

**University of Puerto Rico at Cayey**  
**Academic Senate**

2025-26  
Certification No. 3

I, Katherine I. Vázquez Rivera, Interim Executive Secretary of the Academic Senate of the University of Puerto Rico in Cayey, CERTIFY:

That the Academic Senate, at its regular meeting held on Friday, September 5, 2025, had before it for consideration the Proposal of the Strategic Plan 2025–2030 of the University of Puerto Rico in Cayey.

After the corresponding presentation, the Senate approved the following

**CERTIFICATION:**

The Academic Senate approved the Strategic Plan of the University of Puerto Rico in Cayey 2025–2030, with the amendments made.

The amended document shall become an integral part of this Certification.

AND, SO THAT THIS MAY BE SO STATED, I issue this Certification in Cayey, Puerto Rico, on the eighth day of September, two thousand twenty-five.

Katherine I. Vázquez Rivera  
Interim Executive Secretary

**UPR Cayeye  
Strategic Plan 2025-2030**

**Office of Institutional Assessment and Research  
Certification No. 3, 2025-26  
Academic Senate**

**September 2025**

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## **SUMMARY OF THE EXTERNAL ENVIRONMENT ANALYSIS**

This analysis revealed that the University of Puerto Rico in Cayey (UPRC) faces a challenging scenario, marked by persistent fiscal pressures, adverse demographic changes, and a political/legal environment that limits financial autonomy. The historic reduction in funding allocations from the Government of Puerto Rico, combined with the stagnation of the island's economy, places UPRC in a vulnerable position. Factors such as increases in tuition and federal restrictions on access to Pell Grants represent immediate and high-urgency threats, as they adversely affect recruitment capacity as well as increase the risk of attrition and failure to complete academic degrees. The control exercised by the Fiscal Oversight Board over the finances of Puerto Rico and the UPR System conditions its ability to plan with long-term stability.

On the demographic front, both the marked decline in the potential population aged 15 to 19 and the sustained rate of emigration constitute the most critical threats to maintaining relatively stable future enrollment. However, the expansion of the service region from 11 to 15 municipalities and its effect of doubling the target population, together with innovative promotional strategies and flexible academic modalities, can largely mitigate the impact of adverse demographic trends.

In the technological sphere, advances in artificial intelligence, online tools, and the experience accumulated during the pandemic represent important opportunities to innovate in teaching and to optimize processes and resources. Finally, the geographic location exposes infrastructure to recurring risks from extreme climatic events, which necessitates strengthening contingency and resilience plans. The PESTEL matrix summarizes the main opportunities, threats, and uncertain factors that will condition the development of the campus in the coming years. (External Environment Analysis)

## SWOT ANALYSIS

### Strengths

- Campus location
- Extensive inventory of facilities and infrastructure
- Faculty excellence
- Accredited academic programs
- Robust mentoring and tutoring program
- Enriched experiences in research, artistic creation, and community service
- Attractive minor concentrations
- High retention and graduation rates
- Efficiency of student services
- Diversity of student organizations
- Professional development opportunities for staff
- Institutional incentives for faculty (FIDI)

### Weaknesses

- Budgetary constraints
- Low faculty participation in institutional activities
- Reduction of support staff
- Decrease in teaching faculty
- Limited recruitment of employees
- Loss of highly qualified talent
- Limited dissemination of external funding opportunities
- Infrastructure maintenance challenges
- Slow automation of processes

### Opportunities

- Designation of UPR Cayey as a historic landmark
- Access to external funding
- Access to renewable energy funding
- Increased demand for continuing education certifications
- Availability of accreditations in academic programs
- Revision of the classification and compensation plan for support staff
- Shared services
- Alliances with industries, pharmaceutical companies, and universities with graduate programs
- Innovation in academic programs
- Use of emerging technologies in the teaching–learning process
- Staff training through UPR Avanza
- Advertising and presence on social media

### Threats

- Budgetary decision-making by external entities

- Retirement of teaching and non-teaching staff
- Demographic decline of potential new student applicants
- Cost of tuition
- Competition among secondary education institutions
- Instability of the electric power system
- Susceptibility to natural disasters due to geographic location
- Increases in water/sewer and electric power costs

PESTEL MATRIX

Factor	Description	Classification
<b>Political / Legal</b>	Power of the Fiscal Oversight Board (JSF) over public and university finances; adjustments to the retirement system and budgetary formula that may reduce campus resources.	Threat
	Increase in tuition rates that reduces competitive advantage in student recruitment.	Threat
	Frequent changes in government administration generate instability in university policies.	Uncertain
	Changes in federal laws (e.g., “Big Beautiful Bill”) limit access to Pell Grants and increase the cost of student financing.	Threat
<b>Economic</b>	Historic reduction in budget allocations since 2016–17; recent stabilization, but without real recovery.	Threat
	Recent inflation reduces purchasing power; risk of resurgence due to U.S. tariff policies.	Uncertain
	Possible attraction of investment due to industrial relocation (tariffs) in the long term.	Opportunity
	Modest economic growth, dependent on federal recovery funds.	Uncertain
<b>Sociological / Demographic</b>	Sustained decline of the youth population (ages 15–19) in the region; 36% decrease over two decades.	Threat
	Average net negative migration of 46,000 people per year between 2010–2023.	Threat
	Expansion of the recruitment region would double the potential youth population.	Opportunity
	Changes in lifestyles: lower birth rates, greater diversity of family structures, increased environmental and equity awareness.	Uncertain
<b>Technological</b>	Advances in artificial intelligence and educational technologies may improve teaching and institutional efficiency.	Opportunity
	Gap in technological adoption and ethical challenges in the use of AI.	Uncertain
	Prior experience in remote teaching can be leveraged for flexible modalities.	Opportunity
<b>Ecological</b>	Annual vulnerability to hurricanes and extreme climate events due to geographic location.	Threat

Legend

Threat = High probability and/or negative impact; requires priority attention.

