



Strategic Route of the Río Piedras Campus 2024-2029

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Year 2025–2026, by the Academic Senate, Río Piedras Campus
(Regular Meeting held on March 19, 2026)

Mission of the Río Piedras Campus

(Certification No. 67, Academic Year 1989–1990, Academic Senate)

The Río Piedras Campus, founded in 1903 as a Normal School, is the oldest, most diverse, and most complex campus within Puerto Rico's public higher education system. By mandate of law, and with the broadest degree of autonomy and freedom of teaching and research, the Campus, like the other units of the University System, shall fulfill the general mission established in Article 2(B) of the University of Puerto Rico Act of January 20, 1966.

In addition to sharing this general mission, the Río Piedras Campus has a distinctive mission that emerges from and is grounded in its history and cultural heritage, which distinguish it from the other campuses and units of the University System. This cultural heritage provides the foundation for its development and defines its distinctive mission and contribution within the University of Puerto Rico System.

In this regard, the mission of the Campus is to:

- Foster the holistic development of students through academic programs that promote intellectual curiosity, critical thinking, lifelong learning, effective communication, the appreciation and cultivation of ethical and aesthetic values, participation in Campus processes, as well as social awareness and responsibility.
- Provide graduate education of the highest quality, with research and creative activity as its core elements, while contributing to the strengthening of undergraduate education. In addition, provide post-baccalaureate programs for the preparation of professionals of the highest caliber who are committed to the ideals and values of Puerto Rican society.
- Provide undergraduate education of excellence that offers a comprehensive perspective of knowledge. This education shall include general education and specialized training and shall develop students' capacities for independent study and research.
- Advance teaching, research, service, and integration with the community in accordance with Puerto Rico's historical and social realities, in harmony with its Caribbean and Latin American context, while extending its reach to the international community. The body of knowledge relevant to strengthening Puerto Rican national identity, history, language, and culture shall be enriched and expanded. At the same time, the development and dissemination of knowledge at the international level shall be promoted.
- Develop innovative and relevant programs in research, community service, and continuing education that respond to and contribute to the academic and professional endeavors of the Campus. These programs shall also contribute to the transformation and continuous advancement of Puerto Rican society, to the analysis and formulation of solutions to the country's socioeconomic and political challenges, and to the improvement of quality of life.

Vision of the Río Piedras Campus

A university community with a strong doctoral character and endowed with first-rate resources, dedicated to research, creative activity, and the dissemination of knowledge; committed to the holistic development of students and their lifelong learning; and recognized for the excellence of its contribution to the development and intellectual enrichment of Puerto Rican and Caribbean society.

Mission of the Strategic Plan 2024-2029

To foster the holistic development of students through academic programs and support services at undergraduate, graduate, and continuing education levels, grounded in transformation, research, and a commitment to community service, and founded on the principles of quality, ethics, integrity, justice, and the transversality of diversity. Additionally, it includes a commitment to institutional and environmental sustainability and the exchange and dissemination of knowledge and expertise with research, creative, and academic projection at local, regional, and international levels.

Expansion of the Mission

To achieve the Río Piedras Campus expansion, the University implements concerted and decisive strategies toward educational, operational, and infrastructure transformation vital to addressing the diverse needs and conditions impacting the well-being of its members. It leverages opportunities arising from demographic, climatic, technological, and educational changes. It develops efforts to demand and obtain the necessary resources to fulfill its vital functions in Puerto Rico's economic, social, and cultural development. It increases mechanisms of openness and accessibility from diversity, equity, and inclusion through joint action and monitoring among university community sectors. It integrates and participates in the critical analysis and implementation of solutions to problems affecting the quality of life of the Río Piedras communities, the student sector residing in them, and Puerto Rico in general.

Note: The mission of the Strategic Plan should be understood in conjunction with its expanded framework, which provides a comprehensive perspective and more fully articulates its purpose, strategic areas, goals, objectives, values, and indicators that guide institutional actions toward 2029. (See Strategic Map.)

Vision of the 2024–2029 Strategic Plan

Renewing Our Outlook Toward the Future

The Río Piedras Campus is an essential public service, accessible and vital to the educational, economic, social, and cultural transformation of Puerto Rico. It reaffirms its distinction through excellence in research, teaching, and the holistic development of individuals throughout the different stages of life. The Campus serves as a benchmark for creative endeavors, innovation, and the generation and exchange of knowledge and diverse forms of understanding at the local, regional, and international levels. The success of its endeavors is achieved through an integrated and strengthened university community that embraces diversity, inclusion, and equity.

Five values that drive us

1. Diversity, Equity, and Inclusion

The Río Piedras Campus is based on recognizing, respecting, and integrating diverse similarities and differences among people, including race, ethnicity, gender, sexual orientation, socioeconomic status, age, abilities, and beliefs.

2. Human Rights

The Río Piedras Campus upholds human rights as an institutional value, recognizing that they are inherent to everyone.

