

# INSTITUTIONAL DEVELOPMENT PLAN

Presented by Dr. Doris García Rivera | March, 2016



# SEMINARIO EVANGÉLICO DE PUERTO RICO

## OFFICE OF THE PRESIDENT

### INSTITUTIONAL DEVELOPMENT PLAN 2016 – 2018

#### Preamble

The Seminario Evangélico de Puerto Rico is a private, non-for-profit, and ecumenical educational graduate institution doing business in San Juan, Puerto Rico. The Seminary offers graduate programs in theology, religion and pastoral ministry. It was established on September 11, 1919 to provide theological education, promote pastoral leadership, foster faith development in an academic environment from a Protestant perspective, and encourage a climate of solidarity and spiritual discernment among its constituency. Our academic offer includes a Master in Divinity Program, a Master in Arts in Religion, and a Doctor in Ministry in Family Pastoral Care. We also offer certifications in Christian Education and Christian Mission.

The Seminary contributes to the well being and development of Protestant and Evangelical churches in Puerto Rico as it equips church leaders with a firm ethical and ecclesial commitment and faith in God. Our main goal is academic, theological and pastoral excellence. Our 2012-2017 Strategic Plan presents our institutional goals and endeavors that help us to be the leading Spanish speaking graduate theological academic institution in Puerto Rico and the Caribbean, and the Hispanic communities in the United States of America. Our academic and theological aims are focused to create collaborative alliances with seminaries in the United States, Brazil, Costa Rica and Cuba.

The following Institutional Development Plan 2016-2018 is designed to optimize our administrative and academic services as we improve the physical and technological facilities that support our teaching and learning processes, research projects, institutional assessment and services to our community. This Institutional Development Plan relies in the identification of new income resources. Among these new income resources we can mention (1) the identification of new budgetary resources, (2) the development of a major fundraising campaign, and (3) the presentation of research proposals. These new income resources will help us to revitalize our facilities and venture into a new institutional vision and ethos. The goals and priority areas identified by this Institutional Development Plan 2016-2018 are:

1. Human Resources Infrastructure

Goal 1: To improve the performance of the administrative and academic personnel that support our teaching, research, assessment and community service programs.

2. Physical Facilities Infrastructure

Goal 2: To improve the physical facilities that support our teaching and learning processes, research projects, institutional assessment and community service programs.

3. IT and technology Infrastructure

Goal 3: To improve our IT related technology that supports our teaching, research, assessment and community service programs.

4. Compliance with high quality institutional standards

Goal 4: To obtain all necessary and required licenses and accreditations which guarantee our compliance with institutional high quality standard that supports our teaching, research, assessment and community service programs.

Priority Area:	Human Resources Infrastructure				
Goal # 1:	To improve the performance of the administrative and academic personnel that support our teaching, research, assessment and community service programs.				
Strategic Plan Alignment		Strategic Plan Goals 5 and 7		Budget Alignment	Budget Item Number
Initiative	Objectives	Success Indicators	Personnel in charge	Costs	Budget Accounts
1. To improve the professional development and productivity of the administrative personnel.	1.1 Promote professional training in technology applications that improve administrative performance.	To participate in at least two technology training activities per academic year.  100% payment of registration and fees to participate in at least one educational forum per academic year.	Dr. Doris García Rivera, President  Dr. Francisco J. Goitía Padilla, Dean  Mrs. Myrna Pérez, Administrador	\$2,000 per year \$1,000 per year	5120 Dues 5125 Workshops Office Pers. 5346 Professional Services 5526 Professional Services
	1.2 Support personnel participation in forums and continuing education programs, hosted by Accredited Higher Education Institutions, aimed to improve their administrative, accounting, and services to students and general public skills.			\$1,000 per year \$1,000 \$1,000 per year	5346 Professional Services 5125 Workshops Office Pers.
	1.3 Promote an assertive culture of service.	Obtain at least 85% satisfaction in service assessment survey results.			