Uncertain factor (double edge) = May evolve into a threat or an opportunity depending on context and institutional response.

Opportunity = High probability and positive impact if strategically leveraged.

## Our History

The University of Puerto Rico in Cayey is a unit of the University of Puerto Rico System. It was founded in 1967 as a regional college on the grounds of the historic military camp, Henry Barracks. Subsequently, in 1969, it became a university college, and finally acquired university autonomy on April 2, 1982, by resolution of the Council on Higher Education of Puerto Rico.

Nestled among the mountains of the central-eastern region of our Island, the University of Puerto Rico in Cayey— in addition to being the most beautiful university campus in the country— is committed to offering an interdisciplinary education in the Arts and Humanities, Social Sciences, Natural Sciences, Education, and Business Administration.

For more than half a century, we have promoted the formation of ethical, autonomous, critical, and socially responsible citizens. We affirm our profile of academic excellence through an interdisciplinary approach to research, community service, and artistic creation.

Official Name: University of Puerto Rico at Cayey

Law 1 of 1966, Article 4

Certification Nos. 103 and 103A (1999–2000), Board of Trustees

Established: 1967

Accredited by the Middle States Commission on Higher Education (MSCHE) since 1967

Reaffirmation: 2019

Licensed by the Council of Puerto Rico since 1997

Renewal: Certification No. 2023-116

Carnegie Classification 2021: Baccalaureate Colleges: Arts & Sciences Focus

### Accreditations

- Accreditation Council for Business Schools and Programs (ACBSP)
- Association of College & Research Libraries (ACRL)
- Council for Accreditation of Educator Preparation (CAEP)
- Elementary Education, B.S., Initial Certification; Nationally Recognized by ACEI
- Special Education, B.S., Initial Certification; Nationally Recognized by CEC
- Physical Education, B.S., Initial Certification; Nationally Recognized by NASPE
- Secondary Education: Science, B.S., Initial Certification; Nationally Recognized by NSTA
- International Accreditation of Counseling Services (IACS)

## Mission and Vision

### Mission

The University of Puerto Rico at Cayey is committed to offering an interdisciplinary education across the Humanities, Social Sciences, Natural Sciences, and Professional Schools. It promotes the formation of ethical, autonomous, critical, and socially responsible citizens. We affirm our academic excellence through research, community service, and artistic creation.

### Vision

To be an educational model of intellectual and social transformation for undergraduate students, through the integration of research, artistic creation, and community service.

## INSTITUTIONAL PILLARS

### Research

Comprehensive education through research, creation, and community service

The University conceives research, creation, and community service as essential components of academic work and of the student's comprehensive education. These activities not only seek to generate knowledge, but also to develop critical thinking, creativity, and social commitment among students.

### Creation

Interdisciplinary and collaborative approach

An environment of reflection and collaboration among students, faculty, and communities is promoted. UPR Cayey fosters interdisciplinary and multidisciplinary projects, integrating diverse areas of knowledge to address real problems with innovative solutions.

### Community Service

Commitment to social impact and local relevance

Research, creation, and community service projects must respond to the needs of society, especially those of communities close to the institution. Priority is given to initiatives that impact collective well-being, contribute to the formulation of public policies or sustainable development, and include evaluation of results as part of the process.

## Introduction

The geographic region primarily served by UPR Cayey is no exception to the depopulation that Puerto Rico as a whole has experienced over the past two and a half decades. The pace of population loss intensified as a result of the following events: (1) increased emigration, largely induced by the devastation caused by Hurricanes Irma and María in 2017 and the earthquakes with their multiple aftershocks that the island experienced in 2020, particularly in the southwestern region; (2) the closure of the university, commerce, and all workplaces and centers of economic activity as a measure to curb the spread of the coronavirus (SARS-CoV-2); and (3) the long-term contraction of Puerto Rico's economy that began in the second half of the 2000s.

Beginning in 2017 (University of Puerto Rico Budget 2017–2018), the Fiscal Oversight Board (FOB) implemented a plan of austerity and cuts in government spending, which affected the UPR System by substantially reducing the budgetary allocation it receives from the Government of Puerto Rico's General Fund—from approximately \$834 million in 2017 to \$504.2 million in 2024–2025 (JG Certification 17, 2024–2025), a drastic reduction of approximately 40%. In fiscal year 2025–2026, the allocation increased to \$561 million, a 10.1% increase compared to the previous year. To mitigate the severe cuts, the FOB promoted a sharp increase in tuition rates. At the undergraduate level, the cost per credit increased by 180%, from \$56 in 2017–2018 to \$157 beginning in 2022–2023.

