



ESCUELA GRADUADA
PLANIFICACIÓN
DR. SALVADOR M. PADILLA ESCABÍ

STRATEGIC PLAN

2023-2028

Adopted by GSP Faculty

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I. INTRODUCTION

The University of Puerto Rico Graduate School of Planning (GSP), founded in 1965, is the oldest planning school in Latin America. It is the only Planning Accreditation Board (PAB)-accredited institution in Puerto Rico, and a leader in teaching and developing applied research on planning on the Island. The GSP master's in planning (MP) program focuses on fostering an integral and multidisciplinary education of its students promoting intellectual curiosity, critical thinking capacity, continuous learning, effective communication, and appreciation for and cultivation of ethical values, social awareness and social responsibility.

The GSP is committed to diversity, equity and inclusion through the continued recruitment of a diverse body of professors and students; curriculum and course development; and community service. A diverse faculty includes professors with different areas of planning expertise, including social issues, environmental justice, economic development and urbanism. It also includes having the Latin American perspectives from visiting professors that can share their experiences and knowledge in social, politically and economically disadvantaged contexts. This is a new area of the Plan that will add to diversity and social justice perspectives to the Programa in the years to come. Recruiting a diverse, inclusive body of students that respects equity, requires developing promotional materials that are culturally sensitive, as well as reaching out to towns or municipalities with low income populations beyond the San Juan area. To support students with unequal access to high quality educational backgrounds, the Program will start offering new leveling workshop to first-year students. Students will have the opportunity to hone writing and informational skills, team work dynamics, and graduate level study techniques. In terms of the curriculum and community service, the Programa integrates them by servicing communities interested in inclusive planning processes and products, free of charge. Many of these relationships develop over time and promote social justice through planning initiatives with historically disadvantaged and excluded communities in Puerto Rico.

The Program also supports a graduate professional education of the highest level, which key elements are research and creation of new knowledge to solve needs and problems, and training, committed to the ideals and values of the Puerto Rican society. The Program also develops innovative, relevant initiatives for research and development of community services; contributes



to the transformation and continuing progress of Puerto Rican society; analyzes the socio-economic and political problems of the Island; and formulates solutions to these problems, focused on improving quality of life.

GSP's uniqueness lays in its professional program offering as the only two-year master's degree in planning in Spanish within territories of the United States of America. The natural market area for this program is Puerto Rico (PR), the Caribbean Basin and all Latin America.

Strategic planning process

The process of developing the Strategic Plan started in September 2022. During one faculty meeting and various course sessions, and a virtual forum, faculty and students discussed the vision and mission, as well as the goals and objectives of a draft plan. A live document was available for various months for faculty review and editing. In the course titled Fundamentals of Plan Making, during the second semester of the academic year 2022-2023, students discussed ideas for developing a vision and mission considering contextual changes in Puerto Rico, and how the School has evolved given events like hurricanes, fiscal shortages, and COVID. Students reviewed other planning schools' vision and mission statements and values as a reference. Furthermore, a tool used to engage students, consisted of a digital wall-paper mural or forum, where they inserted their reactions to the draft Plan. A replicated paper mural was available in the School's lobby for a month for comments. ² Input from the Puerto Rican Planning Society was part of a second phase to be held during Summer 2023.

This Strategic Plan begins by laying out the current vision and mission of the school. It then presents the results of a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis. The Plan sets out seven main strategic goals for the GSP that are consistent with, and specifically derive from, the Program's vision and mission. The Strategic Plan goals are also aligned with the University of Puerto Rico's (UPR) current strategic plan, UPR-Rio Piedras (UPRRP) Strategic Plan 2018-2023. Finally, the Plan elaborates

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<https://app.mural.co/t/egpupr2569/m/egpupr2569/1676999800350/7121f64523429f7b1b4e7424f1a2815f97c06696?sender=uad74ade238beefb2d6bc5634>



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specific objectives and actions to achieve these objectives, and indicators to measure progress.





II. MISSION AND VISION

Mission

To offer an interdisciplinary learning environment that inspires and prepares students committed to socially inclusive planning processes and embracing a sustainable future. We strive to provide rigorous planning training that integrates theory and practice with a solid historical foundation that fosters forward-thinking and drives cutting-edge research.

