UNIVERSIDAD DE PUERTO RICO EN CAROLINA
SENADO ACADEMICO

Secretaría

CERTIFICACIÓN NÚMERO 11 (2013-14)

Yo, Luisa González Cotto, Secretaria del Senado Académico de la Universidad de Puerto Rico en Carolina, CERTIFICO QUE:

El Senado Académico, en reunión ordinaria celebrada el 17 de octubre de 2013, se presentó y consideró el Plan Estratégico 2013-2017.

Luego de las consideraciones correspondientes, este Cuerpo aprobó por unanimidad el **PLAN ESTRATEGICO 2013-2017**.

Y para remitir a las autoridades universitarias correspondientes, expido la presente en Carolina, Puerto Rico, hoy, veintidós de octubre de dos mil trece.

Luisa González Cotto
Secretaria del Senado Académico

Vo. Bo. Luis D. Torres Torres, Ph.D.
Rector Interino y Presidente del Senado Académico

UNIVERSITY OF PUERTO RICO AT CAROLINA

Strategic Plan 2013-2017: Meeting the Challenge

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October 1, 2013

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Strategic Plan 2013-2017: MEETING THE CHALLENGE
UPR Carolina

EXECUTIVE SUMMARY

The University of Puerto Rico at Carolina conducted a self-evaluation process during academic year 2010-2011 that generated a thoughtful self-analysis of all of its procedures. The in-depth examination of institutional strengths and weaknesses instituted self-evaluation as an ongoing institutional practice, and helped determine the quality and sustainability of the institutional planning process. Undertaken with the participation of the academic community, the endeavor was characterized by an open and collaborative dialogue that was informed by an analysis of Strengths, Weaknesses, Opportunities, and Threats (SWOT) at the institutional level, and an exhaustive scan of the institution and its stakeholders. Institutional objectives were developed based on the Institution's mission and vision, the SWOT analysis and by prioritizing threats and opportunities. Ultimately, an analysis of Strategic Plan 2006-2011 outcomes guided decision making in the final round of development of Strategic Plan 2013-2017 and Operational Strategic Plan 2013-2017.

INTRODUCTION

The strategic plan of the University of Puerto Rico at Carolina (UPRCA), *Meeting the Challenge: Strategic Plan 2013-2017 UPR Carolina* strengthens institutional performance while fronting educational, economic and demographic changes.

UPRCA is facing significant challenges in the next five years:

- How to admit, retain, and graduate the best students in the service area in the face of a declining target population?
- How to renew academic offerings to best serve emerging areas of employment?
- How to increase admissions while keeping low the impact on current campus facilities?

- How to maintain a suitable physical plant to sustain adequate learning conditions?
- Above all, and affecting every challenge previously listed: How to continue to accomplish the Institution's mission and objectives, and ensure a quality education for all students while facing budget constraints?

The process of institutional introspection generated by UPRCA's Self-Study Report and MSCHE's report to the UPRCA community provided evidence, instruments, and data for the Institution to address these challenges. The initial phase of plan development was assessing the status of the Institution through an exhaustive scan of the present state and needs of internal and external stakeholders. This analysis completed by the Institutional Planning Office (Spanish Acronym: OPEI), identified UPRCA's opportunities for success in context of the threats to success, and paved the way to clarify directions and choices. Armed with a SWOT analysis and grounded by the assessment of Strategic Plan 2006-2011 outcomes, institutional committees set to work identifying institutional priorities and formulating objectives. In the last phase of plan development, the committees generated strategies to advance the objectives that would guide the Institution to address these challenges in the next five years, refined budgetary issues, and instituted strategies for its implementation and ongoing assessment.

The Institution's fiscal efforts are directed towards ensuring the best education for its students. The Strategic Plan focuses on increasing revenues and allocating limited financial resources in the most effective and efficient way possible to maximize student learning, retention, and graduation rates while enhancing academic excellence. Effectively allocating constrained resources is consonant with academic enhancement purposes.

- The emphasis of the plan is not so much on how time is spent, as on how to optimize the outcomes of efforts with limited resources by serving as a guide for effective resource allocation.
- The Planning Committee considered the revenues that can be realistically expected, sought the involvement of other sectors within the Institution, strived to be responsive to the needs of the Institution's stakeholders, and put in place institutional indicators to assess its compliance.

- The planning process was deliberate, open and collaborative, and informed by analyses of external forces, internal forces, and expectations.

A preliminary version of the Plan was posted on the campus web. The comments received on the website and in planned forums were reviewed in committee, leading to further refinement of the Plan.

MISSION, VISION

The proposed strategic plan reflects and further advances the core of UPRCA: its Mission, Vision and Values. An outcome of the processes mentioned was to strengthen commitment and identity with the institutional Mission and Vision among faculty and administrators.

MISSION

The University of Puerto Rico at Carolina (UPRCA) is a public institution of Higher Education that forms part of the University of Puerto Rico System. It primarily serves the educational needs of the island's northeastern region through baccalaureate, transfer, and associate degree programs. The only UPR campus on a quarter-term calendar, we offer students the opportunity to advance their academic goals and accelerate their entrance into the labor market.

UPRCA offers a student-centered education that promotes integrity, ethics, and academic excellence with a curricular offering that integrates general and specialized education. Through their programs of study, students develop discipline-specific knowledge as well as analytical, critical, and investigative thinking skills, effective communication capabilities, respect for diversity, and appreciation for their cultural heritage.