<p>2. To improve the academic productivity, research skills, and literary creativity of the Faculty.</p>	<p>2.1 Support Faculty participation in educational forums sponsored by accredited Higher Education or international institutions which offer continuing education courses, professional certifications, or doctoral or postdoctoral degrees in specialized areas.</p> <p>2.2 Support Faculty participation as resources and speakers in academic and ecclesial forums locally and internationally.</p> <p>2.3 Increase collaborative agreements with seminaries, theological schools which promote faculty and students exchanges.</p> <p>2.4 Increase the catalog of Faculty publishing books and research projects.</p>	<p>100% payment of registration and related expenses in continuing education experiences in specialty areas to Faculty which comply with the requirements established by the Office of the President.</p> <p>Presentation in at least one workshop, annual conference in local or international academic or ecclesial forum by each member of the full time Faculty.</p> <p>Physical signing of collaborative agreements</p> <p>Book publishing and/or research projects.</p>	<p>Dr. Doris García Rivera, President Dr. Francisco J. Goitía Padilla, Dean</p> <p>Dr. Doris García Rivera, President Dr. Francisco J. Goitía Padilla, Dean</p> <p>Dra. Doris García Rivera, President Dr. Francisco J. Goitía Padilla, Dean</p> <p>Dr. Francisco J. Goitía Padilla, Dean Publishing Committee IRB</p>	<p>\$2,000 per year 2017-18 \$900 per year per professor</p> <p>External Resources</p> <p>External resources</p> <p>-0-</p>	<p>5116 Faculty Development Workshops 5101 Included one regular salary</p> <p>Institutional Collaborative Agreements</p> <p>Institutional Collaborative Agreements</p> <p>Institutional Collaborative Agreements</p>
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	<p>2.5 To hire one Ph.D. faculty to support the Master in Arts in Religion Program graduated from an accredited institution.</p>	<p>Development of job description and signing of the contract.</p>	<p>Dr. Francisco J. Goitía Padilla, Dean  Mrs. Myrna Pérez, Administrator</p>	<p>\$5,000 per year</p>	<p>5101 Salaries</p>
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Priority Area:	Physical Facilities Infrastructure				
Goal # 2:	Improve the physical facilities that support our teaching, research, assessment and community service programs.				
Strategic Plan Alignment	Strategic Plan Goals 1 and 2		Budget Alignment	Budget Item Number	
<b>Juan de Valdés Library</b>					
Initiative	Objectives	Success Indicators	Personnel in charge	Costs	Budget Accounts
3. To improve physical facilities to comply with reasonable accommodation requirements under the American with Disabilities Act.	3.1 Buy appropriate equipment such as <i>Jaws Screen Readers</i> , <i>Dragon Speech Recognition Software</i> , and Braille keyboards, to assist our differently able students.		Mrs. Myrna Pérez, Administrador  Staff	\$2,000 – 2017 \$3,000 – 2018  \$3,000 per year	5754 - Library Fudn Adv.  5710 - D. Davis Academy Prog.
4. To improve the availability of electronic reference databases.	4.1 Access new databases via a collaborative agreement with the Interamerican University of Puerto Rico.  4.2 Acquisition of Archive Space Software Program, online Journals, and other electronic resources.	Acquisition of new databases and news online journals.	Mrs. Myrna Pérez, Administrador  Staff	\$0  \$1,000 per year	Interamerican University-SEPR Collaborative Agreement  5222 Library Magazine
5. To create an Library IT Hall	5.1 Build a Library IT Hall to host technological equipment and services that provide access to our online catalogue, databases and digital bibliographic resources.	100% project completion	Mrs. Myrna Pérez, Administrador  Mr. Jesús Rodríguez Cortés, IT Consultor	\$10,000      2017	External; resources: Proposal

Main Administrative and Academic Building						
6. Modify and improve the student academic files safe.	6.1 Build safe to host student academic files which comply with local and federal laws and accreditation institutions requirements.	100% project completion	Mr. Jesús Rodríguez Cortés, IT Consultor	\$7,000	2016	4681-12 Distributable Fund
7. Relocate the Dean's Office to improve services to students.	7.1 Build new offices on the first floor to host the Office of the Dean and the Registrar's Office.	100% project completion	Mrs. Myrna Pérez, Administrador Staff	\$30,000	2017-18	4681-12 Presbyterian Church Fund External Resources
8. To optimize the maintenance of our physical facilities.	8.1 Repair main building aesthetic and structural damage which hosts classroom, administrative and academic offices.	100% project completion	Mrs. Myrna Pérez, Administrador Staff	\$10,000 External resources		4681-12 Presbyterian Church Fund Interior Developers Construction Company
9. To continue efforts to identify and access new external economic resources	9.1 Continue promotional and fundraising efforts thru the "Re-edifiquemos para el siglo XXI" campaign.  9.2 Increase the number of research, academic, technology and development proposals presented ATS, DEF, Luce Foundation, Lily Foundation, and the Louisville Institute, among others.	Promotional and fundraising reports	Board of Directors  Dr. Doris García, President	\$10,000 per year  \$200,000 2017 \$150,000 2018-19 \$15,000 2017-18  \$20,000		External Resources  Live Foundation Auxilio Mutuo Hospital-SEPR Collaborative Agreement External Resources: Sponsoring Foundations



