations of the latest processes and reports submitted to the Middle States Commission on Higher Education.

• The Strategic Plan 2019-2024 of the UPR-Aguadilla serves four areas of emphasis that are framed within the purposes of the Systemic Strategic Plan and the Academic-Administrative Plan of the President of the UPR. The budget projections and goals are aligned with the UPR Fiscal Plan and are designed according to the membership requirements and the seven accreditation standards of the Middle States Commission on Higher Education.

• The Strategic Plan Goals addresses the following areas of emphasis:
Academic Excellence and Student Success
Goal 1: Optimize the performance, retention, and success of our students

- **Objective 1.1**: Strengthen recruitment and retention strategies to attract the best students from the northwest region.
- **Objective 1.2**: Promote the UPR in Aguadilla as a competitive learning option for foreign students and the Puerto Rican diaspora.
- **Objective 1.3**: Identify and respond to the academic, economic, and extracurricular factors that affect the persistence and success of our students.
- **Objective 1.4**: Design and expand high-impact initiatives (core courses, internships, undergraduate research, community service, counseling, psychological services, academic counseling, social activities), considering they affect retention and graduation rates.
- **Objective 1.5**: Establish academic and service strategies with an emphasis on second-year students.
- **Objective 1.6**: Develop curriculums of 15 or more credits, accompanied by a program of student services and advisory strategies that integrate the academic components, student services, and extracurricular activities that encourage student participation and serve to achieve their goals academic.
- **Objective 1.7**: Implement remedial intervention programs for academic and student services, in order to improve the levels of low achievement in academic courses.
Goal 2: Offer and promote competitive and innovative academic programs

- **Objective 2.1:** Analyze the academic offerings and restructure them by determining their effectiveness, continuity, offer, and alignment with the interests and needs of the labor market.

- **Objective 2.2:** Strengthen the student learning evaluation processes and review of academic programs so that their results are integrated into the decision-making process.

- **Objective 2.3:** Continue with external professional accreditation initiatives for academic programs and student services.

- **Objective 2.4:** Implement the plan of the Division of Distance Education in order to increase distance education courses in all academic departments and create the first distance academic program in compliance with accreditation standards.

- **Objective 2.5:** Expand the offer of professional studies, continuing education, and the extended university, so that they are self-financing and respond to the needs of the non-traditional population and the elderly.
Research, Creation, and Development
Goal 3: Promote an organizational culture where faculty, students, and employees can maximize their opportunities for research and creation

- **Objective 3.1**: Strengthen the experiences of practice or seminars of the different academic programs, aligned with the labor market trends.

- **Objective 3.2**: Increase the participation of professors and students in research and creation activities in all academic disciplines.

- **Objective 3.3**: Encourage the publication and dissemination of the faculty’s academic research in journals and arbitrated activities at a national and international level.

- **Objective 3.4**: Foster the development of partnerships with researchers from other universities in academic research projects that have the potential to attract external funds.

- **Objective 3.5**: Support the faculty in its research and service projects aimed at attracting external funds.

- **Objective 3.6**: Increase the number of academic journals published by the Institution.

- **Objective 3.7**: Establish institutional mechanisms that facilitate the development of patents, technology transfer, and commercialization activities of intellectual property.
Goal 4: Maintain the competitive advantage, strengths, and opportunities provided by our projects, services and geographic area.

- **Objective 4.1**: Strengthen and promote initiatives aimed at the protection of the environment, natural resources, and species.
- **Objective 4.2**: Maintain and increase the number of courses that integrate undergraduate research as a requirement.
- **Objective 4.3**: Establish collaborative projects with the hotel, aerospace and manufacturing industry in order to strengthen our academic programs and the experiences of our graduates.
- **Objective 4.4**: Strengthen the collaboration and agreements of the academic departments and service offices with other educational institutions (Practice Centers, Agreements with Educational Region, among others).
Financial Responsibility and Institutional Efficiency
Goal 5: Maintain the organizational culture of responsible use of financial resources aligned with the institution's strategic goals

- **Objective 5.1:** Keep the financial processes, budget, and planning aligned responding to the mission, vision, priorities of the institution, and in accordance with the Fiscal Plan approved by the Government and the UPR.

