



Antillean Adventist University

Institutional Strategic Plan
2023-2028

Mission

Antillean Adventist University promotes the holistic training of competent professionals, committed to serving God and humanity.

Vision

Antillean Adventist University will be recognized for spirituality, excellence, and service.

Priority: Spiritual Development

Effective integration of faith and values in learning, both, within the Adventist academic community and in the external community.

Strategic Goal:

- I. Create a spiritual environment that offers each member of the university community the opportunity to:
 - Know Jesus and follow his values.
 - Affirm faith in a biblical worldview.
 - Connect with a community of faith.
 - Dedicate yourself to missionary service.

Strategic Objectives

- 1.1 Provide emotional and spiritual support based on three key areas: listening, instructing and healing.
- 1.2 Promote the design of an individual personal spiritual development plan for employees and students.
- 1.3 Engage students and staff in leadership and discipleship.
- 1.4 Promote the core values of the institution.
- 1.5 Train staff and students in the biblical worldview.
- 1.6 Promote participation in rites and acts that confirm faith.
- 1.7 Provide opportunities to strengthen interpersonal relationships within the faith community.
- 1.8 Foster an inspiring worship experience within the faith community.

Expected Results (KPIs)

1. Obtain a 75% level of satisfaction of students and employees with the spiritual program.
2. Increase the percentage of Adventist students by 1% annually.
3. Implement at least one new spiritual life program every year.
4. Baptize at least 15 students and staff members each year.
5. Offer at least 40 Bible studies to students and staff each year.

Priority: Student Success

Recruitment, retention, enrollment management and support a diverse body of students through service systems, facilities and technology until the completion of their program of study.

Strategic Goal:

- II. Create environments and experiences that foster diversity, inclusion and equity; to empower students for a life of success and impact in society.

Strategic Objectives

- 2.1 Provide students with creative experiences and supportive activities that foster belonging, meet their needs and contribute to their personal development.
- 2.2 Develop and implement strategies to increase student retention, integrating social and academic services and components.
- 2.3 Promote the well-being of students through the implementation of an integrated student well-being plan, which includes the areas of counseling, health, social life and mental health.
- 2.4 Promote student diversity through the development and implementation of a recruitment plan to impact different populations of Adventist and non-Adventist students, inside and outside of Puerto Rico.
- 2.5 Increase facilities and services that promote the physical and social well-being of students.
- 2.6 Develop programs and strategies that allow us to know the characteristics and needs of Adventist youth in Puerto Rico and maintain continuous communication with them.
- 2.7 Strengthen the integration of services, to respond quickly and efficiently to the student.

Expected Results (KPIs)

1. Increase student enrollment by 1% annually.
2. Increase the number of international students by 15% annually.
3. Obtain a 70% level of student satisfaction with services.
4. Increase the retention rate by 1% annually.
5. Increase the graduation rate by 1% annually.
6. Obtain an 80% level of employer satisfaction with graduates.
7. Increase the percentage of employed graduates by 1% annually.

Priority: Academic Quality

Learning environment that develops in students the necessary skills for excellent professional performance, with multicultural perspectives, based on a high-quality educational offer supported by research, creative work, the assessment of learning and the effectiveness of the programs.

Strategic Goal:

- III. Innovate the academic offering so that it responds to market trends, maintaining the commitment to the Adventist educational philosophy.

Strategic Objectives

- 3.1 Expand and update the undergraduate and graduate curricular offering based on the needs of society and the demands of the occupational world.
- 3.2 Implement teacher support systems for the review, update or creation of courses or programs in various modalities.
- 3.3 Develop the offer of technical and occupational careers relevant to the needs of the country.

Strategic Goal:

- IV. Provide students with learning experiences that develop knowledge, skills and attitudes, evidenced in learning results.

Strategic Objectives

- 4.1 Expand opportunities for field experiences in work organizations.
- 4.2 Ensure continuous evaluation processes of all study programs to maintain quality and professional accreditations.
- 4.3 Incorporate new educational trends in the validation of courses, credits, experiences employment, among others, that lead to an academic degree.
- 4.4 Promote the development of skills in the academic offering to promote critical thinking, innovation, the importance of Christian ethical values and lifelong learning.

- 4.5 Facilitate entrepreneurship activities associated with faculty projects with their students, to offer services to the external community.
- 4.6 Improve the results of passing professional examinations.
- 4.7 Foster an inclusive, welcoming, and supportive learning environment for all students.

Strategic Goal:

- V. Promote research, innovation and scholarship.

