

STRATEGIC PLAN FOR 2012-2017



EVANGELICAL SEMINARY OF PUERTO RICO

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EXECUTIVE SUMMARY

The Evangelical Seminary of Puerto Rico (hereinafter Seminary) is a non-profit, private, ecumenical and graduate studies institution located in San Juan, Puerto Rico. The Seminary offers graduate studies programs in theology, religion and pastoral ministry. It was established September 11, 1919 with the purpose of offering theological education, develop pastoral leadership and promote growth in the Christian faith from a protestant perspective. Its purpose is to create an academic environment of theological reflection, camaraderie and spiritual growth for the men and women who serve within diverse ministry contexts.

The Institution is sponsored and supported by the following denominations and their respective partners in the United States: Baptists Churches of Puerto Rico, the American Baptist Churches in the USA, the Disciples of Christ Church of Puerto Rico, the Christian Church Disciples of Christ in USA, the United Methodist Church of Puerto Rico, the United Methodist Church in the USA, the Boriquén Presbyterian Synod of Puerto Rico, the Presbyterian Church in the USA, the United Evangelical Church of Puerto Rico, the United Church of Christ and the Caribbean Synod of the Evangelical Lutheran Church in America. It is also sponsored by other denominations in the Pentecostal, Catholic and independent churches that send their prospective candidates to receive formal theological education at the Seminary.

Currently the Seminary offers three degrees: a Master of Divinity that confers the opportunity of theological education to men and women whose vocational goal is to serve in the ordained ministry; a Master of Arts in Religion for men and women interested in analyzing the religious experience from an interdisciplinary perspective and who are interested in serving in a variety of educational institutions; a Doctor of Ministry degree, that challenges clergy to be more intentional and faithful in their leadership within congregations and other institutions. In addition, we offer continuing education courses designed to address the immediate needs of alumni and local lay leaders.

The Seminary has contributed to the development and growth of the evangelical church on the island, working to create leaders with an elevated sense of ecclesiastical responsibility and fidelity to God. Our ministry strives for theological and pastoral academic excellence.

The general vision of our Strategic Plan 2012-2017 is for the Seminary to maintain its status as the principal center for advanced studies in theology in the Caribbean, Central America and the Hispanic community of the United States, educating a minimum of 350 students. We intend to share our theological education leadership with Brazil, Argentina and Costa Rica. The international student body will be represented primarily by Latin American countries. Through the use of innovative technological programs we will provide services to students in other geographical areas, such as new immigrants to the United States and students outside of the geographical areas already mentioned.

MISSION, VISION, GOALS AND INSTITUTIONAL VALUES

The Seminary's mission, as adopted by the Board of Directors on September 25, 1999, is a valid representation of the collective vision of the purpose and role of the institution. These are:

- To contribute to the integral formation of pastoral leaders, both men and women, to serve the mission and ministry of God's people in Puerto Rico and the Americas.
- To guide the students in their spiritual development as well as their social, academic and professional growth.
- To serve the educational needs of other persons who seek graduate education in the field of religious studies.

The Seminary upholds the values and purpose of its mission as the guiding principles for educational and administrative organization. For this reason, the institution works incessantly to make its mission known throughout venues of religious and secular communications. The seminary yearns to project a public image that is relevant and consonant with the social and ecclesiastical realities of Puerto Rican culture. With a clear focus on the church's ministry in its surrounding contexts and in the world, the seminary endeavors to promote academic, theological and pastoral excellence.

The vision is to continue with the Seminary's tradition of excellence in order to respond adequately to the educational and formative needs of the pastoral and lay leadership of the Church while affirming the significance of a transformative theological education.

The mission and vision is clearly described and communicated through:

- Orientation for new students where the mission of the institution is explained through the seminary's academic program and its relevance to the ministry of the church.
- The curriculum which addresses both theoretical and practical aspects of Christian ministry.
- Co-curricular activities to support and enhance the mission efforts of the formal curriculum.
- The active participation of seminary staff members and faculty in congregations and their presence in denominational assemblies, book presentations, conferences and symposiums.

In its purpose to respond adequately to the needs of the students, the leadership of local churches, the claims of the sponsoring denominations and the challenges of the 21st century, all curricular efforts, academic work and administrative procedures are geared towards fulfilling the following goals:

- To enable the leader to think and live with sound theological criteria. The seminary promotes the development of the learner's spiritual life within a context of holistic formation.
- To facilitate the acquisition of a broad theological culture providing the opportunity to analyze, understand, and internalize the breadth and complexity of the Christian tradition.
- To contribute to the learning community's preparation so that it can participate creatively and critically in the overall theological undertaking and affirm, from a Reformed tenet, that theological reflection should respond to the challenges of contemporary society presented to the church and believers.
- To equip the learner with the practical skills needed to execute a relevant and transformative Christian ministry in his or her pastoral work and professional functions.

VALUES

Life at the Seminary is characterized by the following values:

1. With the community: Wisdom, credibility, Christian commitment, administrative excellence, respect for life and nature, and passion for justice and peace.
2. With students and churches: Academic and ministerial leadership, professionalism, consecration, spirit of service, and good testimony.
3. With employees and collaborators: Respect, integrity, partnership, motivation, participation, and loyalty.
4. With everybody: Prophetic commitment, priesthood vocation, dignity, quality, and a spirit of faith, love and hope.

ORGANIZATIONAL ANALYSIS

Throughout its 95 years since its foundation, the path of the Evangelical Seminary of Puerto Rico has been affected by diverse trends, adversities, changes and technological advancement of our society. The Seminary is the main theological project in Puerto Rico and it is the institution that has been on vanguard of times since the beginning of 20th Century.

Strategic Planning is a process of studying and analyzing the environment conditions and the institution's interaction with that environment. Based on this analysis executive decisions are developed and strategies are elaborated in order to accomplish the organizational goals.

As part of the Seminary's organizational analysis the influence of external as well as internal environmental factors have been studied. The goals, objectives and the Strategic Plan as well as the institutional assessment system have been a part of this analysis as well. This study has also identified strengths and weaknesses the institute can control and those that it cannot.