- **Objective 5.2:** Perform the academic and administrative restructuring to ensure the adaptability, sustainability, and fiscal efficiency of the institution, academic offers, and services.

- **Objective 5.3:** Strengthen the culture of evidencing actions, progress, and achievement through the drafting of Action Plans, Annual Reports, Appraisal Plans, and Accreditation Reports.

- **Objective 5.4:** Establish a business development plan that encourages the creation of new corporations and cooperatives to secure additional funds.

- **Objective 5.5:** Review the intramural practice policies that contribute to the economic development of the institution and our service area.

- **Objective 5.6:** Review the financial plan to five years and that it includes budget projections, income, expenses, and reduction of operational costs.
Goal 6: Diversify our income sources and operational efficiency strategies

- **Objective 6.1**: Establish agreements with the Central Administration to achieve the total transfer of costs and fees charged to students, in order to use them and invest them to their benefit.

- **Objective 6.2**: Maintain and encourage efficiency initiatives that promote the reduction of operational expenses and generate new revenues.

- **Objective 6.3**: Strengthen initiatives of writing proposals to federal and state agencies and private foundations.

- **Objective 6.4**: Maintain and establish new services, offers, and proposals coordinated by the Division of Continuing Education and Professional Studies.

- **Objective 6.5**: Evaluate and identify what services could be offered to the external community, in order to generate new income.
Goal 7: Promote a culture of institutional excellence to support our employees and maintain a high level of job satisfaction

- **Objective 7.1:** Diversify the training plans for the faculty for them to be focused on strengthening and developing assessment skills, integration of technology, healthy lifestyles, ethical thinking, and new knowledge in their area of expertise so they can contribute in the restructuring of the curricula and temper them to the reality of the labor market.

- **Objective 7.2:** Diversify the training plans for non-teaching employees for them to strengthen the knowledge of their work area, develop technological skills, ethical thinking, and promote a healthy lifestyle.

- **Objective 7.3:** Align the economic aid for education offered to the staff with the budget of the UPR Aguadilla.

- **Objective 7.4:** Recognize the achievements of our employees through new communication and dissemination strategies.

- **Objective 7.5:** Train and certify the faculty in Distance Education for them to develop courses and long-distance academic programs.
Goal 8: Improve the infrastructure of the Institution

- **Objective 8.1:** Update and disseminate the Permanent Improvement and Maintenance Plans aligned to the budget projections and institutional priorities.
- **Objective 8.2:** Develop collaborative initiatives between the institution, student organizations, and the external community.
- **Objective 8.3:** Optimize the efficient use of buildings, classrooms, laboratories, and parking lots.
- **Objective 8.4:** Improve the technological infrastructure through the implementation of a plan to acquire and update equipment, programs, networks, and solutions in the cloud that strengthen academic offerings, library resources, student services, and institutional research.
Links with Graduates and the External Community
Goal 9: Maintain an inclusive culture that values the diversity of ideas and promotes dialogue and community work in order to get closer to the community we serve

- **Objective 9.1:** Cultivate and develop in our student's community work and leadership skills.

- **Objective 9.2:** Strengthen the initiatives of the academic departments and service offices that promote art, critical thinking, and the solution of economic and social problems.

- **Objective 9.3:** Promote a collective conscience on the conservation of the environment, recycling, protection of species, and natural resources.
Goal 10: Significantly involve the external community and our graduates in the university life of the institution

- **Objective 10.1:** Expand and diversify the offer of courses and services of the Division of Continuing Education and Professional Studies for them to respond to the needs of the external community and graduates.

- **Objective 10.2:** Develop university projects with public and private schools in the country that promote better services and establish programs aimed at increasing student recruitment and diversity.

- **Objective 10.3:** Identify and implement strategies in order for alumni and the external community to be integrated into the university life of the institution through a philanthropic approach.

- **Objective 10.4:** Encourage the participation of alumni and members of the external community as mentors and resources for students with the purpose of learning about career options, necessary skills in the labor market, and give testimony of how UPR Aguadilla contributed to their success.