Vision and Value Statement

To excel as the leading planning program in the Caribbean and Latin America that values the following:

- The **applied and theoretical** dimensions of the planning discipline that focuses on the improvement of human settlements and their intertwined forms of organization, physical development, well-being, environmental stewardship, and changing social and economic conditions and their future pathways.
- **Indigenous and scientific knowledge** to inform practice and as a basis for finding creative solutions to complex planning problems,
- **New technologies**, while we foster sensibility and willingness to confront tough planning challenges,
- **Civic Engagement** and meaningful collaborations and partnerships that embrace new ways to incorporate stakeholders' voices,
- **Critical thinking and research** as a means to support people, communities, policymakers, and other stakeholders in identifying problems, capacities, capabilities, assets, and solutions,
- **Diversity, inclusion, and belonging** while coproducing effective strategies for equity and justice.





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III. SWOT ANALYSIS

GSP Strengths

- GSP belongs to the University of Puerto Rico (UPR) which is a comprehensive research institution.
- Since 2008 the EGP has new spacious and comfortable facilities that provide an excellent environment for education and research. It also has a fully equipped, state-of-the-art computer and GIS laboratory, and more recently the Coastal Research and Planning Institute.
- Recent recruitment of two new professors in the area of economic development and community and one for society and environment as of 2023.
- Limited but constant availability of student research assistantships from both institutional funds and external grants.
- Faculty and student collaborations and participation with external planning related initiatives
- Student internship program access with federal, state, municipal government and NGOs in the Island and abroad.
- Continued collaboration with University of Central Florida through joint projects including a publication, Encuentros journal.
- The GSP program's focus is consistent with the view of professional practice as stated in PR Law 160-1996 and the licensing requirements enacted therein.
- GSP has projected its presence in the United States mainland, the Caribbean Region, Latin and Europe through faculty participation in conferences, congresses, and teaching at universities or community organizations
- The uniqueness of the GSP lays in that its professional program offers the only two-year accredited master's degree in planning, in Spanish in the Latin American region.
- GSP has an internationally recognized laboratory for coastal research and planning, (CoRePI), which recently won the ESRI Special Achievement in GIS Award for its research project The state of the beaches of Puerto Rico post Hurricane María.
- Student competency on physical land-use analysis, and technological GIS use and application



GSP Weaknesses

- Inconsistent student enrollment
- GSP has yet to fully implement an assessment system that captures academic and institutional components
- Limited resources for outreach and student recruitment
- Faculty reductions
- Limited content production in social media
- Lack of administrative job permanence and low salaries resulting in unstable administrative support

GSP Opportunities

- Underutilization of infrastructure presents opportunities for increased intra- and inter-university collaborations through, for instance, visiting scholar programs that attract highly qualified academics to GSP for a defined period
- Need for providing license review
- Interest from other universities and international institutions to undertake collaborative agreements with GSP
- Need for a local PhD degree in Planning
- UPRRP Continued Education Division (DECEP) provides administrative support to undertake professional and research projects with external funding
- Potential demand for a Planning degree in Spanish that is PAB accredited
- Development of interdisciplinary programs with other graduate programs within the UPR system
- Development of research specialization on coastal management and climate change
- Increased use of social media as a main social diffusion platform

GSP Threats

- Overall economic crisis in Puerto Rico and disaster reconstruction results in unstable employment opportunities for our graduates and also limited income to cover tuition costs.
- Professional Planners demand in Puerto Rico is high but likely to be temporary following reconstruction funds

- Central government decreased UPR system funding of by \$500,000,000 over the last five years Private universities offer shorter, non-planning graduate programs administrative changes within the university system every four years or less
- Limited institutional support from UPR for monitoring alumni development after graduation
- Long and cumbersome curricular and new program approvals by UPRRP
- Austerity University measures limit the minimum number of needed tenure-track positions at the school for undertaking course work, research, committees, mentorship, among other tasks
- Limited institutional funding and general support for research due to economic crisis and austerity measures enforced at the University
- Unstable management governmental structure to address professional planner licensing and continued education
- Budget costs have limited access to library resources



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IV. GOALS, OBJECTIVES AND ACTIONS

The Plan sets out six main strategic goals for the GSP that are consistent with the Program's vision and mission and are aligned with the University of Puerto Rico's own strategic framework. At the time of developing this Plan, both the UPR Rio Piedras campus as well as the University were in the process of producing respective new strategic plans³. GSP Strategic Plan will be revised once new institutional plans are available. The table below presents the Strategic Plan's six goals and establishes the connections with the School's Mission and Vision and with the goals of the University.