UPRCA strives to form professionals with a reflective and creative capacity, a desire for innovation and continuous learning, a regard for aesthetic values, an appreciation for the merits of team work, and a high sense of responsibility and social commitment. As a center of Higher Education, the University contributes to the analysis and formulation of solutions to local and

international problems within an integral, transdisciplinary perspective committed to the development of a culture of peace.

VISION

The University of Puerto Rico at Carolina strives to become a recognized institution of higher education among the best universities in Puerto Rico and Latin America. We visualize programs of high prestige in scholarly, professional, and industrial fields that graduate students valued for their capacity and intellectual development.

As such, the University of Puerto Rico at Carolina:

- Will be in the forefront of teaching-learning processes centered on innovative pedagogical methods to incorporate a creative use of technologies that go beyond the classroom.
- Will offer innovative academic programs that respond to globalization processes and to a world of ongoing changes.
- Will develop inter-university partnerships that enrich academic offerings and support the exchange of diverse theoretical and conceptual frameworks.
- Will create research environments for students and faculty to maximize educational experiences and foster new knowledge.
- Will encourage faculty professional development and will attract renowned scholars and researchers.
- Will play a significant role in the solution of community, social, and economic problems while strengthening its institutional commitment to public service.

DEVELOPMENT OF STRATEGIC PLAN 2013-2017

Four main forces drove the development of Strategic Plan 2013-2017:

- The ongoing examination of planning, resource allocation and institutional renewal processes by the Institutional Accreditation, Assessment, Planning, and Budget Committee (Spanish Acronym: CIAAP) to secure the continuity of the quality and sustainability of institutional planning processes;
- The results of student and faculty surveys;

- The need to strengthen weaknesses identified in the 2011 *MSCHE Report to the Faculty, Administration, Trustees, and Students of UPRCA;*
- and the analysis of Strategic Plan 2006-2011 outcomes.

CIAAP's recommendations were adopted; strategies were incorporated to address survey findings; suggestions by MSCHE on previous strategic plan limitations were acted upon; and the outcomes of Strategic Plan 2006-2011 were analyzed to guide decision making in the development of the new plan.

The analysis identified the internal and external factors that were favorable and unfavorable to achieving stated objectives. These factors were especially important when considering ongoing objectives and ensured that the new strategies were not vulnerable in advance. Following is a list of initiatives from Strategic Plan 2006-2011 and their place in Strategic Plan 2013-2017.

- ASSESSMENT

In spite of efforts by the Assessment Office, campus-wide, all-level compliance with assessment needs to be improved. Although the templates have been around for years, gathering and using the data to inform planning has lacked behind. The new Strategic Plan shifts responsibility from the Accreditation and Assessment Office to Academic Department Directors, and Service and Administrative Office Directors, and ultimately, the Chancellor. It also develops and implements strategies to ensure execution, and manages assessment and planning processes using WEAVE online software.

- ALUMNI AND JOB PLACEMENT OFFICE

The responsibility for job placement in the previous strategic timeline fell on the Deanship for Student Affairs. A critical view of results indicated a need for improvement, and a new office with closer ties to the Alumni Office is contemplated.

- ACADEMIC OFFERINGS

Three minor studies have been conducted by OPEI on the needs of service area students. The preliminary results, together with known demographic trends for the next ten years, call for a

more in-depth study to ascertain which way to go in terms of the new academic offerings contemplated in Strategic Plan 2013-2017.

- DECEP AND UNEX

DECEP-UNEX, in the new Strategic Plan, becomes a gateway for UPRCA to gain needed funds through projects, offerings and initiatives, as the income obtained does not end in the general UPR pot. Strategic Plan 2013-2017 institutes the development of Certificates of Study and programs employing the Distance Learning approach, which also minimizes stress on campus facilities.

- DISTANCE LEARNING

Distance Education was set on its track by Strategic Plan 2006-2011. By the end of the time frame, a Distance Learning Office had been established, a Distance Learning Director named, and courses taught, all under the auspices of a U.S. Department of Education Title V Grant. Essentially, a UPRCA Distance Learning Policy was approved by the Academic Senate which provides the framework for expanding the program during the present strategic plan timeline.

- STUDENT PARTICIPATION IN GOVERNANCE

It became evident that the student voice in governance was not being heard where most needed, even though membership in the two main governance boards is assured by the 1966 UPR Law as amended: the Administrative Board and the Academic Senate. The 2013-2017 Strategic Plan extends student participation to areas more directly associated with daily UPRCA academic and student affairs.

- SPORTS FACILITIES

Though sorely needed, the planned sports facilities had to be shelved for lack of funds. In the 2013-2017 Strategic Plan, UPRCA places its efforts on maintenance and renovations of existing facilities until such a time as internal or external funds can be found for developing the plan in accordance with the new Facilities Master Plan.

- RESEARCH

Expanding research a step at a time is an ongoing objective of UPRCA. In the next strategic timeline every effort is made to ensure participation of a greater number of faculty and eligible students in the Multidisciplinary Research Center initiative (Spanish Acronym: CIMUD). The Institution is providing seed money and release time to the research faculty, and is serving as a facilitator in establishing partnerships with research campuses.

- ACTION PLANS

To ensure meeting the objectives of Strategic Plan 2013-2017 the plan, emphasizes the responsibility of department heads to develop, implement and align their operational plans with the strategic plan. Level of compliance will be assessed by the Chancellor.