**Patio and green areas**

10. To protect our green areas and to improve our solid-waste management.	10.1 Design and implementation of a green areas maintenance project. 10.2 Design and implementation of a recycling project.	100% project completion	Mrs. Myrna Pérez, Administrador  Staff	-0-	Volunteer work / Institutional Donations
11. To create new worship and devotional areas in addition to our main Dr. James A. McAllister Chapel.	11.1 Build a labyrinth to promote and nurture spiritual discernment and non traditional worship experiences.	100% project completion	Mrs. Myrna Pérez, Administrador  Rev. Marisol Díaz	\$2,300	4625 Individual and Eclessial Group Donations

Priority Area:	IT and technology Infrastructure				
Goal # 3:	Improve our IT related technology that supports our teaching, research, assessment and community service programs.				
Strategic Plan Alignment		Strategic Plan Goals 4 and 6		Budget Alignment	Budget Item Number
Initiative	Objectives	Success Indicators	Personnel in charge	Costs	Budget Accounts
12 To acquire new computer hardware, change operation systems, and buy new computers application programs.	12.1 Buy business computer systems for the administrative area. 12.2 Buy 8-10 laptops for economically disadvantage students' use.	100% Acquisiton and installation of computer systems in identified areas.	Mrs. Myrna Pérez, Administrator Mr. Jesús Rodríguez Cortés, IT Consultor	10 WorkStations @ \$1,000 ea \$10,000 10 Laptops @ \$800 ea \$8,000 Total <b>\$18,000</b>	External resources: Henry Luce Foundation Proposal Frist Foundation Proposal
13 To acquire MS Office 365, Adobe Reader and Adobe Acrobat, and Peachtree licenses.	13.1 Acquisition of MS Office 365 to students, faculty and administrative personnel. 13.2 Installation of current versions Adobe Reader & Adobe Acrobat to digitalize documents. 13.3 Acquisition of Sage 50 Premium Accounting 2015 (Peachtree) license or similar accounting software program.	100% payment of licenses; installation and access of software to the appropriate seminary personnel and constituency.	Mrs. Myrna Pérez, Administrator Mr. Jesús Rodríguez Cortés, IT Consultor	Acrobat Pro 3 users \$1,347 Sage 50 (Peachtree) Initial cost \$10,000 Sage 50 (Peachtree) Monthly fee plus cluod space \$500 Total \$11,347 plus monthly fee	5344 Computer Supplies 5415 – Maintenance Contract Services

<p>14 To improve IT connectivity by establishing a traffic plan.</p>	<p>14.1 Design and implementation of an IT Security Plan which includes the acquisition of connectivity equipment such as switches, transceivers and AP repeaters.</p> <p>14.2 Create three separate domains - administration, students and visitors - for security control.</p> <p>14.3 Widen the range of the wireless network to reach all seminary facilities.</p>	<p>Design and implementation of an IT Security Plan.</p> <p>100% acquisition of necessary equipment for the implementation of the IT Security Plan.</p> <p>100% wireless connection at any place in the main building, classrooms and library.</p>	<p>Mrs. Myrna Pérez, Administrator</p> <p>Mr. Jesús Rodríguez Cortés, IT Consultant</p>	<p>2 Multilayer Switches with optical fibre link @ \$2,500 each \$5,000</p> <p>4 WIFI long range sets and cables \$1,400</p> <p>Optical Fibre Installation in main building and library \$1,500</p> <p>Total <b>\$7,900</b></p>	<p>External Resources: Frist Foundation Proposal</p> <p>5322 Equipment</p> <p>5324 Telephone</p> <p>External Resources: Proposals</p>
<p>15 To optimize IT services in the Llibrary.</p>	<p>15.1 Merge the Library wireless connection to the Seminary main building.</p> <p>15.2 Increase access to databases and online bibliographical resources.</p>	<p>100% wireless connectivity between the main building and the library.</p> <p>Access to at least three databases annually.</p>	<p>Mr. Jesús Rodríguez Cortés, IT Consultant</p> <p>Prof. Milka Vigo, Library Director</p>	<p>Mandarin Server, other databases and related applications \$3,000</p> <p>Maintenance \$ 800 per year</p> <p>Atlas \$3500 per year</p> <p>Religion and Philosophy Collection Subscriptions \$1500 per year</p> <p>Ebooks \$1500</p> <p>Archive Space Software Program \$300</p> <p>Total <b>\$10,600.00</b></p>	<p>5724</p> <p>5415 Maintenance Contract Services</p>