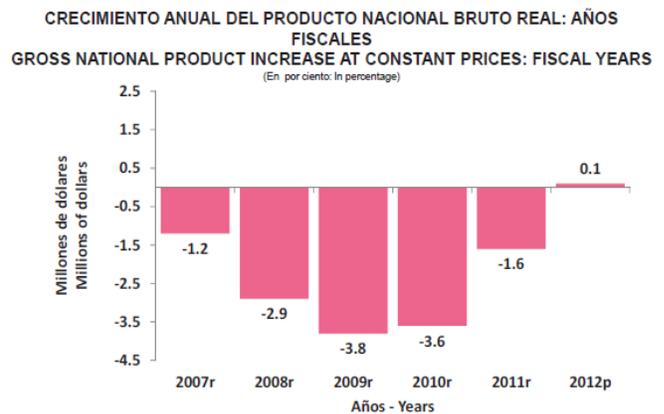
PERSPECTIVES OF THE EXTERNAL ENVIRONMENT AND THE SEMINARY

Economy¹

The Government of Puerto Rico is experiencing a period of economic recession. In response, various government administrations have passed legislation to address the economic crisis, such as Law 103 approved May 25, 2006 (*To implement the Fiscal Reform of the Government of the Commonwealth of Puerto Rico*), Law 111 approved May 31, 2006 (*Establish the framework of norms and principles to control the payroll expenses of the Government*), Law 2 approved January 14, 2009 (*Commonwealth of Puerto Rico Government Fiscal Reform Act*), Law 7 approved March 9, 2009 (*Special Act to Declare a State of Fiscal Emergency and to Establish a Comprehensive Fiscal Stabilization Plan to Salvage the Credit of Puerto Rico*), Law 3 approved April 4, 2013 (*To amend Law 447 of Retirement System for Employees of the Government of the Commonwealth of Puerto Rico*), among others.

Despite these efforts, the economy continues weak. The behavior of Puerto Rico's economy during recent years raises the question whether we are still experiencing a period of deceleration or stagnation, or whether we are now confronting a period of recession. In addition, there is fear among local economists that if the behavior of negative growth continues along with governmental failures to increase revenue to the General Fund of the Commonwealth of Puerto Rico, the country's bonds would be in danger of being downgraded to a classification of a "Speculative grade and a high credit risk" by Standard & Poor's and Moody's. The island's economy continues reflecting signs of weakening.

An examination of the behavior of the indexes of economic activity reveals that the Puerto Rico economy continues to experience a process of contraction in its level of activity. These indexes reflect an economy that has been basically stagnant since the first quarter of 2007. These indexes reflect an economy with negative growth for the last six years. In 2012, preliminary data projected weak growth of 0.1%.



Source Planning Board 2012

¹ Economic Report to the Governor 2012. Statistical Appendix. Planning Board, Office of the Governor of the Commonwealth of Puerto Rico.

For 2012, it is estimated that the country's job market of persons 16 years or older is 1,214,000 (696,000 men and 518,000 women). Of these, only 1,038,000 (582,000 men and 456,000 women) are employed and 176,000 are unemployed persons (113,000 men and 62,000 females). The statistic of number of people employed over 16 years indicates that the sectors with the highest employment are in the area of non-agricultural industries (1,021,000 persons). The major areas of employment are: a) Services (349,000 employees); b) Trade (229,000 employees); Public Administration (224,000 employees), Manufacturing (93,000 employees); Construction (52,000 employees), Transportation, Communication and Utilities (43,000 employees) and Finance, Insurance and Real Estate (31,000 employees).²

The employment participation rate is 41.8%, while the unemployment rate is 15.2%, according to the Economic Report to the Governor of the Planning Board of the Commonwealth of Puerto Rico. Median per capita income in Puerto Rico is \$ 10,850.00 and the median family income is \$ 19,515.00. Also, 45.1% of Puerto Rican families are below the poverty line. As for inflation, the Consumer Price Index (CPI) averaged 116.224 points in December 2013. This represents a reduction of 0.4 % in comparison to November 2013 (116,682), but an increased 0.8 % in comparison to December 2012 (115,289). As a result of this increase, the purchasing power of consumers in Puerto Rico fell to 14 cents in comparison to its value of 100 in 2006. In December 2013, the purchasing power of the dollar was \$0.86 a reduction of – \$0.01 when compared to December 2012 which was \$ 0.87 and a reduction of five cents in comparison to December 2010 (\$0.91)³.

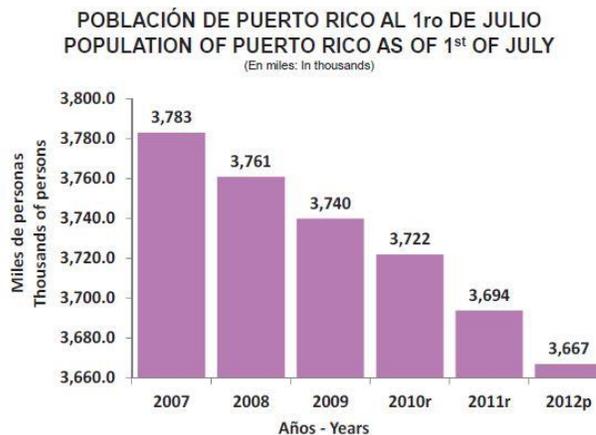
In general terms, the economic situation in Puerto Rico affects adversely the operations of the Evangelical Seminary of Puerto Rico since our student body is formed by householders, government employees who are being affected by the fiscal crisis and are forced to make adjustments in their budget in order to satisfy their financial and family responsibilities. The raise on the unemployment rate and the Consumer Price Index constrain the acquisition power of people in Puerto Rico, and consequently of our students. There is an imperative need of the establishment of a scholarship fund as an incentive to maintain and increase our enrollment of students within the adverse global and local economic situation.

² Employment and Unemployment Puerto Rico 2012. Bureau of Labor Statistics. Department of Labor and Human Resources. Commonwealth of Puerto Rico.

³ Consumer Price Index Report (December 2013). Department of Labor and Human Resources of the Commonwealth of Puerto Rico.

DEMOGRAPHICS

United States Census Bureau⁴ data shows that the total population in Puerto Rico for 2010 was 3,725,789 inhabitants; from which 1,785,171 represent the male population (47.91 %), and 1,940,618 (52.09 %) are the female. Population by age reflects a greatest number of people between the ages of 0 and 24 (24.24 %), followed by the ages of 35-49 years (19.63 %) and by the ages of 50 to 64 years (18.29 %). The population of elderly people is increasing as Baby boomers are reaching the retirement age. According to the 2010 Census of the Island there are 541,998 people 65 years old or over. This represents 14.55% of the population.



For 2012, the Planning Board of Puerto Rico⁵ estimated that the population decreased to 3,667,000. This is a reduction of 1.6% of the population. The birth rate fell to 11.2 per 1,000. These changes reflect a decrease in the total population.

Education

Total school enrollment for years in school for three years or over for the Puerto Rican population is 1,010,133, from which 236,361 are enrolled in graduate schools or colleges. School years completed for the 25 year old and over population reflect the following figures:⁶

Studies	Population
Less than 9 th grade	20.1%
9 th to 12 th grade	10.2%

⁴ United States Census Bureau 2010.

Source Planning Board 2012

⁵ Planning Board of Commonwealth of Puerto Rico, 2012.

⁶ United States Census Bureau. 2008-2012 American Community Survey 5-Year Estimates.