In response to this complex environment, UPR Cayey initiated a strategic planning process aligned with the UPR Strategic Plan 2023–2028 (PEUPR), with the purpose of addressing current challenges and strengthening its institutional mission. Among other objectives, the PEUPR seeks to chart a course to: (1) stabilize enrollment; (2) increase the recruitment of new incoming students, as well as retention and graduation rates; (3) improve the academic offerings and align them with the labor market and the strategic projects of the region and of Puerto Rico; (4) increase efficiency in the use of resources and assets; and (5) diversify sources of revenue (without excluding efforts to increase the Government of Puerto Rico's contribution to the UPR) and secure funds that supplement the diminished and insufficient budgetary allocation from the Government of Puerto Rico's General Fund.

## STRATEGIC PLANNING PROCESS

### Strategic Planning Process

- Analysis of the internal and external environment
- Alignment with the UPR Strategic Plan 2023–2028
- Middle States Commission on Higher Education standards
- Consultation process with community sectors

→ Strategic Plan University of Puerto Rico in Cayey. 2025–2030

### Important dates:

- December 20, 2024 – Presentation to the Academic Senate
- January 28, 2025 – Draft sent to the university community for recommendations
- February 13, 2025 – Faculty Assembly meeting
- March 27, 2025 – Review of the Strategic Plan

## INSTITUTIONAL PRIORITIES

Following the FODA (SWOT) and PESTEL analyses and the UPR Strategic Plan 2023–2028, the following priority areas were identified to serve as the foundation for the development of the UPR Cayey Strategic Plan 2025–2030:

1. Strengthen student retention and expand enrollment efforts through innovation, optimization, and communication of our academic offerings, the strengthening of student support services, and improvement of institutional infrastructure.
2. Revitalize administrative processes through strategic planning and institutional assessment.
3. Strengthen fiscal sustainability by proactively increasing external funds and promoting the search for additional financing.
4. Strengthen students' experience in research, creative work, and community service.

## **Strategic Areas**

1. Student Success
2. Academic Offering
3. Institutional Ethos
4. Institutional and Fiscal Sustainability

**Alignment of the UPR Cayey Strategic Plan  
2025–2030**

UPR Strategic Matter I: Academic Innovation for the Success of Future Student Generations

<b>UPR Strategic Plan Goals University of Puerto Rico 2023–2028</b>	<b>Institutional Priorities UPR Cayey</b>	<b>Strategic Areas UPR Cayey</b>	<b>MSCHE Standards</b>
<p>Goal 1: Differentiate the academic offering through high-quality, relevant, and competitive academic programs in on-site, distance, and hybrid modalities to attract a greater number of students to the university system, enriching the university experience through the principles of diversity, equity, and inclusion.</p>	<p>Strengthen student retention and expand enrollment efforts through innovation, refinement, and communication of our academic offerings, strengthening student support services, and improving institutional infrastructure.</p>	<p>I. Student Success II. Academic Offerings</p>	<p>I, II, III, IV, V</p>
<p>Goal 2: Establish consortia and alliances with the country’s high schools and expand the offering of self-sustaining technical and occupational programs to attract a greater number of students in on-site, distance, and hybrid modalities, while preserving ongoing support for undergraduate and graduate programs aimed at transmitting and expanding new knowledge and discourses.</p>	<p>Strengthen student retention and expand enrollment efforts through innovation, refinement, and communication of our academic offerings, strengthening student support services, and improving institutional infrastructure.</p>	<p>II. Academic Offerings</p>	<p>III, V</p>

**Alignment of the UPR Cayey Strategic Plan  
2025–2030**

UPR Strategic Matter 2: Administrative Innovation for the Well-Being of the University Community and the Improvement of Services and the Institution’s Capacity for the Generation of New Funds

<b>UPR Strategic Plan Goals University of Puerto Rico 2023–2028</b>	<b>Institutional Priorities UPR Cayey</b>	<b>Strategic Areas UPR Cayey</b>	<b>MSCHE Standards</b>
Goal 4: Optimize university operations in response to fiscal changes through best administrative practices and process reengineering in order to simplify, streamline, and standardize administrative processes throughout the university system.	Revitalize administrative processes through strategic planning and institutional assessment.	I. Student Success	IV, VI

**Alignment of the UPR Cayey Strategic Plan  
2025–2030**

UPR Strategic Matter 3: Innovation in Research with Social Commitment

<b>UPR Strategic Plan Goals University of Puerto Rico 2023–2028</b>	<b>Institutional Priorities UPR Cayey</b>	<b>Strategic Areas UPR Cayey</b>	<b>MSCHE Standards</b>
<p><b>Goal 7:</b> Facilitate collaboration among researchers within and outside the university system to establish networks, consortia, and collaborative groups of faculty or researchers with similar or complementary lines of research, in order to ensure success in the search for and acquisition of funds and to increase the creation and dissemination of knowledge in the sciences and the arts across all spheres.</p>	<p>Strengthen student retention and expand enrollment efforts through innovation, the adjustment and communication of our academic offerings, the strengthening of student support services, and the improvement of institutional infrastructure.</p> <p>Strengthen students' experience in research, creation, and community service.</p>	<p>I. Student Success</p>	<p>I, II, III, IV</p>
<p><b>Goal 9:</b> Increase student participation in research and creative work as an integral part of the university experience.</p>	<p>Strengthen student retention and expand enrollment efforts through innovation, the adjustment and communication of our academic offerings, the strengthening of student support services, and the improvement of institutional infrastructure.</p> <p>Strengthen students' experience in research, creation, and community service.</p>	<p>I. Student Success</p>	<p>I, II, III, IV</p>