3. Community Connections

The Río Piedras Campus reaffirms its commitment to establishing relationships and connections among diverse communities, promoting identification with values and principles that strengthen their capacities and enable them to achieve joint objectives for social development.

4. Solidarity and Empathy

The Río Piedras Campus reaffirms its commitment to strengthening solidarity among the various groups within its university community. It defines solidarity as the value that drives its members to support each other, especially those who need it most.

5. Commitment, Integrity, and Social Contribution

The Río Piedras Campus reaffirms its social commitment to the communities of Río Piedras and Puerto Rico, based on skills and values such as responsibility, respect for diversity, and democratic

STRATEGIC MAP UPRRP

Mission of the 2024-2029 Strategic Plan

Vision of the 2024-2029 Strategic Plan

A. Strengthening and projecting research and academic activity at local, regional, and international levels.

1. Promote research and academic production through support for continuous projection of contributions at local, regional, and international levels.

- 1.1 Strengthen the status of high research activity (R2 Carnegie Classification of Institutions of Higher Education) and creative work.
- 1.2 Strengthen the production and dissemination of academic publications in indexed journals and other platforms.
- 1.3 Promote the establishment of local and international strategic alliances to foster research, academic collaboration, and knowledge dissemination.
- 1.4 Increase the presence of the Río Piedras Campus in media and digital platforms.
- 1.5 Promote extension and continuing education initiatives based on contextual needs and opportunities.
- 1.6 Implement internationalization strategies that allow academic and student mobility.

The Campus has increased academic and research contributions' projection, recognition, and visibility

B. Educational, operational and essential infrastructure transformation to ensure quality education and well-being.

2. Advance educational, operational, and infrastructure transformation to strengthen training capacities and promote well-being from a comprehensive perspective.

- 2.1 Strengthen educational transformation by integrating technologies and innovative models in teaching and comprehensive learning.
- 2.2 Ensure the maintenance and renewal of academic and service program accreditations.
- 2.3 Expand academic offerings and university support services to adapt and redesign them in response to contextual changes.
- 2.4 Increase efforts for recruitment, retention, and graduation.
- 2.5 Optimize operational management through the implementation of efficient processes and the adoption of technological tools.
- 2.6 Strengthen essential infrastructure that supports academic and operational functions and needs.
- 2.7 Promote an environment of fair conditions and comprehensive well-being (e.g., physical, mental, social, financial, environmental).
- 2.8 Implement a system for measuring results and continuous assessment according to all established strategic objectives and indicators.

The Campus transformation is reflected in the continuous improvement of educational quality, operational efficiency, and the well-being of the university community from a comprehensive perspective.

C. Advancing sustainability by leveraging assets and securing multiple resources.

3. Improve access to and utilization of necessary resources to fulfill vital functions in Puerto Rico's economic, social, environmental, and cultural development from a sustainability perspective.

- 3.1 Implement strategies for demanding and claiming resources based on the Campus's contributions to society in negotiation processes and agreements to advance financing and sustainability.
- 3.2 Increase efforts for the recruitment and retention of teaching and non-teaching staff.
- 3.3 Develop an integrated resource and financing management system.
- 3.4 Expand intersectoral collaborations with government entities, the private sector, and community organizations to create and strengthen strategic alliances.
- 3.5 Optimize the allocation and use of existing resources by implementing assessment and expense control practices.
- 3.6 Improve existing fundraising processes.
- 3.7 Establish continuous monitoring and assessment processes for alliances and managed resources

The Campus has increased its capacity to access and manage resources to strengthen essential actions for Puerto Rico.

D. Service and integration with Puerto Rican communities, especially those in Río Piedras.

4. Link and integrate Puerto Rican communities, including those in Río Piedras, in a coordinated and supportive manner.

- 4.1 Strengthen the capacities of the Río Piedras Urban, Community, and Business Action Center.
- 4.2 Implement service-learning programs and community practices throughout Puerto Rico.
- 4.3 Promote the Campus as an accessible alternative for educational training for the Río Piedras communities.
- 4.4 Develop institutional communication efforts

The Campus has established a solid and collaborative relationship with Puerto Rican communities, including those in Río Piedras.

E. Justice, inclusion, equity, and transversality of diversity.

5. Integrate diversity, equity, inclusion, openness, and accessibility at all levels of the Campus.

- 5.1 Establish policies incorporating diversity, equity, inclusion, and accessibility.
- 5.2 Foster a culture of respect and appreciation for diversity.
- 5.3 Adapt physical and digital infrastructure.
- 5.4 Incorporate content on diversity, equity, inclusion, and accessibility in academic and continuing education programs.
- 5.5 Facilitate active participation spaces for the university community.

An institutional culture where diversity, equity, inclusion, openness, and accessibility are clearly integrated at all levels of the Campus has been consolidated

STRATEGIC ISSUES

STRATEGIC GOALS

STRATEGIC OBJECTIVES

EXPECTED RESULTS