³ Plan Estratégico Compromiso 2018-2023 de la Universidad de Puerto Rico Recinto de Rio Piedras
<http://graduados.uprrp.edu/wp/wp-content/uploads/2022/06/cert-79-sa-2017-2018-plan-estrategico-rrp-2018-2023.pdf>

Plan Estratégico 2017-2022 Universidad de Puerto Rico
<https://drive.google.com/file/d/0BypQ7DYvTrDCU2JDOW01RDdHazAxV0NHg2gwSWU1QUtWTGNZ/view?resourcekey=0-A2JCEb6QrZiGITGxNSsUHW>





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GSP Strategic Plan	UPRRP Strategic Plan 2018-2023	UPR Strategic Plan 2017-2022
<p>Goal 1. Provide academic programs of excellence in Planning</p>	<p>Objective 2.1 The Campus will develop an academic and professional offering of distance learning of the highest quality that responds to the needs, opportunities, and educational trends in Puerto Rico, the Caribbean, Latin America, and the Hispanic communities in the United States and internationally.</p>	<p><i>Educational Environment</i></p> <p>Objective 1.b Review academic offerings incorporating best academic practices, administrative, and of student services aimed at impacting rates, retention, persistence and graduation.</p> <p>Objective 1.c Implement open curriculums designs, recognized in superior education internationally, and advanced in the educational process in order to enable the mobility of students and teachers, as well as access to routes more flexible and joint grades at the same time that integrates the appraisal of the learning in a continuous and systematic way.</p> <p><i>Technological culture</i></p> <p>Objective 2.b Develop Training and Improvement Professional to Staff teacher, and non-teaching and students, to support the effective implementation of the Distance offerings.</p>



		Objective 3.b Integrate mechanisms for online audits to measure the effectiveness of practices of evaluation of programs and of student learning, articulated between the level system, units, and programs, evidenced by the strengthening of programs and applied complementary technologies
Goal 2. Continuously attract a diverse body of students	2.3 The Campus will adopt a student success policy that achieves a sustained impact on success indicators and fosters access, inclusion and respect for diversity.	Objective 1.b Review academic offerings incorporating best academic practices, administrative, and of student services aimed at impacting rates retention, persistence and graduation.
Goal 3. Develop a strong research, publication and dissemination program that advances innovation in Planning	Goal 1.1 The Campus will increase the production of innovative knowledge through research and creative activity. Goal 1.2 The Campus will increase external funds through	<i>Research and Creation</i> Objective 1.b Optimize resources (human, physical and fiscal) with efficient administrative structures that support and facilitate activities related to research and creation. Objective 1.d Increase the publication of arbitrated journal articles



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	<p>research and creation</p> <p>Goal 4.2 The Campus will reorganize its units, procedures, and services to optimize operations efficiency and create a conducive and enabling environment for research, creation, teaching, and service.</p> <p>Goal 4.3 The campus will increase the recognition of its contributions to society and knowledge.</p>	<p>Objective 1.c Increase the number of UPR journals indexed and cataloged that comply with the quality criteria of LATINDEX.</p> <p>Objective 3.b Impact positioning (ranking) global of the university increasing the Number of publications by researcher.</p>
<p>Goal 4. Increase GSP impact on public policy and professional practice in Puerto Rico</p>	<p>Goal 2.2 The Campus will renew academic offerings, including specialized services, to maintain the highest academic quality and respond to the development of the disciplines.</p> <p>Goal 3.1 The Rio Piedras Campus will</p>	<p><i>Educational Environment</i></p> <p>Objective 3.c Establish a policy for the recognition of curriculum equivalences and courses, undergraduates, and graduates, including internships, exchanges, study abroad, research projects and creation, learning experiential and community service.</p>



	strengthen its ties to its social and physical environment through teaching, research, aid in the formulation of public policy, cultural management, and service to communities.	
Goal 5. Expand GSP international linkages, projection, and recognition as one of the leading schools of Planning in Latin America and the Caribbean	Goal 2.1 The Campus will develop an academic and professional offering of distance learning of the highest quality that responds to the needs, opportunities, and educational trends in Puerto Rico, the Caribbean, Latin America and the Hispanic communities in the United States and internationally	<i>Educational Environment</i> Objective 3.a Establish a plan for development that articulates the International Programs Exchange between the System units, and strengthen the services of Student support for its successful integration into the Units, Programs and Life University.
Goal 6. Strengthen and expand relations with GSP alumni in Puerto Rico and abroad for enrichment of the school's academic	Goal 4.1 The Campus will increase its fiscal sustainability and diversify its sources of income to	<i>Sustainable management</i> Objective 4.a Create project plan and Partnerships in susceptible areas a