<p>16 To create a virtual conference room.</p>	<p>6.1 Build a virtual conference room with live transmission capabilities to support the Seminary teaching and research goals.</p>	<p>100% construction of the virtual conference room.</p>	<p>Mrs. Myrna Pérez, Administrador  Mr. Jesús Rodríguez Cortés, IT Consultor  Dr. Francisco J. Goitía Padilla, Dean</p>	<table border="0"> <tr> <td>65 inch screen</td> <td>\$ 1,300</td> </tr> <tr> <td>Desktop computer</td> <td>\$ 1,000</td> </tr> <tr> <td>Sound system</td> <td>\$ 400</td> </tr> <tr> <td>Cables</td> <td>\$ 100</td> </tr> <tr> <td><b>Total</b></td> <td><b>\$ 2,800</b></td> </tr> </table>	65 inch screen	\$ 1,300	Desktop computer	\$ 1,000	Sound system	\$ 400	Cables	\$ 100	<b>Total</b>	<b>\$ 2,800</b>	<p>Evangelical Lutheran Church in America Proposal</p>
65 inch screen	\$ 1,300														
Desktop computer	\$ 1,000														
Sound system	\$ 400														
Cables	\$ 100														
<b>Total</b>	<b>\$ 2,800</b>														

Priority Area:	Compliance with high quality institutional standards						
Goal # 4:	Obtain all necessary and required licenses and accreditations which guaranty our compliance with institutional high quality standard that support our teaching, research, assessment and community service programs.						
Strategic Plan Alignment		Strategic Plan Goals 3, 6 and 7		Budget Alignment		Budget Item Number	
Initiative	Objectives	Success Indicators	Personnel in charge	Costs		Budget Accounts	
17 To establish high quality standards that help us excel professionally and academically.	17.1 Comply with the criteria established by the Puerto Rico Educational Council to renew our license.	To renew the Puerto Rico Educational Council license in 2016.	Board of Directors Dra. Doris García Rivera, President Dr. Francisco J. Goitía Padilla, Dean	-0-		Paid in full in 2014	
	17.2 Write our 2016-2018 Institutional Self Study to renew the accreditations of the <i>Middle State Commission on Higher Education</i> (MSCHE) and the <i>Association of Theological Schools</i> (ATS).	To succesfully pass the accreditation processes of the <i>Association of Theological Schools</i> (ATS) and the <i>Middle States Commission on Higher Education</i> (MSCHE) scheduled for 2018.	Mrs. Myrna Pérez, Administrador  Dr. Juan R. Mejías Ortiz, Institutional Assessment Office,  Regular Faculty and administrative personnel	\$4,000	2017	5340 Self Study Expenses	
				6,000	2018		
18. To revise our Student Learning and Institutional Assessment Plans.	18.1 Design and implement a systematic, continuous and effective Institutional and Student Learning Assessment Plan.		Dr. Juan R. Mejías Ortiz, Institutional Assessment Office	\$2,000	2016		
19. To promote a culture of service.	19.1 Improve student and visitors services.		Board of Directors Dr. Doris García Rivera, President Dr. Francisco J. Goitía Padilla, Dean Mrs. Myrna Pérez, Administrador				

20. To establish a promotion and recruitment plan.	20.1 Design and implement an effective Promotion and Recruitment Plan.		Dr. Francisco J. Goitía Padilla, Dean Ms. Keina Troncoso, Registrar Dr. Juan R. Mejías Ortiz, Institutional Assessment Office	\$9,000 2017-18	5101 Salaries
21. To increase our collaborative agreements with other seminaries, theological schools and higher education institutions.	21.1 Promote Institutional Collaborative Agreements with other seminaries, theological schools and higher education institutions to foster faculty and student exchange, sharing of bibliographical and technological resources.		Board of Directors  Dr. Doris García Rivera, President	-0-	Institutional Collaborative Agreements

Approved today, April, 1 2016 in the Executive Committee of the Board of Directors Meeting.

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Dr. Doris García Rivera, President

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Bishop Felipe Lozada Montañez, President of the Board of Directors