High School graduate	25.7%
Some university credits	12.8%
Associate degree	8.7%
Bachelor's degree	16.4%
Graduates	6.1%
Total	2,440,974

69.7% of the twenty five years old and over population has completed High School studies, and 22.5% has obtained a Bachelor's or graduate studies. The following table shows university enrollment by public and private sector from 2001-2002 to 2011-2012:

 CONSEJO DE EDUCACIÓN DE PUERTO RICO Área de Evaluación, Planificación, Estadísticas e Investigación Compendio Estadístico sobre la educación superior de Puerto Rico Año académico 2011-12											
Tabla 1. Resumen de matrícula en las instituciones de educación superior por año académico											
(Número de estudiantes)											
	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
Total	190,776	199,842	207,074	207,965	209,547	225,402	227,546	235,618	249,372	250,192	250,011
Por sector											
Pública	73,838	74,506	74,056	71,044	68,813	66,990	68,132	69,475	71,569	67,291	62,257
Privado	116,938	125,336	133,018	136,921	140,734	158,412	159,414	166,143	177,803	182,901	187,754
Por género											
Masculino	73,392	78,114	81,189	81,054	82,182	88,038	90,188	93,411	101,902	103,055	103,438
Femenino	111,623	121,728	125,885	126,911	127,365	137,364	137,358	142,207	147,470	147,137	146,573
Por nivel											
Subgraduado	142,952	151,999	158,531	160,789	161,655	177,522	178,829	189,281	205,364	220,674	220,380
Graduado	42,063	47,843	48,543	47,176	47,892	47,880	48,717	46,337	44,008	29,518	29,631
Por tiempo											
Completo	169,143	176,632	181,701	160,789	179,866	193,935	196,511	204,300	218,799	204,418	207,563
Parcial	21,633	23,210	25,373	47,176	29,681	31,467	31,035	31,318	30,573	45,774	42,448
Fuente: <i>Integrated Postsecondary Education Data System (IPEDS), Fall Enrollment.</i>											
Nota: Incluye la matrícula de estudiantes que toman cursos con crédito en programas conducentes a grados o certificados, en las instituciones de educación superior autorizadas a operar por el Consejo de Educación de Puerto Rico.											

Faith-based community:

1. Denominations

As expresses in the Executive Summary, the partner churches of the Evangelical Seminary of Puerto Rico are: Baptist Church, Christian Church (Disciples of Christ), Presbyterian Church (USA), Methodist Church, and United Evangelical Church. Since 1996 the Seminary has a collaboration agreement with the Caribbean Synod of the Evangelical Lutheran Church in America as well.

One of the goals of the Seminary is to reach out to other Councils and denominations that at the moment do not have any relation with the institution. Through the Undergraduate Certificate Programs, special students programs, and continuing education, the Seminary plans to provide theological education to this sector. The Seminary also will continue to promote the Master's of Divinity and Master's of Arts in Religion in addition to strengthening the extension programs in order to provide courses in other geographical areas of Puerto Rico outside of the San Juan Metropolitan area.

2. Churches

The Christian denominations previously mentioned are represented by more than 500 congregations. This is our community of partner churches. The Seminary aims to strengthen the relationship with local churches through workshops and training in the areas of managerial and administrative skills for churches.

Through the Undergraduate Certificate program, the Institute plans to reach out to include independent churches not currently affiliated with the Seminary.

Community

As part of the Seminary's plans to strengthen its presence and service to the community, some new projects are being considered. Relying on support from the doctoral ministry students in the area of Pastoral Care for Families, there are plans to establish a program for counseling and mental health. An area which is being developed is the design and implementation of projects that address current social issues in the areas of crime, domestic violence, poverty and

health, among others. Open House initiatives also help to serve the community through health fairs, and other similar activities.

Society

Puerto Rico's society faces a moral values crisis. The church, as the Body of Christ is called to bring meaningful solutions to families. The Seminary, as an institution of advanced studies in Theology, prepares ministers and lay leaders to work directly with groups in need. In this sense, this institution contributes to lessen social problems through spiritual and integral formation of ecclesiastical leaders.

The global, regional and local economic instability affects all sectors of Puerto Rican society, reducing the buying power of consumers and weakening their quality of life. The high unemployment rate and the extreme dependence on federal and state government aid affect adversely the self-esteem of people therefore contributing to the emotional, social and economic stagnation.

Corruption manifested by misappropriation of public funds, and anti-ethical behavior has caused the people to lose trust in political leaders. The absence of societal cohesiveness and intolerance cause desperation and bad decision making. Both individually and collectively we have loose a clear focus on reality as such. Personal interests overcome common good.

The foreseeable population trend in Puerto Rico shows that it is growing old. This means that in a couple of decades elderly people will become a significant sector of Puerto Rican society, and will need to be taken care of according to their particular needs. Our Youth faces premature death because of drug abuse, control of drug cartels, traffic accidents; and fall victims to domestic violence, too. Single mothers as head of households are increasing in number, and according to census statistics are mainly unemployed and/or without academic degrees. This latter fact keeps them from improving their quality of life. Furthermore, police department statistics do not reflect the real figures on domestic violence and abuse against women, children and elderly, since many of those incidents are not reported.

This frame of reference for the Puerto Rican population represents a huge challenge to the students and alumnae of the Evangelical Seminary of Puerto Rico who have been called to bring light in the midst of darkness and to heal the broken. It is our mission to contribute to the

spiritual formation of those who will actively participate in creating solutions to the social upheavals facing our country.

Technology

Well aware of the increase in demand of the use of technology, the Seminary plans to strengthen its service to the student community and to the public in general through the Information Technology Center, the technological integration of service offices, and the offering of online courses as part of a distance education program. According to one of the institutional goals, the Seminary will transfer the entire Library's collection to an online collection.

As part of our service to partner churches, the Seminary will offer workshops on technology and computer skills according to the identified needs in churches and the availability of resources. This is a direct response to the increasing use of technology and the growing demands of technology-related professions.

PERSPECTIVES OF THE INTERNAL ENVIRONMENT

Academic affairs

For the IPEDS enrollment reported for fall of 2013, the Seminary recruited a total of 224 students. This represents a 46.41% growth over fiscal year 2009. Yet it represents a reduction of 7.05% from 2012. This is basically due to the decrease in scholarship programs from Hispanic students of the USA. Table 1 demonstrates the data of Fall Enrollment and 12 Month Enrollment Unduplicated Headcounts for the period from 2009 and 2012. We can see that the recruitment for years 2009-2013 do not present a clear tendency. The years 2011 and 2012 reflect a small increase while 2012 reflects a decrease. A similar tendency is seen for twelve months unduplicated headcount. During the academic years 2009-2010 and 2011-2012 the unduplicated headcount was more than 300 students while for the years 2008-2009 and 2010-2011 the unduplicated headcount enrollment reached 288 students.