offerings as well as its resource base	supplement its budget with innovative projects that temper its performance to the economic and structural changes in the country.	fundraising that Articulate leadership management collaborative and philanthropic of alumni, retirees, friends, and other sectors of the community including resources and projections of collection by unit and at the level of System.
Goal 7. Graduate future planners with the highest ethical standards, inter- and trans-disciplinary knowledge for analysis of complex problems, and the ability to formulate and communicate innovative, creative and feasible solutions	Goal 2.3 The Campus will adopt a student success policy that achieves a sustained impact on success indicators and fosters access, inclusion and respect for diversity.	<i>Research and Creation</i> Objective 3.c Increase internship courses and internships with service experiences community as a requirement of high school graduation, master, PhD and professional studies.

For each goal, specific objectives and concrete actions follow below.

Goal 1. Provide academic programs of excellence in Planning

Objective 1.1 Periodically revise the master's in planning curriculum against necessary capabilities for Planning professionals in public and private organizations

Action 1.1.1 Revisit the structure and design of the Practicum as a capstone

Action 1.1.2 Administer a yearly student and alumni survey on student satisfaction and professional needs, including diversity and inclusion requirements

Action 1.1.3 Revise course catalog every 5 years as to create new courses in accordance with changing academic, technological and professional practice needs, trends and ethical issues related to inclusion and diversity in Planning

Indicator 1 Modifications to Practicum

Indicator 2 Yearly completed survey for recent graduates and professionals

Objective 1.2 Develop Disaster Planning as an academic area and inquiry

Action 1.2.1 Evaluate the implementation of the Post-baccalaureate Academic Certificate on Disaster Planning (PACDP) including recruitment, admissions, and course offerings

Action 1.2.2 Recruit two tenure-track positions for developing the area of disaster planning for teaching and research

Action 1.2.3 Implement a series of colloquiums about disaster planning every year that include the areas of social justice and vulnerability

Action 1.2.4 Re-lunge the Certificate stressing its post-baccalaureate admissions requirement

Action 1.2.5 Explore hybrid and online course offerings

Indicator 3 Evaluation report on PACDP

Indicator 4 Number of tenure-track positions recruited

Indicator 5 Number of colloquiums

Indicator 6 Number of Certificate's new students every year

Objective 1.3. Consolidate joint interdisciplinary programs with other faculties within UPR-RP to secure at least 5 new students every year

Action 1.3.1 Implement the Accelerated bachelor's degree on Arts in General Studies and Master's in Planning Joint Program (ABGSMP)

Action 1.3.2 Complete and submit to the Dean of Graduate Studies and Research and the Academic Senate proposals for an accelerated bachelor's degree in geography and master's in planning, and joint master's in economics and planning

Action 1.3.3 Evaluate the implementation of joint programs with Architecture and Law respectively

Indicator 7 Number of students enrolled in joint programs

Objective 1.4 Recruit a diverse and inclusive group of professors with high standards of competency within disciplines and specific key areas of MP curriculum

Action 1.5.1 Recruit two tenure-track positions for society and environment and for urban planning respectively

Action 1.5.2 Recruit a tenure-track teaching position for spatial analysis and planning

Action 1.5.3 Have visiting professors for short periods of time with an international perspective from Latin America and other countries

Indicator 8 Number of new faculty positions

Indicator 9 Number of visiting professors

Objective 1.5 Achieve a 2.5-year graduation rate of 70% or more of the entry cohort for full-time students and 4 years for part-time students for at least three consecutive years

Action 1.6.1 Require a biannual mentorship meeting between student and professor

Action 1.6.2 Digitalize academic evaluation forms for mentorship

Action 1.6.3 Development of a leveling “boot camp” at beginning of every year for new students

Indicator 10 Graduation rates of the entry cohort for full-time and part-time students

Objective 1.6 Revise and update current Assessment Instruments and Processes for evaluating student academic progress and professional profile by academic year 2024-2025

Action 1.7.1 Support professors in applying assessment rubrics to integrative courses