**Alignment of the UPR Cayey Strategic Plan  
2025–2030**

UPR Strategic Issue 4: Promotion of the Ethical and Aesthetic Values of Art and Culture

<b>UPR Strategic Plan Goals University of Puerto Rico 2023–2028</b>	<b>Institutional Priorities UPR Cayey</b>	<b>Strategic Areas UPR Cayey</b>	<b>MSCHE Standards</b>
<p>Goal 11: Promote cultural activity across all institutional units for the enjoyment of communities within and beyond the University.</p>	<p>Strengthen student retention and expand enrollment efforts through innovation, the adjustment and communication of our academic offerings, the strengthening of student support services, and the improvement of institutional infrastructure.</p>	<p>III. Institutional Ethos</p>	<p>I, II, III, IV</p>
<p>Goal 12: Establish collaborations among the disciplines of the humanities, social sciences, law, natural sciences, technology, planning, and business administration in the areas of intellectual property, marketing, administration, and finance, in service of artistic and cultural creation, framed within a universal and transdisciplinary academic education.</p>	<p>Strengthen student retention and expand enrollment efforts through innovation, the adjustment and communication of our academic offerings, the strengthening of student support services, and the improvement of institutional infrastructure.</p>	<p>III. Institutional Ethos</p>	<p>I, II, III, IV</p>

**Strategic Plan UPR Cayey**  
**2025-2030**

## UPR CAYEY STRATEGIC PLAN 2025–2030

### I. Student Success

PEUPR: AE1 – M\_01, M\_02  
MSCHE Standards: I, II, III, IV

#### **Goal 1: Promote student success through the strengthening of recruitment and admissions.**

Objective 1.1: Diversify recruitment efforts for new incoming students.

Objective 1.2: Optimize admissions processes.

PEUPR: AE1 – MO\_01, MO\_02, AE2 MO\_6  
MSCHE Standards: III, V

#### **Goal 2: Strengthen institutional support systems that promote student retention and the completion of academic degrees.**

Objective 2.1: Increase the student retention rate.

Objective 2.2: Increase the graduation rate.

PEUPR: AE3 – MO\_07, MO\_09  
MSCHE Standards: I, III, IV, V

#### **Goal 3: Highlight interdisciplinarity, research, creation, and the impact of community service as institutional pillars.**

Objective 3.1: Promote interdisciplinary research projects.

Objective 3.2: Foster artistic creation as a formative, expressive, and cultural axis.

Objective 3.3: Promote community service as part of academic formation.

PEUPR: AE2 – MO\_04, MO\_06  
MSCHE Standards: IV, VI

#### **Goal 4: Restructure administrative and institutional service processes to place students at the center of university management, ensuring accessible and efficient services.**

Objective 4.1: Guarantee access to technological resources.

Objective 4.2: Facilitate institutional services for students through technological tools.

Objective 4.3: Foster learning spaces that promote critical reflection and student collaboration.

Objective 4.4: Facilitate access to and skills related to information.

Objective 4.5: Strengthen student assessment mechanisms to evaluate and improve administrative and institutional support services.

## UPR CAYEY STRATEGIC PLAN 2025–2030

### II. Academic Offerings

PEUPR: AE1 – MO\_01, MO\_02  
MSCHE Standards: III, V

**Goal 5: Improve and diversify the academic offerings through the review of existing programs, the development of new certifications, the integration of diverse instructional modalities, and the strengthening of ties with the labor environment.**

Objective 5.1: Strengthen academic programs based on their social relevance, cultural impact, and professional demand, ensuring comprehensive education.

Objective 5.2: Develop distance education and hybrid programs.

Objective 5.3: Strengthen the linkage between academic offerings and the labor environment.

Objective 5.4: Offer continuing education oriented toward professional development.

Objective 5.5: Review the Skills and Content document to adjust it to institutional needs.

### III. Institutional Ethos

PEUPR: AE4 – MO\_11  
MSCHE Standards: I, II, IV

**Goal 6: Foster an institutional ethos grounded in university identity, ethical commitment, social responsibility, and appreciation of culture as fundamental pillars of academic and community endeavors.**

Objective 6.1: Strengthen the comprehensive development of the university community through education centered on values, skills, content, and participation.

Objective 6.2: Support participation in institutional, national, and international events.

Objective 6.3: Foster an academic environment based on respect.

Objective 6.4: Strengthen the sense of institutional belonging.

Objective 6.5: Raise awareness regarding social responsibility and environmental sustainability.

Objective 6.6: Implement institutional resilience programs in response to emergencies.

### IV. Institutional and Fiscal Sustainability

PEUPR: AE2 – MO\_04, MO\_05  
MSCHE Standards: VI

**Goal 7: Manage resources responsibly by promoting fiscal responsibility, energy efficiency, and environmental stewardship.**

Objective 7.1: Develop a succession and personnel retention plan.

Objective 7.2: Implement strategies to maximize institutional funds.

Objective 7.3: Optimize the management of financial resources.

Objective 7.4: Simplify processes to achieve administrative efficiency.

Objective 7.5: Promote a culture of efficiency and fiscal responsibility.

Objective 7.6: Strengthen the scope of continuing education and training programs.

PEUPR: AE2 – MO\_04, MO\_05

MSCHE Standard: V

**Goal 8: Manage infrastructure and green areas responsibly.**

Objective 8.1: Optimize energy use in facilities, with the support of efficient technology.