Table 1: Fall enrollment, 12 Month enrollment unduplicated headcounts, Total fulltime equivalent (FTE) (2009-2013)

	Year				
	2009	2010	2011	2012	2013
Fall enrollment	153	233	268	241	224
12 Month enrollment unduplicated headcounts	288	314	288	306	
Total Fulltime Equivalent (FTE)	59	79	124	129	

Chart 1: Fall enrollment, 12 Month enrollment unduplicated headcounts & Total fulltime equivalent (FTE) (2009-2013)

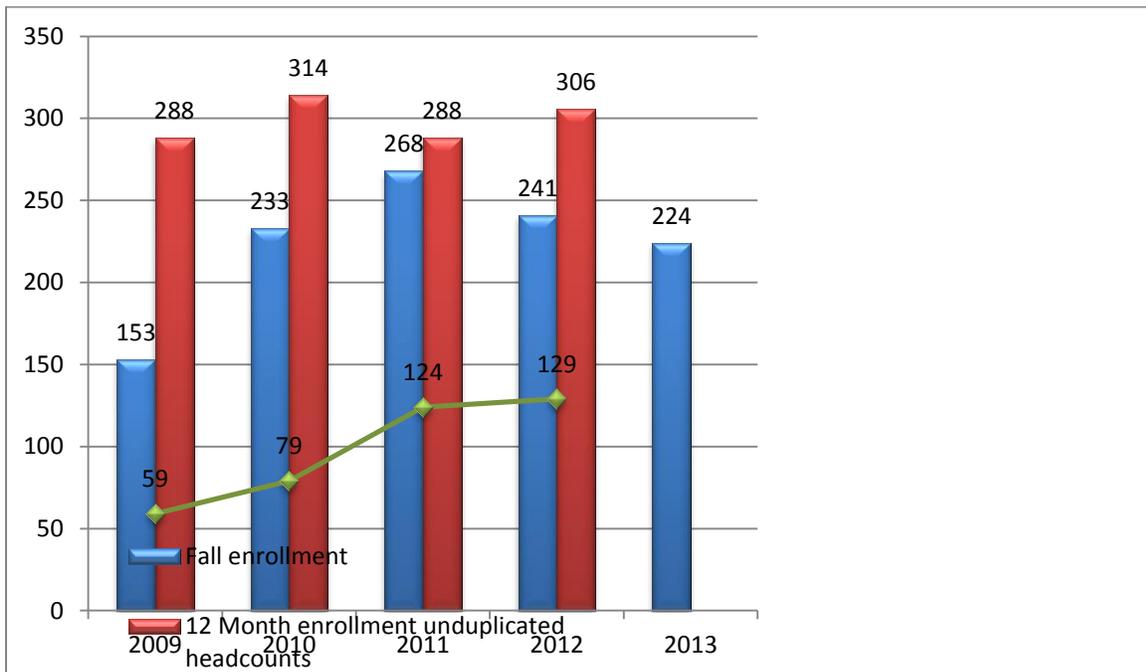


Table 2 shows that for the period of 2009-2012 the full time student percentage (9 or more credits) increased to 31% in 2013 it stayed at 22% an increase of approximately 12% as compared to 2009. Chart 2 shows the distribution in the number of registered full time students, part time students and the full time student equivalent for 2009-2012.

Table 2: Full-time and part-time enrollment (2009-2013).

	Year				
	2009	2010	2011	2012	2013
Full-time enrollment	15 9.80%	47 20.17%	89 33.21%	75 31.1%	49 21.9%
Part-time enrollment	138 90.20%	186 79.83%	179 66.79%	166 68.9%	175 78.1%
Total Enrollment	153	233	268	241	224

Chart 2: Full-time and part time enrollment and Full-time equivalent enrollment (2009-2013).

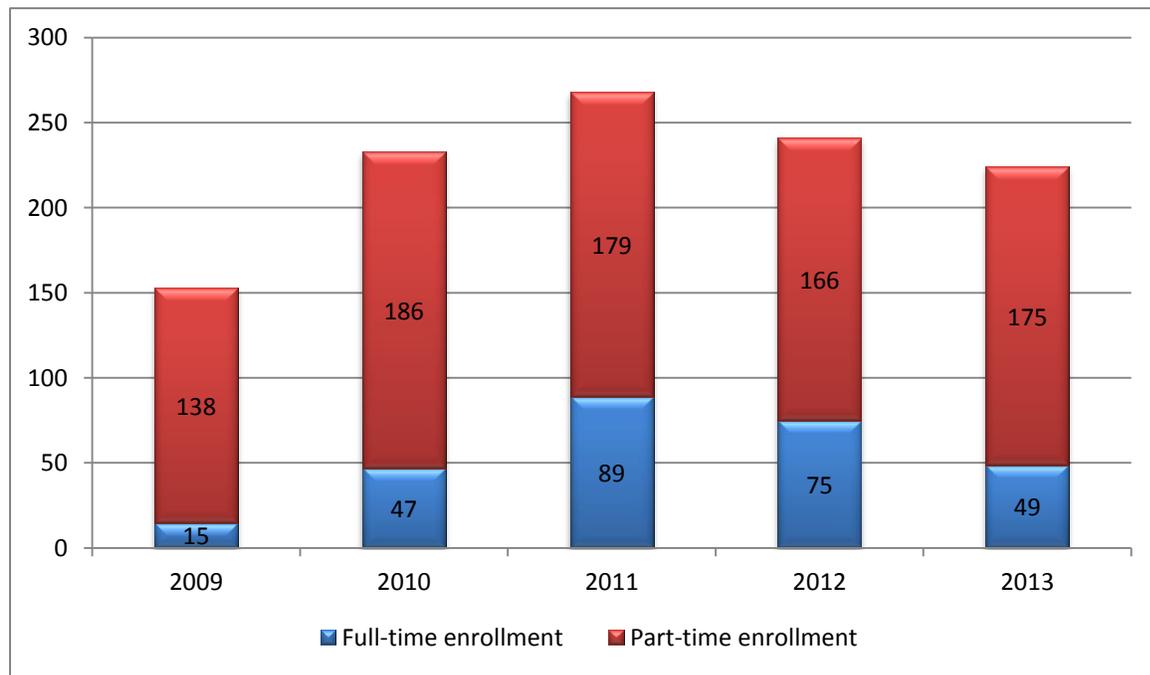
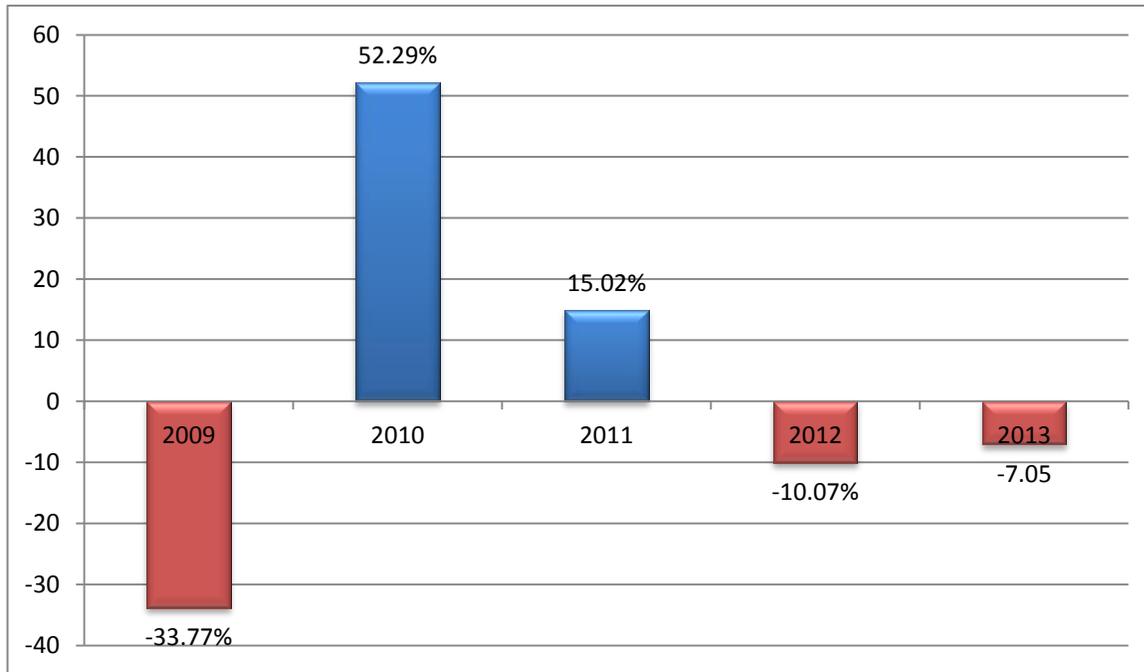