- BUDGET ALLOCATION

In Strategic Plan 2013-2017, revenues have been allocated to institutional priorities according to projected revenues. An action plan of feasible strategies has been developed to ensure UPRCA can face reductions in revenues by incorporating processes and strategies to maintain efficacy with minimal campus impact. The first step in implementing an Internal Control Program was taken by naming an Auditor Coordinator who will be trained by the UPR System.

- DATA BASE

The present strategic timeline continues to underline the WEAVE online assessment and planning management system to provide online data to all departments and offices. The process was begun in 2006 and new strategic processes are directed towards ensuring its engagement.

- ADMINISTRATIVE SERVICES

Strategic Plan 2013-2017 continues advancing the expediency and efficiency of administrative procedures on an ongoing basis. Student satisfaction with services provided will be assessed once again by the National Student Survey Inventory in 2015 and by OPEI on a more regular basis. Compliance level with assessment processes by administrators will be determined and actions taken for improvement.

- REVENUES

Puerto Rico's present economic situation and its impact on UPRCA were not foreseen in 2006 when the previous plan was instituted; however, by 2008-2009 it had become an institutional priority. Where incoming revenues were distributed following the same manner they had always been, the new reality elicited an examination of this course of action. The process of setting campus-wide priorities became topmost, and links between allocations/assessment/planning became imperative. Strategic Plan 2013-2017 continues to strengthen this process by promoting operational efficiency and positioning fiscal monitoring systems. The Institution is now more mature and savvy in the path it is following towards fiscal stability while enhancing excellence in learning processes.

- QUALITY

In an environment where revenue concerns are significant, Strategic Plan 2013-2017 takes quality assurance and enhancement a step further, by implementing procedures which guarantee that students have an appropriate academic experience. It ensures the quality and standards of degrees and their delivery, and stimulates curriculum development by requiring staff to evaluate courses and programs. Quality assurance and enhancement processes make sure that the requirements of external agencies in relation to the monitoring of standards and the enhancement of learning opportunities are met.

EXTERNAL AND INTERNAL ANALYSIS OF OPPORTUNITIES

UPRCA can capitalize on several opportunities evident in the external and internal scan completed. The major trend affecting the Institution is in demographics, with escalating decreases in target population, and the major hurdle limited financial resources. The Strategic Committee took into consideration the data received through various pertinent agencies and sought to develop a strategic plan that addressed concerns.

Following is a list of actions that addresses the major issues brought to light.

- The institution must increase efforts at student recruiting even to maintain current enrollment level. Strategic Plan 2013-2017 includes an objective to promote the Institution in accordance with the best recruitment practices shown by a spring 2013 Noel-Levitz survey.
- The Institution does possess the technological resources, in staff and in equipment, to generate distance learning offerings as a viable alternative to campus based learning. The number of students enrolled would increase revenues while limiting its impact on the campus' physical resources. The distress of the Puerto Rican economy accelerates emigration to the United States, providing UPRCA with an opportunity to reach into the emigrant market.
- The Puerto Rico Planning Board projects increases in tourism for the 2012-2015 period, while projections by the hotel industry for 2008-2018 show an increase of 5,439 jobs in recreation and lodging. It also indicates that during 2008-2018 most positions will be related to professional and business degrees. UPRCA has positioned itself at the forefront of these trends. It has the first School of Hotel and Restaurant Administration accredited in Puerto Rico, of only three in Latin America, and has excellent working relationships with local chain hotels. It also projects new facilities that the UPR Central Administration is supporting, all of which constitute strong selling points. In terms of business degrees, UPRCA already has a professionally accredited program in this area.
- Government capital improvement projects like the Urban Train and the Streetcar that will serve Carolina and surrounding cities, can benefit UPRCA as they will facilitate the transfer to the Institution of more students from outer areas. An Urban Train Station is planned within UPRCA premises.
- Studies by OPEI indicate 1) that service area private universities are draining the pool of prospective students by offering academic degrees in areas UPRCA does not, especially in health related areas, 2) these students constitute their major enrollment group, 3) these are the same academic areas that surveys show service area high school seniors are interested in pursuing. UPRCA needs to study the feasibility of offering degrees in these

areas, selecting the best fits for the Institution and present proposals to the UPR Central Administration.

- Evidently, UPRCA must increase its retention and graduation rates. According to a Noel-Levitz poll the top three targeted student populations for student retention programs as rated by campus officials in spring 2013 were: honors programs for academically advanced students, programs for first-year students, and programs for students who are academically at risk. At the same time, the NSSE findings show that at UPRCA the students' first year experience needs to be strengthened. It also needs to reinforce faculty feedback on student learning, availability of faculty, and students' perception of institutional commitment to their educational success. Strategic Plan 2013-2017 provides the means to address these inadequacies. Strengthening General Education's first year experience and following the lead of the Business Administration Department's success with their counseling for recruitment program and their program for academically at-risk students, would be taking the right steps in the right direction. To ascertain the reasons behind students' dropping-out of UPRCA, OPEI will conduct a study in 2013-2014.

INSTITUTIONAL OBJECTIVES 2013-2017

FOCUS A: REVENUES AND RECRUITMENT

This cycle of strategic planning at UPRCA (2013-2017) is under the influence of the undergoing economic crisis in the country. The Institution has developed strategies to confront the circumstances by tightening the links between assessment, strategic planning and budget allocations; monitoring fiscal procedures; and building on its strengths to develop its own sources of revenues. UPRCA faces head on the fiscal challenge ensuring the funds necessary to provide the best education to its students. It has taken the necessary steps to make up for possible shortcomings in state allotted funds, with strategies that limit the impact on academic substance, while it remains along its path of academic excellence.