Objective 8.2: Promote the care of green areas through maintenance actions, landscaping, and community participation.

Objective 8.3: Optimize the conservation of physical spaces and facilities that support institutional sustainability.

Objective 8.4: Comply with accessibility and safety standards in physical spaces and university services.

Objective 8.5: Strengthen fiscal sustainability.

**STRATEGIC AREA I: STUDENT SUCCESS**

**Goal 1: Promote student success through the strengthening of recruitment and admissions.**

**Objective 1.1: Diversify recruitment efforts for new incoming students.**

<b>Activities</b>	<b>Suggested Indicators</b>	<b>Responsible Functional Unit</b>
Implement the Student Recruitment Plan for Academic Years 2024–25 and 2025–26.	Percentage (%) of compliance with the annual recruitment plan.	Office of the Chancellor; Office of Institutional Assessment and Research
Expand the service region from 11 to 15 municipalities.	Increase in the target population ages 15 to 19. Number of schools impacted per municipality. Increase in first-choice applications.	Office of the Chancellor; Office of Institutional Assessment and Research
Offer informational talks and videos on the availability of scholarships and financial aid.	Percentage (%) of oriented students who applied for financial aid. Number of talks offered.	Academic Affairs Dean’s Office; Admissions Office; Academic Departments; DECEP; Dean of Students; Financial Aid
Increase linkage between academic programs and non-traditional student populations.	Number of non-traditional students admitted. Number of campaigns directed at this population.	Academic Affairs Dean’s Office; Admissions Office; Academic Departments; DECEP
Increase collaboration between the university and high schools.	Number of alliances or agreements with schools. Percentage (%) of school participation.	Academic Affairs Dean’s Office; Admissions Office; Academic Departments; DECEP
Establish the <i>Fondo dotal</i> (endowment fund).	Number of campaigns.	Dean of Students; Financial Aid; Alumni Office
Improve public relations and publicity to strengthen the university’s image and reputation.	Percentage growth of followers and impact on university visibility on social media.	Dean of Students; Financial Aid; Alumni Office
Conduct a study of the student decision-making process.	Factors and individuals influencing decision-making.	Office of the Chancellor; Office of Institutional Assessment and Research

**Objective 1.2: Optimize admissions processes.**

<b>Activities</b>	<b>Suggested Indicators</b>	<b>Responsible Functional Unit</b>
Restructure the Admissions Office.	Number of assigned employees. Level of satisfaction of admitted students.	Academic Affairs Dean’s Office; Admissions Office
Optimize the website to facilitate user processes.	Number of visits to the Admissions webpage. Percentage (%) reduction in in-person inquiries.	Academic Affairs Dean’s Office; Admissions Office
Promote academic programs and student services through radio, television, press, and social media.	Estimated reach of digital campaigns. Number of media appearances.	Academic Affairs Dean’s Office; Admissions Office

STRATEGIC AREA I: STUDENT SUCCESS

Goal 2: Strengthen institutional supports that promote retention and completion of academic degrees.

**Objective 2.1: Increase the student retention rate.**

Activities	Suggested Indicators	Responsible Functional Unit
Reduce course withdrawals through academic interventions such as tutoring, advising, counseling, and psychological support.	Percentage (%) reduction in partial withdrawals. Number of students intervened.	Academic Affairs Dean's Office; Academic Departments; DECEP; CAE
Promote personalized academic support and tutoring programs.	Number of students participating in tutoring. Satisfaction with tutoring services.	Dean of Students; Financial Aid; CEDE; Cultural Activities
Enforce institutional policies related to academic advising.	Percentage (%) of faculty who provide advising. Satisfaction survey.	Office of the Chancellor; Office of Institutional Assessment and Research
Promote academic advising beginning in the first year of study.	Percentage (%) of first-year students with assigned advisors. Number of advising sections.	Office of the Chancellor; Office of Institutional Assessment and Research
Promote active student participation in extracurricular activities (cultural, recreational, and athletic).	Student participation in activity planning.	Academic Affairs Dean's Office; Academic Departments; DECEP; CAE
Strengthen student support services.	Number of wellness activities offered. Number of students impacted.	Dean of Students; Financial Aid; CEDE; Cultural Activities
Use the student prediction model to identify early high-risk student populations.	Number of students identified as at risk. Retention rate (%) among at-risk populations.	Office of the Chancellor; Office of Institutional Assessment and Research
Expand monitoring of student retention starting in the first year, including year-to-year transitions.	Retention rate (%).	Office of the Chancellor; Office of Institutional Assessment and Research
Create an individualized follow-up plan for students in their third year and beyond.	Number of students impacted. Number of students referred.	Academic Affairs Dean's Office; Academic Departments; CEDE
Establish the endowment fund ( <i>Fondo dotal</i> ).	Approval of the regulatory policy. Number of agreements or alliances. Initial fundraising amount of at least \$50,000.	Office of the Chancellor; External Resources

**STRATEGIC AREA I: STUDENT SUCCESS**

Goal 2: Strengthen institutional supports that promote student retention and the completion of academic degrees.