Chart 3 shows the changes in student recruitment for fall of 2009-2013. For the 2010 and 2011 years there was an increase in the percentage of registered students for one of the Seminary programs due mainly to efforts in the Promotion and Recruitment program that produced collaborative agreements with church organizations that are dedicated to providing scholarships for Hispanic students of the USA. These agreements were for a period of three years. Once the Hispanic students graduated, these agreements concluded. In 2013, at the conclusion of these

collaborative agreements, students' recruitment decreased by 7% as compared to the previous year.

Chart 3: Annual enrollment change (%), Fall 2009-2013.



The following two tables detail the number of registered students for each year. Table 6 presents the data classifying students by gender and full or part time student. Table 7 summarizes the number of registered students per semester for each of the academic programs. Table 8 shows the amount and percentage of students admitted to each academic program from academic year 2009-2010 to 2012-2013.

Table 3: Students Profile 2010-2013.

Year (Total students) ⁷	Men			Women			Total	
	Part-time	Full-time	Men's Total	Part-time	Full-Time	Women's Total	Part-time	Full-time
2010 (n=233)	124 (53.2%)	35 (15.0%)	159 (68.2%)	62 (26.6%)	12 (5.2%)	74 (31.8%)	186 (79.8%)	47 (20.2%)
2011 (n=268)	136 (50.7%)	47 (17.5%)	183 (68.3%)	43 (16.0%)	42 (15.7%)	85 (31.7%)	179 (66.8%)	89 (33.2%)
2012 (n=241)	99 (41.1%)	62 (25.7%)	161 (66.8%)	67 (27.8%)	13 (5.4%)	80 (33.2%)	166 (68.9%)	75 (31.1%)
2013 (n=224)	101 (45.1%)	33 (14.7%)	134 (59.8%)	74 (33.0%)	16 (7.1%)	90 (40.2%)	175 (78.1%)	49 (21.9%)

⁷ Basados en los IPEDS' Fall enrollment 2010, 2011, 2012, 2013.

Table 4: Students enrolled by Academic Program, semester by semester 2009 – 2013.

Year (Total students)	MDIV		MAR		DMIN		Other		Total	
	1 st Semester	2 nd Semester								
2009-2010	144	153	41	45	20	25	16	22	221	245
2010-2011	145	137	76	75	4	6	20	22	245	240
2011-2012	162	171	72	67	---	11	21	8	255	268
2012-2013	156	162	55	62	2	9	9	8	222	241

Faculty

The full time faculty of the Seminary is:

Dr. Sergio Ojeda Cárcamo – President; Professor of Ethics and Reformed Theology

Dr. Guillermo Ramírez Muñoz- Professor of Old Testament and Hebrew

Dr. Ediberto López Rodríguez- Professor of New Testament and Greek

Dr. Agustina Luvis Nuñez – Professor of Systematic Theology, Feminist theology and
Pentecostalism

Dr. Francisco J. Goitía Padilla- Academic Dean; Professor of Systematic Theology and
Homiletics

In addition to the regular faculty, the Seminary also employs:

Professor Juan Bek- Professor Emeritus in Spirituality and Theology

Professor Sonia Arrillaga – Library Director; Professor of Bibliographic Research
Techniques

Dr. Juan R. Mejías Ortiz- Affiliated Professor of Christian Education and Assessment
Specialist

Our adjunct faculty is:

Rvda. Áurea Alejandro - Denominational Principles United Methodist Church of PR

Rvdo. José Cedeño - Denominational Principles United Evangelical Church of PR

Rvda. Dr. Marysol Díaz - Pastoral Counseling and Counseling for the Elderly

Rvdo. Dr. Alejandro Lafontaine – Pastoral Counseling

Rev. Alexander Fontánez – Church History

Dra. Luce López Baralt - Compared Mystic Literature

Dr. Pedro González – Church History

Dra. Gloria Mock – Human Sexuality

Rvdo. Dr. Héctor Ortiz - Denominational Principles (Government) United Methodist Church, Pastoral Counseling, Doctoral Program,
Dr. Luis Rivera Pagán – Literature and Theology
Rvda. Miriam Rodríguez - Denominational Principles Baptist Church of PR
Rvdo. Dr. William Fred Santiago - Legal Aspects of the Ministry
Rvdo. Osvaldo Delbrey – Denominational Principles Disciples of Christ Christian Church
Dr. Juan Caraballo – Anthropology of Religion
Rvdo. Geraldo Cintrón – Chaplain and Pastoral Counseling
Rvdo. Eugenio Torre – Church Administration

All full-time and 75% part time faculties have a Ph.D. in their field of studies. Our Faculty represents the six sponsoring denominations, as well as the Pentecostal and Catholic Churches. Our professors, not only have a specialized academic background, but provide our community with broad professional and Ministry experience.