At the same time, demographical trends indicate that UPRCA cannot anymore ride the wave of youngsters which carried the expansion of higher education in P.R. According to the 2010 US

Census Bureau, the under 18 population in Puerto Rico decreased by 21% compared to the 2000 census, and migratory trends show that 13% of the total population of the Island moved to the United States during 2002-2010. Total immigration was larger than the difference between the 2000 and the 2010 Census (82,812 people). UPRCA has to increase its recruitment efforts competing with private universities for a smaller pool of prospective students, and pursue this migration through Distance Learning offerings.

Objective #1 To increase and diversify the Institution's sources of revenue allocating them effectively

1. To strengthen the Institution's systems and procedures by implementing a comprehensive Internal Control Program
2. To meet possible budget reductions by developing and implementing an action plan of doable strategies with minimum campus impact
3. To increase donations by the general public through fundraising activities
4. To increase revenues by developing profit-making activities utilizing the campus' facilities
5. To increase revenues through new offerings of traditional courses and nontraditional Distance Learning Certifications/Programs via the Continuing Education Division (DECEP-UNEX)
6. To increase revenues for departments by supporting income producing projects generated by means of the particular expertise of the departments
7. To increase revenues by presenting proposals to grant-giving federal, state, and private agencies currently not conferring grants to UPRCA
8. To advance financial stability by establishing externally funded faculty and student research initiatives
9. To increase gift-giving by alumni through direct solicitation
10. To lower energy costs by using alternative energy

Objective #2 To increase demand for the Institution's programs

11. To promote UPRCA's unique, traditional, nontraditional, hybrid and online courses as available alternatives by developing and implementing a marketing plan

12. To encourage prospective students to apply by implementing top marketing and recruitment strategies (Open House events, Campus Visit Days for High School Students, Admissions Web Page)
13. To increase the number of academically gifted students that select UPRCA as a first and second alternative within the UPR system by way of the Marketing Campaign and other promotional strategies
14. To increase admissions of nontraditional students through DECEP-UNEX by developing and implementing a Distance Learning action plan for nontraditional students
15. To best serve students' career needs by developing new academic offerings in emerging areas of employment
16. To enable students to better reach their career goals by maintaining the relevance of academic programs through rigorous review

FOCUS B: QUALITY ASSURANCE AND QUALITY ENHANCEMENT

For the purpose of UPRCA's strategic planning, the term "quality assurance" refers to the achievement of the Institution and its students of the educational-program standards set by standard-setting bodies such as institutions, professional organizations and government. UPRCA is well on its way to full professional accreditation of its programs and during this strategic timeline at least three programs are expected to achieve accreditation. "Quality enhancement," on the other hand, entails the engagement of the Institution in calculated efforts directed towards securing, within the boundaries of its constraints, steady, consistent and demonstrable improvements in the quality of its learning processes and opportunities. The first is concerned with accountability, ascertaining that objectives and aims have been achieved, while the second is concerned with the internal mechanisms that an institution puts in place to continually review and improve practice. It involves an internal comparison between the current standard and the standard being targeted. Strategic Plan 2013-2017 stresses both these attributes.

To stay the course of academic excellence, the Institution has focused on achieving an ongoing process of assessment at all levels. Strategic Plan 2013-2017 advances this process by ensuring and enhancing quality through assessment.

Objective #3 To institutionalize a culture of strategic planning and assessment

17. To develop and implement an ongoing system to improve the strategic plan based on the results of institutional assessment
18. To advance institutional planning by developing operational plans at all organizational levels (Deans, Academic Departments, Services and Administrative Offices)
19. To develop and implement a resource allocation system based on the priorities established in the strategic plan
20. To ensure a high level of compliance with the Institutional Assessment System by developing specific strategies for its implementation
21. To ensure ongoing assessment that examines the performance level of internal processes as well as the effectiveness of teaching learning processes and services by implementing the Institutional Assessment System
22. To strengthen the use of assessment outcomes in decision-making by analyzing and publishing results on Weave online

Objective #4 To strengthen the excellence of the institution's graduates while assuring a quality education

QUALITY PROCESSESS

23. To promote, guide, and assess the development of a culture of quality in the institution by developing and implementing a Quality Assurance and Enhancement Plan
24. To strengthen internal and external academic quality assurance by increasing the number of professionally accredited programs
25. To strengthen internal quality assurance by developing and implementing departmental assessment plans for non-accredited programs
26. To ensure a well-rounded graduate by implementing the goals of the General Education program
27. To measure and strengthen the value added through the Institution's academic programs by institutionalizing capstone courses and entrance and exit tests
28. To improve the teaching-learning process by implementing a student learning assessment tool that regularly provides feedback of student learning

29. To transform the library by modifying its role from a provider of information to a facilitator of learning
30. To ensure implementation of Strategic Plan by evaluating Deans, Academic Directors and Service Directors on execution of Strategic Plan Objectives within their units

QUALITY FACULTY

31. To ensure faculty excellence by pursuing faculty that have terminal degrees in their field and link recruitment to research activity
32. To increase faculty productivity by supporting faculty research by means of seed money, release time, and facilitating partnerships with faculty of research campuses
33. To strengthen the teaching-learning process by increasing the number of courses taught in the Institution by tenure and tenure track full-time faculty
34. To increase students' satisfaction with the overall performance of teaching staff by providing faculty with opportunities for professional development/renewal experiences through the Faculty Development Office
35. To acknowledge quality teaching-learning processes by recognizing excellence in teaching faculty