Action 1.7.2 Repeat the Educational Assessment Program (RIT Project) every five years to assess student learning progress from entry to graduation and during first employment experience

Action 1.7.3 Continue with UPRRP Learning Outcomes Assessment Plan to adjust and revise courses based on assessment results

Action 1.7.4 Revise content of core courses as well as the entire curriculum based on assessment outcomes and considering principles of equity, inclusion and diversity as a crosscutting component in all courses

Action 1.7.5 Ensure student participation in evaluating and redesigning curricular goals, contents and activities

Indicator 11 Number of assessed courses each academic year

Goal 2. Continuously attract a diverse body of students

Objective 2.1 Develop inclusive and stable recruitment channels to increase a diverse and top-quality student body by 10% every year

Action 2.1.1 Ensure active GSP participation in academic fairs, including current GSP students and alumni around the Islands, using culturally sensitive and inclusive promotional materials

Action 2.1.2 Continue a yearly open house in UPRRP about GSP program and the Planning profession

Action 2.1.3 Establish regular communication between GSP student coordinator and equivalents in other graduate schools at UPR-RP, UPR-Mayaguez, and Humacao Campuses for orientation

Action 2.1.4 Include other graduate schools' student coordinators in mailing lists about GSP activities, courses, talks, and publications

Action 2.1.5 Promote course programming in social media

Action 2.1.6 Develop a short promotional video on the profession and GSP's academic program

Action 2.1.8 Restructure GSP website management to ensure constant updates at least twice a year

Action 2.1.9 Translate GSP web page to English and adapt it to functional diversity

Indicator 12 Number of applications for new student admissions

Indicator 13 Distribution of students from different municipalities

Goal 3. Develop a strong research, publication and dissemination program that advances innovation in Planning

Objective 3.1 Increase total faculty publications by 25% in peer-reviewed journals within the next five years

Action 3.1.1 Continue to support release time for faculty research and publication

Action 3.1.2 Strongly encourage faculty to develop an online research profile in scientific data bases such as Google Scholar, Research's Gate or other

Action 3.1.3 Recruit personnel for undertaking mentorship and new admissions' evaluations

Indicator 14 Increase percentage of published peer-reviewed academic articles

Objective 3.2 Launch and publish every year the new GSP and UCF's planning journal Encuentros

Action 3.2.1 Establish a working group within the faculty, staff and collaborators

Action 3.2.2 Complete planning and design phase of the new, open access journal *Encuentros*

Action 3.2.3 Address hosting and data systems requirements

Action 3.2.4 Define, adopt and revise by-laws, policies, author instructions and Journal documentation

Action 3.2.5 Disseminate the Journal

Action 3.2.6 Identify outside collaborators for continuous journal reviews

Indicator 15 Yearly *Encuentros* issues

Objective 3.3 Increase the number of guest lectures or conference presentations to at least one per faculty per year

Action 3.3.1 Separate indirect costs funds for travel expense for tenure-track professors for at least one presentation at a conference outside of Puerto Rico each year

Action 3.3.2 Circulate among faculty local and international opportunities for presentations

Indicator 16 Number of presentations per faculty, per year

Objective 3.4 Increase the number of research projects with external funding to a minimum of two per year

Action 3.4.1 Continue to support release time for faculty research and publication

Action 3.4.2 Increase work areas for students as needed

Action 3.4.3 Establish a job post for an Administrative Officer III and identify additional support through work-study

Indicator 17 Yearly number of research projects with external funds

Indicator 18 One permanent Office Administrator

Objective 3.5 Implement a monthly seminar series (brown bag) with faculty and guest speakers about their research or current issues and events

Action 3.5.1 Assign a coordinator for the seminar series, to be rotated among faculty every year

Action 3.5.2 Promote seminars inhouse and for the public at large

Indicator 19 At least seven (7) seminars offered every academic year

Objective 3.6 Establish a high-profile bi-yearly lecturer program

Action 3.6.1 Separate institutional funds and identify external resources for visiting scholars that enhance faculty diversity

Action 3.6.3 Appoint a coordinator among faculty and rotate it every year

Indicator 20 One lecturer every two years



Objective 3.7 Design supervised experiences that help develop student research skills

Action 3.7.1 Involve student assistants in professors' research projects

Action 3.7.2 Encourage student applications for research and presentation funds from the Dean of Graduate Studies and Research