Library

The Juan de Valdés Library is dedicated to Spanish Reformers. It consists of a study area and an Information Center within a four story building which houses over 73,000 books and over 365 periodical subscriptions, online as well as in print. The library promotes an atmosphere of individual as well as group study for theological investigation with flexible hours of operation that address the needs of the student body. The Library maintains information systems which include databases for online periodicals and book catalogue which facilitate advance research in theology. It is also houses the collections of distinguished scholars: Henry Emerson Fosdick, Ángel Mergal, Domingo Marrero, Robert McCracken, Paul Kress, Dr. Samuel Pagán, Dr. Lester McGrath Andino, Lic. Adolfo Fortier, Dr. Gene M. Tucker, among others. The collection that we are most proud of is the Collection on the History of Protestantism in Puerto Rico which is being digitalized for future generations. The Library has the distinction of being the largest theological library in the Caribbean.

The Library has two main projects: the digitalization bar-coding of our titles:

Digitalization Project

Statistics following ATA digitalization process of the library's collections:

Catalogued Titles 73,108

On April of 2014 **we reached** our goal of 73,108 catalogue titles

Catalogued Volumes 77,835 (as of July 2012)

Bar-Coding Project

We continue to strive to achieve the goal of bar-coding each book. Library personnel have been trained. Statistics are as follow:

Bar coded books 51,218 (as of December 2013)

Our 2014-2017 goal is to complete our bar-coding project.

Center for Technological Education

The Center for Technological Education now has a dedicated internet access exclusively for the Library. The Library has its own server. This allows the Library to offer continued internet access. Microsoft Word and Power Point are available to students for assignments and class presentations. Statistics is as follow:

January-July 2012 572 users

August-December 2013 632 users

The Center has reach 800 users during finals. Use average is about 600 students per month.

Administrative Affairs

The Administration and Finance Office is in charge of all administrative projects, Financial Aid for Seminarians as well as Finance and Property Maintenance. Among the strengths identified in our office are:

- i. Accredited Academic Programs by *The Middle States Commission on Higher Education of Colleges and Schools, Association of Theological Schools and the Board of Education of the Commonwealth Puerto Rico.*
- ii. Highly experienced Faculty with strong academic backgrounds.
- iii. Unique and specialized Theology bibliographical resources, including the new online catalog.
- iv. A team committed to excellence and to serving the Church.

Some challenges facing the Administrative area are:

- i. Limited Budget (cash flow).
- ii. Technological challenges (lack of integration in Registrar, Finance and Development Offices).
- iii. Aged and deteriorated dormitories.
- iv. Limited regular Faculty.

Planning and Development

The Planning and Development Office works hand in hand with the President's Office, seeking to maximize the economic development opportunities in areas such as property, fund raising and the follow up to the implementation of the Strategic Plan.

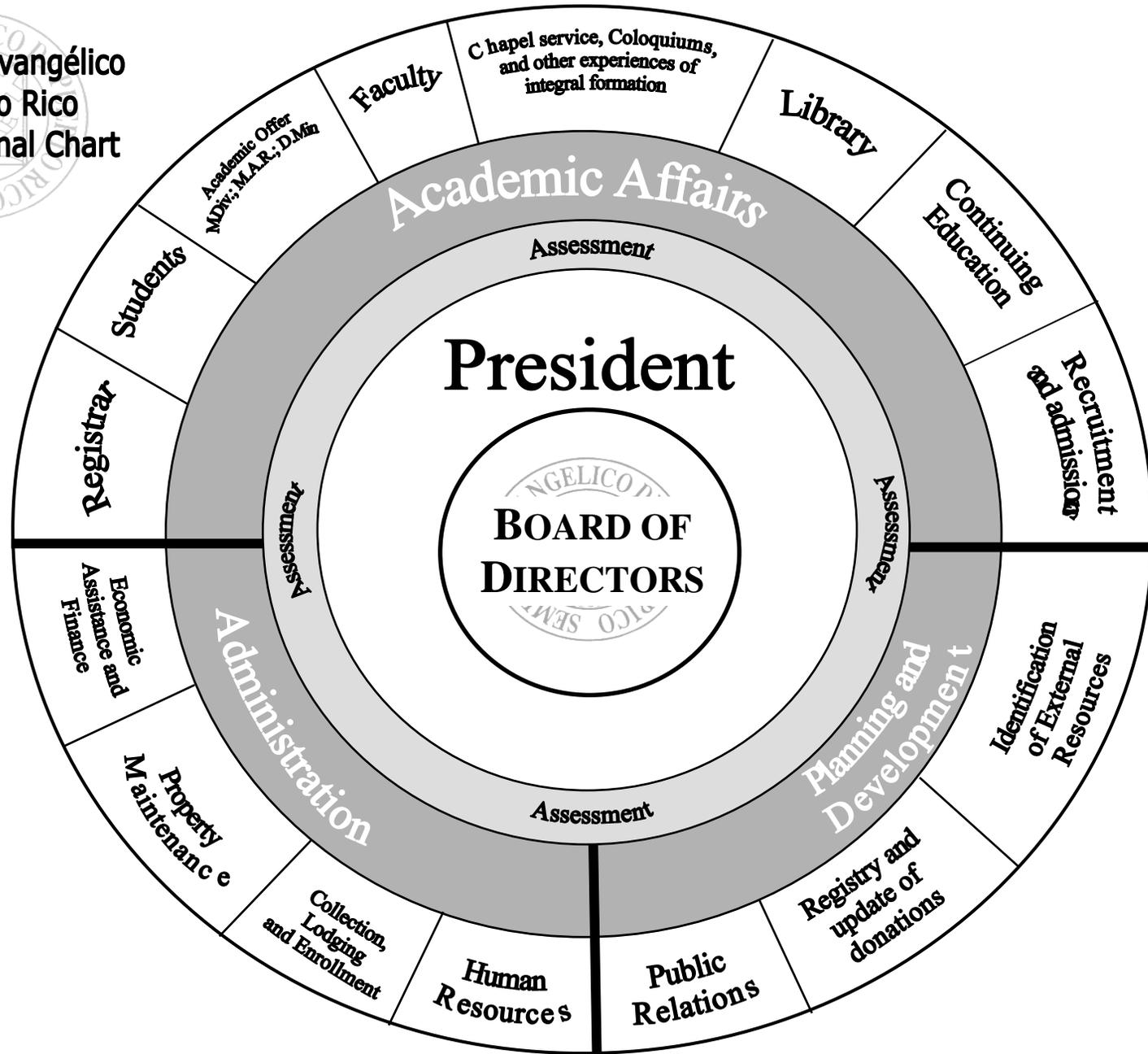
The main strength of the Planning and Development Office is the specialized background and experience in Planning and Operations, knowledge of the resources available and on hand and its open communication with our sponsoring church communities.

The main opportunity for improvement in this office is the strengthening of the financial resources aimed to promote the Seminary in a series of events with churches and the general public.