**Objective 2.1: Increase the student retention rate.**

<b>Activities</b>	<b>Suggested Indicators</b>	<b>Responsible Functional Unit</b>
Encourage the use of non-instructional spaces.	Inventory of participation spaces. Percentage (%) of participation.	Academic Affairs Dean’s Office; Academic Departments; DECEP; CAE; Dean of Students; Financial Aid; CEDE; Cultural Activities
Diversify extracurricular experiences.	Number of new activities implemented.	Academic Affairs Dean’s Office; Dean of Students
Review the General Education model.	Number of courses reviewed based on findings from the Skills and Content document.	Academic Affairs Dean’s Office; General Education Committee

**Objective 2.2: Increase the graduation rate.**

<b>Activities</b>	<b>Suggested Indicators</b>	<b>Responsible Functional Unit</b>
Strengthen mentoring and tutoring programs between students and faculty.	Number of students assigned a mentor. Number of students participating in tutoring.	Academic Affairs Dean’s Office; Academic Departments; DECEP; CAE; Distance Education
Increase the use of innovative educational technologies in courses.	Number of courses integrating innovative technology. Student satisfaction evaluation regarding applied technology.	Dean of Students; Financial Aid; CEDE; Office of the Chancellor; OSI

**GOALS (KPIs)**

- Retention Rate: 80%
- Graduation Rate: 50%
- Applicants: 1,500
- Admitted Students: 700
- Enrolled Students: 550

**STRATEGIC AREA I: STUDENT SUCCESS**

**Goal 3: Highlight interdisciplinarity, research, creative activity, and the impact of community service as institutional pillars.**

**Objective 3.1: Promote interdisciplinary research projects.**

<b>Activities</b>	<b>Suggested Indicators</b>	<b>Responsible Functional Unit</b>
Publicize existing research courses as a platform to promote interdisciplinary projects.	Number of research projects. Number of participating students.	Office of the Chancellor; Office of Institutional Assessment and Research
Support initiatives for the development of interdisciplinary research projects coordinated among academic departments.	Number of initiatives.	Academic Affairs Dean’s Office; Academic Departments; Institute for Interdisciplinary Research; DECEP
Create an institutional inventory documenting student research.	Number of research projects included in the inventory. Number of participating students.	Office of the Chancellor; Office of Institutional Assessment and Research

**Objective 3.2: Foster artistic creation among students as a formative, expressive, and cultural axis.**

<b>Activities</b>	<b>Suggested Indicators</b>	<b>Responsible Functional Unit</b>
Create an institutional inventory documenting projects, works, and activities, including their impact and dissemination.	Number of works and projects registered in the inventory. Number of participating students.	Office of the Chancellor; Office of Institutional Assessment and Research; Museum
Promote art and culture both on and off campus by creating alliances with organizations that promote local culture.	Number of cultural alliances established.	Dean of Students; Cultural Activities; Student Organizations

**STRATEGIC AREA I: STUDENT SUCCESS**

**Goal 3: Highlight interdisciplinarity, research, creative activity, and the impact of community service as institutional pillars.**

**Objective 3.3: Promote community service as part of academic formation.**

<b>Activities</b>	<b>Suggested Indicators</b>	<b>Responsible Functional Unit</b>
Create an institutional inventory that documents community service activities.	Number of community service activities. Number of participating students.	Office of the Chancellor; Office of Institutional Assessment and Research; Museum
Create student-led community service activities by establishing partnerships with external groups.	Number of partnerships with government agencies or nonprofit organizations.	Dean of Academic Affairs; Academic Departments
Promote the participation of high school students in community service projects.	Number of participating UPR students and high school students. Percentage of academic units with active community service projects.	Dean of Students; Cultural Activities; Student Organizations

**STRATEGIC AREA I: STUDENT SUCCESS**

**Goal 4: Restructure administrative and institutional service processes in order to place students at the center of university management, ensuring accessible and efficient services.**

**Objective 4.1: Ensure access to technological resources.**

<b>Activities</b>	<b>Suggested Indicators</b>	<b>Responsible Functional Unit</b>
Expand technological platforms that facilitate academic management.	Number of technological platforms. Percentage of students with access to the platforms.	Dean of Academic Affairs; Distance Education; Registrar; Dean of Administration; Collections Office; Chancellor’s Office; Office of Information Systems (OSI)

**Objective 4.2: Facilitate institutional services for students through technological tools.**

<b>Activities</b>	<b>Suggested Indicators</b>	<b>Responsible Functional Unit</b>
Create a digital tool that allows the university community to complete specific tasks quickly and efficiently.	Percentage of design progress according to the timeline.	Chancellor’s Office; Office of Information Systems (OSI); Dean of Academic Affairs; Distance Education; Registrar; Dean of Students; Dean of Administration
Promote the use of digital student service platforms to improve processes, efficiency, and satisfaction in student transactions.	Percentage of students who use digital platforms. Number of processes automated through AI. Level of student satisfaction with institutional services.	Dean of Administration

**Objective 4.3: Promote learning spaces that encourage critical reflection and student collaboration.**

<b>Activities</b>	<b>Suggested Indicators</b>	<b>Responsible Functional Unit</b>
Develop collaborative and flexible learning environments.	Number of physical or virtual spaces enabled for collaborative learning.	Chancellor’s Office; Office of Information Systems (OSI); Dean of Academic Affairs; Distance Education; Registrar; Institute for Interdisciplinary Research
Offer training workshops for teaching and non-teaching staff.	Number of workshops offered.	Dean of Students
Promote the use of computer laboratories.	Number of users.	Dean of Administration

