

UPR-Aguadilla
Strategic Plan 2006-2011
Goals and Objectives

Goal	Objectives (Time-Frame: August, 2006 – July, 2011)
<p>1. Respond to the social, cultural, and economic needs of Puerto Rico, particularly the northwestern region, through innovative, and relevant educational programs, considering both degree-granting and non-degree-granting alternatives.</p>	<p>1.1 Continuous improvement of programs will be assured through systematic assessment, so that:</p> <ul style="list-style-type: none"> - All academic programs will be submitted to formative assessment activities each year, placing emphasis on student learning outcomes. - A five-year formal comprehensive assessment/revision schedule will continue to be enforced. - General Education will be appropriately integrated <p>1.2 Obtain external professional accreditation for the following bachelor's degree programs:</p> <ul style="list-style-type: none"> -Education (all variants) -Business Administration (all variants) -Electronics Engineering Technology <p>1.3 Prepare an action plan to develop new or revised educational offerings based on needs assessments to be conducted at least every two years.</p> <p>1.4 At least two Distance Education options will be offered, most probably to satisfy professional continuing education requirements (e.g., Teacher Certification courses, Quality Systems, Realtors License).</p> <p>1.5 Increase educational opportunities for non-traditional students through online offerings, web-based administrative processes, and adequate services in non regular working hours.</p>
<p>2. Maintain an effective human resources development program.</p>	<p>2.1 Complete a revision of the faculty evaluation system by June 2007.</p> <p>2.2 Increase faculty exchange opportunities between the college faculty and US and foreign faculties.</p> <p>2.3 Increase improvement opportunities for the faculty via Sabbaticals and Leaves of Absence for Studies.</p> <p>2.4 Increase faculty pedagogical competencies through effective and ongoing training in areas such as:</p> <ul style="list-style-type: none"> - learning-teaching strategies - learning-assessment strategies - how to effectively deal with high-risk students - basic skills development - effective use of educational technology <p>2.5 Improve work-related skills of the non-teaching personnel, through proper training.</p>

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<p>3. Improve general learning outcomes, keeping student integral development at the center of institutional priorities.</p>	<p>3.1 Increase students' academic performance and satisfaction with their programs to the level where retention rates rise</p> <ul style="list-style-type: none"> • To at least 87% - after first year retention • To at least 70% - after second year retention <p>3.2 Increase opportunities for student exchanges between our students and US and foreign students.</p> <p>3.3 Improve student basic skills in Spanish, English, and Mathematics as measured by</p> <ul style="list-style-type: none"> • Improved performance in achievement tests • Better grades in basic courses • Better grades in other courses dependent on basic skills
<p>4. Continue to effectively integrate the new Information Technologies (IT) into the teaching-learning process.</p>	<p>4.1 Develop a comprehensive five-year IT Academic Plan to continue with the successful initiatives already in progress to infuse IT into the educational process.</p> <p>4.2 Institutionalize the Multimedia Educational Technology Center to provide a permanent and effective support structure for faculty instructional development, student basic IT training, and basic academic computing services.</p> <p>4.3 In a five-year period, at least 25% of the regular faculty will be offering one or more online courses.</p> <p>4.4 In a five-year period, at least 60% of the regular faculty will have enhanced some of their courses with multimedia presentations and online instructional materials.</p> <p>4.5 Offer short training sessions, independent of regular classes, to help develop student IT basic skills.</p>
<p>5. Increase faculty activities in research and scholarship and involve students as part of their formal development.</p>	<p>5.1 Develop a plan to develop funds and establish a physical infrastructure for the promotion of research (space, equipment, release time, administrative support, etc.)</p> <p>5.2 Increase activities in research and scholarship to the level where at least 10 % of the full-time faculty is involved in such activities for the equivalent of at least 3 credit-hours per semester.</p> <p>5.3 At least 10% of the faculty will publish in peer-reviewed journals or professional publication media of prestige. Also, promote student publications.</p> <p>5.4 To develop their research skills, involve students in faculty research and scholarship activities.</p> <p>5.5 Increase the proportion of doctoral degree faculty, from 14% to 30%.</p>

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<p>6. Increase external resources and net continuing education service revenues to no less than 20% of the total budget.</p>	<p>6.1 Develop proposal writing and other fund raising competencies among faculty and interested staff members as well as the OPIR staff .</p> <p>6.2 Develop technical and administrative skills for effective fund management among project administrators and accountants working with proposal monies.</p> <p>6.3 Increase external resources by combining strategies such as</p> <ul style="list-style-type: none"> - writing at least two major federal grant proposals per year - working effectively with the Alumni Association to help win donations by alumni and other contributors - increasing net revenues through an entrepreneurial operation of the Division of Continuing Education and Professional Studies
<p>7. Significantly improve administrative processes and student services.</p>	<p>7.1 Adjust existing procedures to make optimum use of the new Oracle-based enterprise systems adopted by the UPR.</p> <p>7.2 Redesign and maintain an institutional website containing all institutional information of special value and relevance to the academic community.</p> <p>7.3 Make all principal student services available through user-friendly web-based alternatives.</p> <p>7.4 Identify needed areas of improvement at the department level and execute an improvement program as required.</p> <p>7.5 Obtain accreditation by the International Association of Counseling Services for the counseling services offered.</p> <p>7.6 Obtain recognition by the Association of Colleges and Research Libraries (ACRL) for quality of library services offered.</p>
<p>8. Expand and improve the physical facilities and outdoor environment.</p>	<p>8.1 By December 2006, complete the construction of the new Information and Learning Resources Center.</p> <p>8.2 Adopt and commence implementation of a Long-Term Capital Improvement Plan approved by the Board of Trustees to expand and improve facilities.</p> <p>8.3 Adopt a Physical Improvement and Maintenance Plan to improve existing facilities and enhance their esthetics.</p>
<p>9. Maintain a physical and natural environment to propitiate the creativity, collaboration, and productivity of the academic community.</p>	<p>9.1 Prepare a plan geared towards improving the overall esthetics of the campus buildings and outside environment.</p> <p>9.2 Involve students, faculty, and other employees in voluntary activities to improve the campus environment.</p>

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<p>10. Maintain a positive and collaborative relationship between the institution and the external community.</p>	<p>10.1 Strengthen the relation institution-community through frequent collaborative interaction, educational services, consulting, and social and cultural activities.</p> <p>10.2 Help sustain an active alumni organization.</p> <p>10.3 Establish Advisory Boards for program assessments.</p> <p>10.4 Integrate community service activities in those courses amenable to such modifications.</p>
<p>11. Ensure a management system that practices up-to-date management principles, responds affirmatively to the agreed upon academic standards of excellence, and directs its actions based on objective information.</p>	<p>11.1 Develop a management development program aligned to the requirements of modern academic management practices and academic standards.</p> <p>11.2 Continue to strengthen institutional assessment as a means to guide all administrative and academic decisions and to promote institutional renewal.</p> <p>11.3 Ensure proper linkage between planning, management decisions, and resource deployment.</p> <p>11.4 Continue the development of a culture that values quality of service and customer satisfaction.</p> <p>-----</p> <p>Note: Learning assessment is included through objective 1 whereas process and service improvement is part of objective 7.</p>