Organizational Structure

The Seminary's organizational structure has been developed according to our holistic vision, where every key area is interrelated. The following organizational chart depicts our vision. We have included our President's Work Plan and seven institutional goals.

**Seminario Evangélico
de Puerto Rico
Organizational Chart**



STRATEGIC PLAN GOALS

The goals set as part of this Plan are:

1. Reach financial independence.
2. Develop a master plan for better use of the physical facilities.
3. Design and Implement a more effective recruitment strategy
4. Improve technology infrastructure integrating information and services of the Registrar's Office and the Financial Aid Office.
5. Improve Faculty.
6. Continue the Institutional Assessment Plan.
7. Establish agreements for academic and institutional collaborations with universities at home and abroad.

Each of the Strategic Plan goals affects the seminary finances. All the institutional efforts are geared towards achieving financial self-sufficiency by establishing new sources of revenue in addition to the income obtained by student tuition and fees, and financial contributions received from sponsoring denominations.

COURSE OF ACTION

A. Key areas, Goals and Strategies

The Evangelical Seminary of Puerto Rico has identified three key areas based on its organizational structure. These areas as presented in our organizational chart are; Academic Affairs, Administrative Affairs and Development.

As a part of our integral vision of the organizational structure of the Seminary we intend to integrate all our key areas in the process of involved planning to develop and implement strategies for every area to respond to our institutional goals as previously defined. The following is a brief description of the essential responsibilities within the key areas in response to the organizational structure of The Evangelical Seminary of Puerto Rico.

B. Key area: Academic Affairs

The Academic Affairs office is the operational frame of the center for studies. This office covers the following areas:

1. Students
2. Faculty
3. Academic Programs
 - a. Masters in Divinity
 - b. Masters in Arts in Religion
 - c. Doctorate in Ministry
4. Institutional Assessment
5. Registrar's Office
6. Library
7. Admissions
8. Continuing Education
9. Chapel, colloquiums and other experiences related to the student's spiritual and integral formation.

C. Key area: Administrative Affairs

The Office of Administrative Affairs carries out all the activities related to the operational, financial and administrative aspects of the Institution. In addition it serves as a human resources office. This office provides services in the following areas:

1. Human resources
2. Collection, lodgings and enrollment
3. Property maintenance
4. Financial aid and accounting

D. Key area: Planning and Development

The Planning and Development Office, as part of the Office of the President, is central in the support of the ministry of the Seminary. This office works to identify external resources and

collaborates in the strategic planning of the institution including the development plans for the property. It handles the following areas:

1. Identification of external resources
2. Registry and update of grants and donations
3. Public relations

The following pages include an institutional course of action for the implementation of seven goals for the period of 2012-2017. This institutional course of action is presented in terms of the objectives, activities, indicators of advancement, person or department responsible and expected date for completion of these strategies.

In addition we include economic and budgetary projections for the advancement of these institutional goals.

ESPR – INSTITUTIONAL GOALS

Goal 1: Reach financial independence.

Objectives	Activities	Achievement indicator	Person responsible	Expected date of completion
<p>1.1 To design a fundraising campaign that includes direct communication with churches or church organizations in Puerto Rico and/or the United States.</p>	<p>1.1.1: To contact denominational executives and director to reach new economic support agreements and to obtain a permanent ascending denominational donation.</p>	<p>1.1.1.a: New economic support agreements.</p>	<p>Board of Director President Administrator Faculty</p>	<p>2012 – 2017</p>
	<p>1.1.2 Mass mailing and emailing, along with phone contact to pastors and ministers, in order to maintain and renew their financial aid to the ESPR.</p>	<p>1.1.2.a: Increase in the denominational economic support.</p>		<p>Continuing process</p>
	<p>1.1.3: Publicity efforts through print Media, newsletters, radio/TV and websites from local churches.</p>	<p>1.1.3.a: Report of total newsletters and promotions sent to local churches.</p>		<p>Continuing process</p>
	<p>1..1.4: To establish regular visits to local churches from the Faculty, Seminarians and ESPR personnel to promote the institution.</p>	<p>1.1.4.a: Creation of a Local Churches Visiting Calendar.</p>		<p>Continuing process</p>

		1.1.4.b: Total of local churches visited.		
1.2: To increase individual donations from local churches to the Endowment Fund	1.2.1: Mass mailing and emailing, along with phone contact to pastors and ministers.	1.2.1.a: Total of contacts and communications	Planning and Development, Endowment Fund Committee	2012 – 2017
	1.2.2: To establish regular visits to local churches to present a contribution plan to the Seminary.	1.2.2.a: Total of promotion visits to local churches	Academic Affairs and Planning and Development	2012 – 2017
1.3: To obtain funding through proposals, both in PR and the US.	1.3.1: Internet research to identify potential external economic resources.	1.3.1.a: Total of potential external economic resources identified	Planning and Development	Continuing process
	1.3.2: To attend proposal writing workshops.	1.3.2.a: Workshop attendance	Planning and Development, Administration	Continuing process
	1.3.3: To maintain our current proposals to organizations in PR and the US.	1.3.3.a: Total of submitted proposals	Planning and Development	Continuing process
1.4: To obtain financial support from special donors	1.4.1: To obtain potential donors' information to our Faculty, Board members and personnel after their visits to local churches	1.4.1.a: Total of potential donors identified	Planning and Development, Faculty, President and Endowment Fund Committee	Continuing process
	1.4.2: To perform a special event for potential donors	1.4.2.a: Total special events performed	Planning and Development, President and Administration	Continuing process

1.5: To implement measures to reduce utilities costs including a request for an analysis of energy and water consumption,	1.5.1: To perform an analysis on the energy use of our facilities and develop an economy plan.	1.5.1.a: Monthly electric energy and water receipts.	Administrator	2012 – 2017
	1.5.2 adoption of an energy conservation plan, redistribution of the use and hours of operation of physical space such as classrooms and offices, library and other facilities, the installation of energy efficient appliances and equipment			2012 – 2017
1.6: To maximize the use of our facilities	1.61: To promote the use of our facilities through the Internet, mailings and participation in various events in the sponsoring denominations, local churches, Government Agencies, Universities, Financial and Private Institutions and the general public	1.6.1.a: Increase in the profits due to the rent of our facilities.	Administrator	Continuing process
1.7: To increase internal revenue as a result of academic enrollment and lodging fees	1.7.1: To revise our inactive student records, in order to identify overdue balances and motivate re-enrollment.	1.7.1.a: Total of students contacted and re-enrolled.	Administrator Registry	2013 – 2015
	1.7.2: To promote our lodging facilities to students via Internet, mailings to local churches and universities	1.7.2.a: Increase in the use of the lodging facilities.	Administrator	Continuing process
	1.7.3: To collaborate in the student enrollment process through proper	1.7.3.a: Workshops to trained the	Academic Affairs,	2013 - 2015