**STRATEGIC AREA I: STUDENT SUCCESS**

**Goal 4: Restructure administrative and institutional service processes in order to place students at the center of university management, ensuring accessible and efficient services.**

**Objective 4.4: Facilitate access to information and information-related skills.**

<b>Activities</b>	<b>Suggested Indicators</b>	<b>Responsible Functional Unit</b>
Offer workshops on information literacy skills using library resources, Census databases, and institutional platforms.	Number of workshops. Total number of participants.	Chancellor's Office; Office of Information Systems (OSI); Dean of Academic Affairs; Library; Institute for Interdisciplinary Research

**Objective 4.5: Strengthen student assessment mechanisms to evaluate and improve administrative and institutional support services.**

<b>Activities</b>	<b>Suggested Indicators</b>	<b>Responsible Functional Unit</b>
Promote participation in service satisfaction surveys and analyze results to redesign services.	Student participation rate. Longitudinal satisfaction level. Number of improvements implemented based on findings.	Dean of Academic Affairs; Academic Departments; Chancellor's Office; Office of Institutional Research and Assessment

**STRATEGIC AREA II: ACADEMIC OFFERINGS**

**Goal 5: Improve and diversify the academic offerings through the review of existing programs, the development of new certifications, the integration of diverse modalities, and the strengthening of linkages with the labor market.**

**Objective 5.1: Strengthen academic programs based on their social relevance, cultural impact, and labor market demand, ensuring a comprehensive education.**

<b>Activities</b>	<b>Suggested Indicators</b>	<b>Responsible Functional Unit</b>
Comply with the regulations for the evaluation of academic programs of the University of Puerto Rico.	Percentage of programs evaluated according to current accreditation.	Dean of Academic Affairs; Academic Departments; Curriculum Renewal Committee; General Education Committee
Conduct curricular review by the faculty that integrates participation from students, alumni, and external sectors.	Number of curricula reviewed.	Dean of Academic Affairs; Dean of Students; Alumni Office

**Objective 5.2: Develop distance education and hybrid programs.**

<b>Activities</b>	<b>Suggested Indicators</b>	<b>Responsible Functional Unit</b>
Establish virtual or hybrid programs in courses and/or time blocks with higher demand.	Number of hybrid programs and courses offered. Number of students enrolled.	Dean of Academic Affairs; Academic Departments; Distance Education

**Objective 5.3: Strengthen the alignment of academic offerings with the labor market.**

<b>Activities</b>	<b>Suggested Indicators</b>	<b>Responsible Functional Unit</b>
Establish virtual or hybrid courses and programs in courses and/or time blocks with higher demand.	Number of hybrid courses or programs offered. Number of students enrolled.	Dean of Academic Affairs; Academic Departments; Distance Education
Establish agreements with companies, organizations, and non-profit entities for internships.	Number of agreements established.	Dean of Students; Career Placement Office
Promote job fairs.	Number of fairs. Number of participating employers. Number of participating students.	Dean of Students; Career Placement Office
Conduct alumni surveys and qualitative studies of the business sector.	Percentage of alumni surveyed. Number of qualitative studies conducted.	Chancellor’s Office; Office of Institutional Research and Assessment; Institute for Interdisciplinary Research
Adjust and strengthen the academic offerings taking into account projected labor demand, emerging socioeconomic trends, and strategic projects in Puerto Rico and the service region.	Employment by occupation related to academic offerings.	Chancellor’s Office; Office of Institutional Research and Assessment

**STRATEGIC AREA II: ACADEMIC OFFERINGS**

**Goal 5: Improve and diversify the academic offerings through the review of existing programs, the development of new certifications, the integration of diverse modalities, and the strengthening of linkages with the labor market.**

**Objective 5.4: Provide continuing education oriented toward professional development.**

Activities	Suggested Indicators	Responsible Functional Unit
Expand the continuing education offerings oriented toward the professional development of the internal and external community through distance modalities.	Number of continuing education courses offered. Participation of employees or alumni in continuing education programs.	Dean of Academic Affairs; DECEP; Dean of Students; Alumni Office
Adjust the continuing education offerings to the needs of the university community.	Needs assessment survey.	Chancellor’s Office; Office of Institutional Research and Assessment

**Objective 5.5: Review the Skills and Content document to adjust it to institutional needs.**

Activities	Suggested Indicators	Responsible Functional Unit
Review the Skills and Content document.	Number of meeting minutes or records produced. Percentage of the document updated.	Dean of Academic Affairs; General Education Committee

**STRATEGIC AREA III: INSTITUTIONAL ETHOS**

**Goal 6: Promote an institutional ethos grounded in university identity, ethical commitment, social responsibility, and appreciation of culture as fundamental pillars of academic and community engagement.**

**Objective 6.1: Strengthen the comprehensive development of the university community through an education centered on values, skills, content, and participation.**

<b>Activities</b>	<b>Suggested Indicators</b>	<b>Responsible Functional Units</b>
Adopt educational activities that promote the holistic formation of the university community.	Number of activities. Percentage of participation by sector (students, faculty, non-teaching staff).	Academic Affairs Deanship Academic Departments Student Affairs Deanship Student Organizations Alumni Office Administration Deanship Human Resources Office