QUALITY STUDENTS

36. To ascertain UPRCA's students' reasons for dropping out of their studies by conducting the appropriate student retention studies
37. To ensure appropriate measures are taken to increase retention and graduation rates by implementing top strategies in retention (Enhancing the honors programs for academically advanced students; enhancing the first year experience; assessing students' entrance and exit performance by program; and strengthening programs for students who are at risk academically)
38. To strengthen academic programs by identifying the needs of graduates and reinforcing services for graduates
39. To enhance student success by increasing opportunities for student engagement in enriching high impact initiatives (such as Student Multidisciplinary Research Initiative, co-curricular and Studies Abroad Program

IO #5 To strengthen school spirit, pride and identity

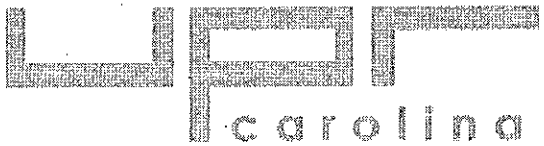
40. To strengthen students' commitment to UPRCA by developing and implementing a Student Activities Plan that builds students' satisfaction with the Institution through their participation in governance, student organizations and community development projects
41. To build stronger ties with alumni by providing opportunities to develop social and interpersonal relationships that connect them to UPRCA and assaying their post graduate experience
42. To provide quality services to students by creating and implementing best practices that further advance staff skills and their use of technology
43. To maintain an environment conducive to teaching and learning by renovating campus buildings that show wear and tear (See Facilities Master Plan)
44. To ensure a safe teaching-learning environment by improving surveillance and heightening students' awareness of on-campus crime statistics

NEXT STEPS

1. Development of strategic plans by academic departments and service units focused on impacting Strategic Plan 2013-2017 and its key indicators.
2. Ongoing assessment of plan to further improvements.

UNIVERSITY OF PUERTO RICO AT CAROLINA

Strategic Plan 2013-2017: Meeting the Challenge



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STRATEGIC PLAN 2013-2017 focuses on two areas: Focus A REVENUES AND RECRUITMENT, and Focus B QUALITY in processes, and in the teaching-learning components of FACULTY and STUDENTS.

FOCUS A INSTITUTIONAL OBJECTIVES: REVENUES AND RECRUITMENT

1- To increase and diversify the Institution's sources of revenue
2- To increase demand for the Institution's programs
3- To institutionalize a culture of strategic planning and assessment

FOCUS B INSTITUTIONAL OBJECTIVES: QUALITY

4- To strengthen the excellence of the institution's graduates
5- To strengthen school spirit, pride and identity

FOCUS A: RECRUITMENT AND REVENUES

This cycle of strategic planning at UPRCA (2013-2017) is under the influence of the undergoing economic crisis in the country. The Institution has developed strategies to confront the circumstances by tightening the links between assessment, strategic planning and budget allocations; monitoring fiscal procedures; and building on its strengths to develop its own sources of revenues. UPRCA faces head on the fiscal challenge ensuring the funds necessary to provide the best education for its students. It has taken the necessary steps to make up for possible shortcomings in state allotted funds with strategies that limit the impact on academics while it remains along its path of academic excellence.

At the same time, demographical trends indicate that UPRCA cannot anymore ride the wave of youngsters which carried the expansion of higher education in PR. According to the 2010 US Census Bureau, the under 18 population in Puerto Rico decreased by 21% compared to the 2000 census, and migratory trends show that 13% of the total population of the Island moved to the United States during 2002-2010. Total immigration was larger than the difference between the 2000 and the 2010 Census (82,812 people). UPRCA has to increase its recruitment efforts competing with private universities for a smaller pool of prospective students, and pursue this migration through Distance Learning offerings.

FOCUS B: QUALITY ASSURANCE AND QUALITY ENHANCEMENT

For the purpose of UPRCA's strategic planning, the term "quality assurance" refers to the achievement of the Institution and its students of the educational-program standards set by standard-setting bodies such as institutions, professional organizations and government. UPRCA is well on its way to full professional accreditation of its programs, and during this strategic timeline at least three programs are expected to achieve accreditation. "Quality enhancement," on the other hand, entails the engagement of the Institution in calculated efforts directed towards securing, within the boundaries of its constraints, steady, consistent and demonstrable improvements in the quality of its learning processes and opportunities. The first is concerned with accountability, ascertaining that objectives and aims have been achieved, while the second is concerned with the internal mechanisms that an institution puts in place to continually review and improve practice. It involves an internal comparison between the current standard and the standard being targeted. Strategic Plan 2013-2017 stresses both these attributes.

To stay the course of academic excellence, the Institution has focused on achieving an ongoing process of assessment at all levels. Strategic Plan 2013-2017 advances this process by ensuring and enhancing quality through assessment.

TECHNOLOGY

UPRCA is committed to implementing technology in all its components to enhance efficiency in learning-teaching and providing the best services to its students.

DEFINITIONS

NON-TRADITIONAL STUDENT

For the purpose of Strategic Plan 2013-2017 nontraditional students are students who are enrolled part time or full-time at DECEP-UNEX to obtain Certificates of Study or baccalaureate degrees.

BUDGET COLUMN

Recurrent costs are marked with an apteryx under the Budget Column and includes faculty compensations and release time. The specific amounts set under the Budget column include only additional monies assigned for development.