Action 3.7.3 Publish students' works completed during *Practicum*

Indicator 21 One paper per student per cohort published or presented at a conference or publication

Goal 4. Increase GSP impact on public policy and professional practice in Puerto Rico

Objective 4.1 Maintain GSP leadership in training highly competent professional planners in Puerto Rico

Action 4.1.1 Collaborate with the Puerto Rican Planning Society in offering relevant continued education seminars for Planning professionals to fulfill requirements for PR Planning license, Law 160-1996

Action 4.1.2 Provide for supervised experiences that involve students in practical planning exercises such as internships

Action 4.1.3 Update preparatory online materials for professional Planning license exam student review

Action 4.1.4 Provide to the Puerto Rican Professional Planner Exam Board with new questions for the license exam every semester

Action 4.1.5 Recommend changes to Law 160-1996 as to protect GSP alumni from outdated licensing exam

Indicator 22 Number of practical student experiences offered





Indicator 23 Number of submitted questions to the Professional Planning Exam Board

Objective 4.2 Notify municipalities, state and federal agencies about faculty and student academic work at least every academic semester

Action 4.2.1 Identify a person to oversee the initiative

Action 4.3.2 Compose a list of possible documents events, and initiatives of interest

Action 4.2.3 Compile and send every semester the list of interest to *Encuentros* editorial board for consideration for publication and distribute the journal within local and federal government

Indicator 24 List of names of agencies to which *Encuentros* is sent

Objective 4.3 Provide community service and integrate it with teaching and research giving priority to organizations, communities, and groups historically excluded from planning processes

Action 4.3.1 Involve the community at large (government and non-government) in developing Practicum courses

Action 4.3.2 Support faculty voluntary work *ad honorem* service in committees, agencies, and social interest community organizations

Action 4.3.3 Provide access to geographical digital archives and data to community at large, including government and citizen organizations

Indicator 25 Number of projects or courses that integrate community service

Objective 4.4 Coordinate at least one major event for presenting cutting-edge planning research practice, and public policy

Action 4.4.1 Identify a committee for developing the Hermenegildo Ortiz Quiñones Annual Conference





Action 4.4.2 Identify funds for the conference

Action 4.4.3 Develop strategies for outreach and promotion of the Conference

Indicator 26 One yearly conference on Planning

Goal 5. Expand GSP international linkages, projection, and recognition as one of the leading schools of Planning in Latin America and the Caribbean

Objective 5.1 Establish at least one (1) collaborative agreement with professional and academic organizations from Latin America or the Caribbean

Action 5.1 Identify professional and academic organizations in Latin America and the Caribbean that work on planning related topics

Action 5.2 Promote the exchange of PR students, professors and planners with Latin America and the Caribbean

Indicator 27 Number of collaborative agreements or exchanges

Goal 6. Strengthen and expand outreach to alumni in Puerto Rico and abroad for enrichment of the School's academic offerings as well as its resource base

Objective 6.1 Alumni effectively insert themselves in professional practice in planning

Action 6.1.1 Review of courses and curriculum according to employers and graduates' recommendations

Action 6.1.2 Update employers' assessment with revised focus group guidelines and questionnaires

Action 6.1.3 Lobby for professional planner license exam improvement





Action 6.1.4 Outreach alumni for contributions to the GSP-UCF online journal

Objective 6.2 Establish a stronger presence in social media by increasing the number of visits to Facebook and Instagram GSP pages

Action 6.2.1 Contract services to manage content of GSPs *Facebook* and *Instagram* accounts

Action 6.2.2 Continuously improve GSP's webpage

Objective 6.3 Organize an annual GSP homecoming tied to the UPRRP annual homecoming

Action 6.3.1 Maintain an updated contact list of alumni with information about their employment

Action 6.3.2 Invite alumni to GSPs annual planning conference, Hermenegildo Ortiz Quiñones and have a dedicated activity for them during the conference and have an alumni guest lecturer

Action 6.3.3 Identify alumni contributions to the Planning field two to five years after graduation

Action 6.3.4 Carry out an alumni survey every three years

Action 6.3.5 Institutionalize alumni relations at GSP

Indicator 28 75% or more of alumni who take the Professional Planner License exam in Puerto Rico pass it

Indicator 29 80% of alumni reports medium to high level of satisfaction with planning education at the School

Indicator 30 *Facebook* and *Instagram* number of visitors