**Objective 6.2 – Support participation in institutional, national, and international events**

<b>Activities</b>	<b>Suggested Indicators</b>	<b>Responsible Functional Units</b>
Approve policies and develop support activities for students with vulnerable profiles.	Number of students impacted. Percentage of retention or academic success of the population.	Academic Affairs Deanship Academic Departments
Identify funds to support academic participation in events.	Amount of funds allocated.	Student Affairs Deanship CEDE

**Objective 6.4 – Strengthen institutional sense of belonging**

<b>Activities</b>	<b>Suggested Indicators</b>	<b>Responsible Functional Units</b>
Encourage participation of the university community in academic and cultural activities.	Number of activities. Percentage of participation of the university community.	Academic Affairs Deanship Academic Departments Student Affairs Deanship Student Organizations Alumni Office Administration Deanship Human Resources Office
Continuously disseminate the institutional mission, vision, and history through the official portal and outreach materials.	Percentage of institutional publications that include updated mission and vision.	Chancellor’s Office Office of Information Systems (OSI) Division of Graphic Arts and Printing Student Affairs Deanship Cultural Activities Office
Develop campaigns highlighting success stories of the university community and alumni.	Number of publications.	Chancellor’s Office Student Affairs Deanship Alumni Office
Enhance the promotion of institutional symbols.	Number of promotional initiatives.	Chancellor’s Office Student Affairs Deanship

<b>Activities</b>	<b>Suggested Indicators</b>	<b>Responsible Functional Units</b>
Promote spaces for academic and social interaction.	Number of spaces.	Administration Deanship

**Objective 6.5 – Raise awareness regarding social responsibility and environmental sustainability**

<b>Activities</b>	<b>Suggested Indicators</b>	<b>Responsible Functional Units</b>
Organize educational campaigns and institutional activities promoting social responsibility and environmental sustainability.	Number of campaigns or activities. Percentage of participation.	Academic Affairs Deanship Academic Departments Student Affairs Deanship Student Organizations Alumni Office Administration Deanship Human Resources Office

**Objective 6.6 – Implement institutional resilience programs in response to emergencies**

<b>Activities</b>	<b>Suggested Indicators</b>	<b>Responsible Functional Units</b>
Activate drills, protocols, and training activities to strengthen institutional response to emergencies and disasters.	Number of activities. Percentage of participants.	Administration Deanship OSSOPA Security and Surveillance Human Resources

**STRATEGIC AREA IV: INSTITUTIONAL AND FISCAL SUSTAINABILITY**

**Goal 7: Manage resources responsibly by promoting fiscal responsibility, energy efficiency, and environmental stewardship.**

**Objective 7.1 – Develop a succession and staff retention plan**

<b>Activities</b>	<b>Suggested Indicators</b>	<b>Responsible Functional Units</b>
Conduct analyses to identify positions and potential vacancies, as well as critical areas for action.	Number of positions identified as potential vacancies. Percentage of vacancies filled with active or contract personnel.	Administration Deanship Human Resources Office Academic Affairs Deanship

**Objective 7.2 – Implement strategies to maximize institutional funds**

<b>Activities</b>	<b>Suggested Indicators</b>	<b>Responsible Functional Units</b>
Discuss budget requests in coordination with deanships to realign institutional funds according to identified priority needs.	Budget alignment exercises. Number of meetings.	Chancellor’s Office Budget Office Academic Affairs Deanship Administration Deanship Student Affairs Deanship

**Objective 7.3 – Optimize financial resource management**

<b>Activities</b>	<b>Suggested Indicators</b>	<b>Responsible Functional Units</b>
Monitor financial performance indicators.	Monitoring frequency. Percentage of compliance with indicators.	Chancellor’s Office Budget Office Academic Affairs Deanship Student Affairs Deanship
Promote self-financed initiatives.	Number of self-financed initiatives funded.	Administration Deanship Finance Office

**Objective 7.4 – Simplify processes to achieve administrative efficiency**

<b>Activities</b>	<b>Suggested Indicators</b>	<b>Responsible Functional Units</b>
Review administrative procedures to eliminate unnecessary steps and redundancies, reduce processing time, and improve user experience.	Number of procedures reviewed. User satisfaction level regarding administrative efficiency.	Chancellor’s Office Academic Affairs Deanship Institute for Interdisciplinary Research Student Affairs Deanship Administration Deanship

**Objective 7.5 – Promote a culture of efficiency and fiscal responsibility**

<b>Activities</b>	<b>Suggested Indicators</b>	<b>Responsible Functional Units</b>
Provide guidance on efficient use of resources and fiscal responsibility.	Number of orientations. Percentage of participants. Percentage of administrative changes implemented.	Chancellor’s Office Budget Office Academic Affairs Deanship
Create advisory groups for intramural practice.	Number of agreements. Amount of funds raised. Satisfaction level.	Institute for Interdisciplinary Research

**Objective 7.6 – Strengthen the reach of continuing education programs**

<b>Activities</b>	<b>Suggested Indicators</b>	<b>Responsible Functional Units</b>
Organize professional development activities for university personnel in face-to-face, online, and hybrid modalities.	Number of activities. Percentage of participation. Satisfaction level.	Chancellor’s Office Office of Information Systems (OSI) Title IX Academic Affairs Deanship DECEP CEDE Institute for Interdisciplinary Research
Increase the competitiveness of continuing education offerings.	Amount of innovative offerings. Amount of expenses, revenues, and surpluses. Participant satisfaction level.	Administration Deanship Human Resources Office OSSOPA Security and Surveillance

## APPENDIXES

(See original Files)