Institutional Objective #1 To increase and diversify the Institution's sources of revenue

Link to *X for the Decade*: Goal 9, Administrative and Managerial Optimization

Advocate: Jose Meza PhD, Dean for Administrative Affairs

FOCUS A: REVENUES AND RECRUITMENT

National (N), System (DD), and Institutional (I) Metrics

1. I-Level of implementation of Internal Control Plan
2. I-Total funds obtained through grants
3. I- Total funds obtained from registered, nontraditional students through Distance Learning Program
4. I-Percentage of reduction in energy cost
5. DD14 –Total Funds External Funds Rate
6. DD9- Total funds obtained from alumni
7. I- Total Funds Miscellaneous Income

REVENUES

Target	2012-2013	Time Frame	Operational Strategies	Accountability	Budget
Internal Control Program Implemented 100%	0	2013-2017	1. To strengthen the Institution's systems and procedures by implementing a comprehensive Internal Control Program	Chancellor, Institutional Auditor Coordinator, Budget Office Director, Finance Office Director	$4,860 annually
Decrease in operational costs	Operational costs	2013-2017	2. To meet possible budget reductions by developing and implementing an action plan of doable strategies with minimum campus impact	Chancellor, Budget Office Director, Finance Office Director	*
50% increase	$25,000	2013-2017	3. To increase donations by the general public through fundraising activities	External Resources Director, Cultural Activities Coordinator, External Resources Office	*
50% increase	$110,000	2013-2017	4. To increase revenues by developing profit-making activities utilizing the campus' facilities	Administrative Dean, Business Administration Director, Design Department Director	*
12% increase	$1,752,597	2013-2017	5. To increase revenues through new offerings of traditional courses and nontraditional Distance Learning Certifications/Programs via the Continuing Education Division (DECEP-UNEX)	Academic Dean, DECEP-UNEX Director, Academic Department Directors	*
3 profitable projects	0	2013-2017	6. To increase revenues for departments by supporting income producing projects generated by means of the particular expertise of the departments	Academic Dean, Administrative Dean, Academic Department Directors	*
Increase by 3 grants	2 grants	2013-2017	7. To increase revenues by presenting proposals to grant-giving federal, state, and private agencies currently not conferring grants to UPRCA	Academic Dean, Proposal–writing faculty	*
5 investigations	2	2013-2017	8. To advance financial stability by establishing externally funded faculty and student research initiatives	Chancellor, Academic Dean, CIMUD Director	$43,000 Seed money Annually
8% increase	$79,000	2013-2017	9. To increase gift-giving by alumni through direct solicitation	Alumni Office Coordinator	*
30% decrease in energy costs	$1,800,000	2013-2017	10. To lower energy costs by using alternative energy	Chancellor, Administrative Dean	$180,000

* Recurrent operational cost

Institutional Objective # 2 To increase demand for the Institution's programs

Link to *X for the Decade*: Goal 2, An Academic Culture of Currency, Experimentation, and Renewal

Advocate: Juan Bonilla PhD, Dean for Academic Affairs

FOCUS A: REVENUES AND RECRUITMENT

National (N), System (DD), and Institutional (I) Metrics

1. I-Percentage of increase in the total number of students applying to UPRCA
2. I-Total number of students applying to UPRCA with a high Application Index (Spanish Acronym: IGS) and High School Average
3. DD10- Number of students registered in non-traditional and Distance Learning professional certifications courses or programs
4. N-NSSE survey 2015

RECRUITMENT

Target	2012-2013	Time Frame	Operational Strategies	Accountability	Budget
8% increase in admissions	0	2013-2016	11. To promote UPRCA's unique, traditional, nontraditional, hybrid and online courses as available alternatives by developing and implementing a marketing plan	Advertising Director, Advertising Faculty and students, Dean of Students, Admissions Office	$5,000 annually
1 Open House; 1 Campus Visit Week annually; 1 Web page	1 Campus Visit Day $1,000	2013-2017	12. To encourage prospective students to apply by implementing top marketing and recruitment strategies (Open House events, Campus Visit Days for High School Students, Admissions Web Page)	Advertising Director, Advertising faculty and students, Dean of Students, Cultural Activities Coordinator; Students' Advisory Committee	$12,000
80%	70%	2013-2017	13. To increase the number of academically gifted students that select UPRCA as a first and second alternative within the UPR system by way of the Marketing Campaign & other promotional strategies	Dean of Students, Advertising Director, Admissions Office	*
Yearly enrollment of Non-traditional students 20% of yearly enrollment of traditional students	0	2013-2017	14. To increase admissions of nontraditional students through DECEP-UNEX by developing and implementing a Distance Learning action plan	Academic Dean, Distance Learning Director, DECEP-UNEX, Academic Department Directors	*
At least 3 proposals	2 proposals: BA in Forensic Science; BA in Green Design	2013-2017	15. To best serve students' career needs by developing new academic offerings in emerging areas of employment	Academic Dean, Academic Department Directors, OPEI, Student Advisory Committee	*
100% of academic programs	0	2013-2017	16. To enable students to better reach their career goals by maintaining the relevance of academic programs through rigorous review	Academic Dean, Academic Department Directors, Faculty, Student Advisory Committee	*

* Recurrent operational cost

Institutional Objective #3 To institutionalize a culture of strategic planning and assessment

Link to *X for the Decade:* Goal 4, A Culture of Institutional Assessment and Evaluation