Strategic Objectives

- 5.1 Promote best practices in continuing education and professional training to keep faculty up-to-date in teaching, entrepreneurship, and research.
- 5.2 Encourage the collaboration of teaching staff in the development of initiatives and search for external funds for academic research.
- 5.3 Increase the number of full-time professors who publish books or peer-reviewed journals at the graduate and undergraduate level.
- 5.4 Strengthen bibliographic collections in line with the academic programs and new lines of research of the faculty.
- 5.5 Encourage teachers of all undergraduate and graduate academic programs to include the formal participation of their students in creative work, research or innovation projects in their area of study.
- 5.6 Increase the number of faculty with terminal degrees in their teaching discipline.

Expected Results (KPIs)

- 1. Have five new programs or modalities at the end of the five-year period.
- 2. Increase the level of student satisfaction with their learning by 1% annually.
- 3. Increase the level of student satisfaction with academic advising by 1% annually.
- 4. Increase the amount of research conducted or presented
- 5. Increase the number of articles published per faculty
- 6. Increase the amount of research presented.
- 7. That 70% of the students obtain a minimum of 80% in the grade, on the first attempt.
- 8. Increase the number of faculty with terminal degrees.
- 9. Learning (70% of students with a grade of C or higher in general education courses; 80% of students with a “proficient” level in concentration courses.
- 10. Increase graduate satisfaction with the program.

Priority: Administrative effectiveness

Emphasis on efficient administrative processes including planning and assessment of institutional effectiveness, human resource management and sustainable development, supported by financial stability.

Strategic Goal:

VI. Achieve the highest standards of administrative efficiency.

Strategic Objectives

- 6.1 Strengthen the culture of strategic planning and appraisal.
- 6.2 Develop strategies to project a corporate image that effectively reflects the institutional identity, in accordance with industry communication standards.
- 6.3 Implement development projects that serve to strengthen or expand the services offered to students.
- 6.4 Position the university in the current educational market, so that it is distinguished by its Christian values, the rich student experience and the high quality of its programs.
- 6.5 Provide the means that allow the sustainability of the infrastructure, the academic program and the technology necessary for the effective fulfillment of the mission and vision.
- 6.6 Expand and increase the efficiency of the institution's technological structure, so that it facilitates an efficient educational service.
- 6.7 Effectively renew and maintain the functionality of physical facilities so that they facilitate efficiency in serving students.
- 6.8 Maintain high standards in institutional security and provide tools that increase its efficiency.
- 6.9 Achieve the ideal in the financial indicators of the institution.
- 6.10 Update and properly maintain the institution's non-technological equipment.
- 6.11 Diversify income sources.
- 6.12 Increase the number of students, to maintain financial sustainability and optimize operations.
- 6.13 Train employees in each unit to perform according to best practices and to offer service that values diversity, equity and inclusion.
- 6.14 Recruit, develop and retain highly qualified employees, with a multicultural perspective and who are life models of the Adventist Christian faith.
- 6.15 Develop efficient and effective administrative processes in all areas, which allow a results-oriented workflow.
- 6.16 Establish collaboration agreements with universities, churches, institutions and companies that promote the internationalization and enrichment of programs.
- 6.17 Provide facilities and technology that promote the holistic development of the student.
- 6.18 Ensure due compliance with institutional norms and government and regulatory standards.
- 6.19 Develop a culture and climate of diversity and appreciation for human dignity, where each member of the university community feels included.

Expected Results (KPIs)

1. Obtain a 75% level of satisfaction of students and staff with administrative processes.
2. Increase the amount of money raised for development projects by 10% compared to what was raised in the previous cycle.
3. Complete the four development projects that are in process from the previous cycle.
4. Design and initiate the eight strategic development projects of the five-year period.

5. Money invested in development projects.
6. Financial indicators.
 - Obtain audits with opinions in full compliance with “Unqualified Opinions”
 - Maintain the financial indicator “Debt Ratio” between 25% and 35%.
 - Increase the “Current Ratio” indicator to at least 1 during the cycle.
 - Increase the “Liquidity” indicator to at least 1 during the cycle.
 - Increase the “Working capital” indicator to at least 1 during the cycle.
7. Signed international agreements

Priority: Social commitment and collaborative relationships

Analysis, projection and response to changing social needs.

Strategic Goal:

VII. Expand local and global service opportunities.

Strategic Objectives

- 7.1 Promote the participation of employees and students in community and missionary service projects.
- 7.2 Design a community service program where the participation of students is promoted each year of study.
- 7.3 Develop a global mission service program.
- 7.4 Strengthen ties with alumni and community members, promoting their participation as collaborators in university work.

Expected Results (KPIs)

1. Increase the percentage of employees and students who engage in community service activities by 1% annually.
2. Implement five service programs during the five-year period.
3. Implement an activity with local or global missionary impact each year.

Reviewed at the Strategic Planning Committee on January 29, 2024.

Reviewed in the President's Executive Committee on January 30, 2024.

Reviewed by the University Administrative Council on February 9, 2024.

Approved by the Board of Trustees on February 26, 2024.