Advocate: Luis Torres Torres PhD, Chancellor

FOCUS B: QUALITY					
National (N), System (DD), and Institutional (I) Metrics 1. I-Level of compliance with Strategic Plan objectives 2. I-Level of compliance with Institutional Assessment Plan 3. I-Total of determinations taken based on assessment 4. I-Proportion of institutional metrics consistently and positively influenced					
INSTITUTIONAL PLANNING					
Target	**2012-2013**	**Time Frame**	**Operational Strategies**	**Accountability**	**Budget**
Assessment-Strategic Plan Improvement table	$300	2013-2014	17.To develop and implement an ongoing system to improve the strategic plan based on the results of institutional assessment	Chancellor, Administrative Board, Deans, OPEI	$400 annually
85% of organizational levels	0	2013-2017	18. To advance institutional planning by developing operational plans at all organizational levels (Deans, Academic Departments, Services and Administrative Offices)	Deans, Academic Department Directors, Services and Administrative Offices Directors, OPEI	*
100% implemented	0	2013-2014	19. To develop and implement a resource allocation system based on the priorities established in the strategic plan	Administrative Dean, Budget Office Director, Finance Office Director	*
INSTITUTIONAL ASSESSMENT					
80% implementation	0	2013-2014	20. To ensure a high level of compliance with the Institutional Assessment System by developing specific strategies for implementation	Chancellor, Administrative Board, Deans, Assessment Coordinator, OPEI	*
80% implementation of the Institutional Assessment System at all levels	38% of faculty carry out course assessment	2013-2017	21. To ensure ongoing assessment that examines the performance level of internal processes as well as the effectiveness of teaching learning processes and services by implementing the Institutional Assessment System	Chancellor, Academic Dean, Academic Department Directors, Services and Administrative Offices Directors, Assessment Coordinator, Faculty	*
75% of assessment results online	0	2013-2017	22. To ensure the use of assessment outcomes in decision-making by analyzing and publishing results on Weaveonline	Deans, Assessment Coordinator, Academic Department Directors, Services and Administrative Offices Directors, OPEI	$1,800 Title V

* Recurrent operational cost

Institutional Objective #4 To strengthen the excellence of the Institution's graduates

Link to *X for the Decade*: Goal 2, An Academic Culture of Currency, Experimentation, and Renewal; Goal 3, Competitive Research, Investigation, and Creative Work; Goal 6, Leadership in Community Investment and Cultural Initiatives

Advocates: Eldra Hernandez PhD, Director of Business Administration, Olga Colon PhD, Social Science Director

FOCUS B: QUALITY

National (N), System (DD), and Institutional (I) Metrics

1. I- Level of compliance with Quality Assurance Plan
2. I- Total number of accredited programs
3. I- Achievement scores of students on posttests
4. N & I-Student and faculty satisfaction surveys (2015: NSSE FSSE; 2016: SSI)

QUALITY PROCESSES

Target	2012-2013	TimeFrame	Operational Strategies	Accountability	Budget
100% Plan completed and implemented in 80% of Academic Departments and 75% of Service Units	0	2013-2017	23. To promote, guide, and assess the development of a culture of quality in the institution by developing and implementing a Quality Assurance Plan	Chancellor, Deans, OPEI Director, Academic Department Directors, Services and Administrative Offices Directors, Students' Advisory Committee	*
3 new programs accredited	0	2013-2017	24.To strengthen internal and external academic quality assurance by increasing the number of professionally accredited programs	Academic Dean, Academic Department Directors, Coordinator of Accreditation and Assessment	*
100% of non-accredited programs with assessment plan	0	2013-2014	25. To strengthen internal quality assurance by developing and implementing departmental assessment plans for non-accredited programs	Academic Dean, Non-accredited Departments Directors, Assessment Coordinator	*
80% of students will achieve 75% or more on posttests	2015-2017 Sample testing of cohorts	2013-2015 Developing comprehensive GenEd tests	26. To ensure a well-rounded graduate by implementing the goals of the General Education program	Academic Dean, OPEI, General Education Coordinator, Faculty	$1,000 annually
80% of students will achieve 70% or more on posttests; Implemented in 100% of programs	0	2013-2017	27. To measure and strengthen the value added through the Institution's academic programs by institutionalizing capstone courses and entrance and exit tests	Academic Dean, Academic Department Directors, Assessment Office Coordinator	$1,300 annually
10% increase in course posttests; 5% increase in student satisfaction	0	2013-2014 developing/ adapting tool; 2014-2017 implementing tool	28. To improve the teaching-learning process by implementing a student learning assessment tool that regularly provides feedback of student learning	Education Director, Assessment Coordinator, faculty representatives	$500
5% increase in student satisfaction	2010 survey results	2014-2017	29. To transform the library by modifying its role from a provider of information to a facilitator of learning	Academic Dean, Learning Resources Director	$120,000 recurrent plus $100,000
100% implanted in Academic Units, 75% in service areas	0	2013-2017 annually	30. To ensure implementation of Strategic Plan by evaluating Deans, Academic Directors and Service Directors on execution of Strategic Plan Objectives within their units	Chancellor	*

* Recurrent operational cost

Institutional Objective #4 To strengthen the excellence of the Institution's graduates

FOCUS B: QUALITY					
National (N), System (DD), and Institutional (I) Metrics 1. I- Faculty evaluation by students					
QUALITY FACULTY					
Target	**2012-2013**	**TimeFrame**	**Operational Strategies**	**Accountability**	**Budget**
45%	36%	2013-2017	31. To ensure faculty excellence by pursuing faculty that have terminal degrees in their field and link recruitment to research activity	Chancellor, Academic Department Directors	*
Total number of faculty with approved grants: 12	Total number of faculty with grants: 3	2013-2017	32. To increase faculty productivity by supporting faculty research by means of seed money, release time, and facilitating partnerships with faculty of research campuses	Academic Deans, Academic Department Directors, CIMUD Director	$43,000 annually
6% increase	40%	2013-2017	33. To strengthen the teaching-learning process by increasing the number of courses taught in the Institution by tenure and tenure track full-time faculty	Chancellor, Academic Department Directors	*
5% increase in student satisfaction	0	2013-2017	34. To increase students' satisfaction with the overall performance of teaching staff by providing faculty with opportunities for professional development/renewal experiences through the Faculty Development Office	Academic Dean, Faculty Development Office Director	$5,000 annually
90% of teaching faculty evaluated every two years for excellence in teaching	0	2013-2014 develop plan for recognizing excellence in teaching; 2014-2017 implement plan	35. To acknowledge quality teaching-learning processes by recognizing excellence in teaching faculty	Academic Dean, OPEI, Assessment Coordinator, Faculty Development Office Director, Faculty Representatives	$5,000

* Recurrent operational cost

Institutional Objective #4 To strengthen the excellence of the Institution's graduates

FOCUS B: QUALITY

National (N), System (DD), and Institutional (I) Metrics

1. N-Student and faculty satisfaction surveys (2015: NSSE FSSE; 2016: SSI)
2. N-Satisfaction and employment outcomes of alumni as measured by the Noel-Levitz Alumni Outcomes and Loyalty Survey
3. I-Total number of students participating in High Impact Initiatives

QUALITY STUDENTS

Target	2012-2013	Time Frame	Operational Strategies	Accountability	Budget
Total number of reasons identified	0	2013-2017 annually	36. To ascertain UPRCA's students' reasons for dropping out of their studies by conducting the appropriate student retention studies	OPEI	*
80% of eligible students registered in program; 75% of survey participants satisfied with first year experience; 80% of students achieve 70% or more on posttests; 90% of programs develop strategies to attend at risk students in their programs	0	2013-2017	37. To ensure appropriate measures are taken to increase retention and graduation rates by implementing top strategies in retention (enhancing the honors programs for academically advanced students; enhancing the first year experience through planned General Education activities; assessing students' entrance and exit performance by program; and strengthening programs for students who are at risk academically)	Academic Dean, Honors Program Coordinator, General Education Coordinator, Academic Department Directors, Faculty	$400 annually
Gage satisfaction and employment outcomes of graduates; Noel-Levitz Alumni Survey	0	2013-2017	38. To strengthen academic programs by identifying the needs of graduates and reinforcing graduate service	Academic Dean; OPEI; Alumni Office Coordinator, Job Placement Coordinator	$850 annually
4 new High Impact Initiatives	2 High Impact Initiatives	Center Created	39. To enhance student success by increasing opportunities for student engagement in enriching High Impact Initiatives (such as the Multidisciplinary Research Center and the Studies Abroad Program)	Academic Dean, CIMUD Director, Academic Department Directors, Alumni Office Coordinator, Cultural Activities Director, Students' Advisory Committee	$150,000

* Recurrent operational cost

Objective #5: To strengthen school spirit, pride and identity

Link to *X for the Decade*: Goal 1, Sustained Ties to the Student Body

Advocate: Jaime Cabrera PhD, Dean for Student Affairs

FOCUS B: QUALITY

National (N), System (DD), and Institutional (I) Metrics

1. DD13- Level of satisfaction of students with support services, administrative and regulatory processes
2. I- Level of student satisfaction with campus facilities
3. I- Level of satisfaction with the Alumni and Job Placement Office
4. N- Satisfaction of alumni as measured by the Noel Alumni Outcomes and Loyalty Survey
5. I-Student satisfaction-services (satisfaction on a 7 scale) *second & third year survey*
6. I- Alumni satisfaction (scale 5) (every 3 years)
7. I- Facilities condition index (ration of deferred maintenance to building value)

Target	2012-2013	Time Frame	Operational Strategies	Accountability	Budget
70% or more of students satisfied	0	2013-2017	40. To strengthen students' commitment to UPRCA by developing and implementing a Student Activities Plan that builds students' satisfaction with the Institution through their participation in governance, student organizations and community development projects	Dean of Students, Alumni Office Coordinator, Cultural Activities Office Coordinator, OPEI	*
10% increase in alumni satisfaction	0	2013-2017	41. To build stronger ties with alumni by providing opportunities to develop social and interpersonal relationships that connect them to UPRCA and assaying their post graduate experience	Dean of Students, Alumni Office Coordinator, Cultural Activities Office Coordinator, OPEI	$3.000 annually
10% increase in student satisfaction with services provided	0	Plan Development 2013-2014, Implementation 2014-2017	42. To provide quality services to students by creating and implementing best practices that further advance staff skills and their use of technology	Deans, Services and Administrative Offices Directors, Academic Department Directors, OPEI	*
80% of total buildings in need of repairs attended	Percentage of total buildings in need of repairs attended	2013-2017	43. To maintain an environment conducive to teaching and learning by renovating campus buildings that show wear and tear (See Facilities Master Plan)	Administrative Dean, Campus Architect, Facilities Engineer	$290,000 annually
20% decrease in reported crimes	2011-2012 31 reported acts	2013-2017	44. To ensure a safe teaching-learning environment by improving surveillance and heightening students' awareness of on-campus crime statistics	Chancellor, Security Office Director	$900,000 annually

* Recurrent operational cost