	training of the administrative personnel on academic programs.	administrative personnel	Administration	
1.8 To design a plan for the reduction of outside contracts including but not limited to consultants and security personnel.	1.8.1: Analysis of the distribution of human resources and need of jobs.	1.8.1.a: Reports.	Administration	2012
1.9 To renegotiate of service contract providers such as repair technicians, photocopying services, vending machines, and other.	1.9.1: Analysis of the proposals submitted by the service providers.	1.9.1.a: Reposts.	Administrator	2012 – 2013
1.10 To reestablish relationships and agreements for financial funding with Churches in the USA such as the Presbyterian Churches in the USA and the Apostolic Assembly for the formation of students, the Churches in Europe such as Ulting Overseas Trust of the United Kingdom Methodist Church.	1.10.1 Submit collaborative agreements for the enrollment of students in the Masters?? of Divinity Program.	1.10.1 Signing of the collaborative agreement.	President Academic Dean Administrator	2012 – 2015
1.11 To create ancillary income from dormitory rental for students and the cafeteria.	1.11.1 Design a plan for ancillary income from dormitory rental for students and the cafeteria.	1.11.1.a. Report 1.11.2.a Financial analysis Report	Administrator	2012 – 2014

	1.11.2 Financial analysis.			
1.12: To improve Alumni relations	1.12.1: To promote a sense of belonging among Seminarians 1.12.2: To perform special events for Alumni.	1.12.1.a: Reactivate the Alumni Association 1.12.2.a: Total special events performed	Academic Dean Coordinator of Alumni	Continuing process Continuing process
1.13 To design a plan for curriculum review and design of new academic offerings.	1.13.1: Plan for curriculum review. 1.13.2: Appoint committee curricular review.	1.13.1.a: Curriculum Review Report 1.13.2.a: Proposal for new programs.	Academic Dean Faculty	2012 – 2015
1.14 To refinance the seminary's construction loan at a lower interest rate.	1.14.1 Dialogue with the various financial institutions in the PR or USA.	1.14.1a: Refinancing the seminary's construction loan at a lower interest.	Board of Director President Administrator	2012

Goal 2: Develop a master plan for better use of the physical facilities.

Objectives	Activities	Achievement indicator	Person responsible	Expected date of completion
2.1: To develop the physical property through the redesign of physical space, according to the needs of the institution, with the assistance of the Consulting Committee for Property Investment and Development.	2.1.1: In coordination with the Consulting Committee for Property Investment and Development, all the alternatives for the project of optimization of property will be evaluated	2.1.1.a: Document for the evaluation for the financing of property optimization project	Consulting Committee for Property Investment and Development, President	Continuing process
	2.1.2: In collaboration with the Consulting Committee for Property Investment and Development, proposal will be submitted to the Board of Directors	2.1.2.a: Proposal submitted to the Board of Directors	President, Consulting Committee, Executive Committee	2012 – 2017
	2.1.3: Hiring experts for first phase of property development	2.1.3.a: Hired persons (There is a Master Plan)	President, Consulting Committee, and Administration	2012 – 2013
2.3: To relocate the Historic Archive in order to maximize Library space for new bibliographical resources	2.3.1: To identify available space in other Seminary buildings for the Historic Archive and the Puerto Rico Collection	2.3.1.a: Identified spaces	Library Director and staff	2012 - 2014
	2.3.2: To establish calendar and times for the use of the Historic Archive and the Puerto Rico Collection	2.3.2.a: Calendar preparation	Library Director and staff	2012 - 2014
	2.3.3: Re-assignment of available	2.3.3.a: Available	Library Director and	2012 - 2014

	physical space for Library new resources and technologies.	area for new resources	staff	
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Goal 3: Design and Implement a more effective recruitment strategy

Objectives	Activities	Advancement Indicator	Person responsible	Expected culmination date
2.1 To create a Promotion and Recruitment Plan.	3.1.1 To establish an intentional and consistent program to promote the seminary in local churches and other venues.	3.1.1.a: Promotion and Recruitment Plan.	President Academic Affairs Dean	2012 – 2013
3.2 To design and evaluate an effective program for student recruitment in Puerto Rico and Hispanic communities in the United States and other countries.	3.2.1 To disseminate the Promotion and Recruitment Plan to all faculty and staff of the Seminary. 3.2.2. Visits to local churches and other institutions. 3.2.3 To promote the academic programs in the activities of the Annual Conventions of the sponsoring denominations. 3.2.4 Celebrate Open House Day.	3.2.1.a: Meetings 3.2.2.a: Visitors report 3.2.3.a: Report. 3.2.4.a: Report of effectiveness of the activity. 3.2.5.a: Report of effectiveness of the Plan of Promotion and Recruitment	President Academic Affairs Dean	2012 – 2013

	3.2.5 Establish a schedule for the evaluation of the effectiveness of the Promotion and Recruitment Plan			
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Goal 4: Improve technology infrastructure integrating information and services of the Registrar’s Office and the Financial Aid Office.

Objectives	Activities	Achievement indicator	Person responsible	Expected date of completion
4.1: To establish an electronic communications network between these offices to facilitate the procedures of enrollment, grants and payments.	4.1.1: To identify programs of data integration.	4.1.1.a: Selection of a data base or the purchase of a program	Academic Dean, Administration President	2013
	4.1.2: Different alternatives will be evaluated for the integration of data, through the existing programs or by the purchase of a program.	4.1.2.a: Integration to the network	Academic Dean, Administration President	2013
	4.1.3: We will analyze methods of integration through the present network including the Peachtree Program.	4.1.3.a: Identified methods analyzed	Administration, Academic Affairs	2013
	4.1.4: To use the same identification number for each seminarian in order to identify the transactions they make at Seminary.	4.1.4.a: Access the location of each student’s financial and registrar’s record quickly and precisely	Administration, Registrar and Finance	2013
	4.1.5: To prepare a Guide Plan on the use of the application for the departments.	4.1.5.a: Document preparation	Consultant Academic Affairs	2013-2015

	4.1.6: To identify funds for the hiring of a specialist in technological integration.	4.1.6.a: Funds identified	Administration, Planning and Development	2013-2015
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Goal 5: Improve Faculty.

Objectives	Activities	Achievement indicator	Person responsible	Expected date of completion
5.1: Hiring of regular and adjunct faculty with a doctoral preparation in the areas of specialization or Master's Degree in the areas of difficult recruitment to strengthen academic programs.	5.1.1: The need to increase the faculty will be evaluated based on the needs of the M.Div. MAR and D.Min. Programs. 5.1.2: The hiring process will begin by interviewing potential employees.	5.1.1.a: Needs evaluation. 5.1.2.a: Hiring a faculty member.	President, Academic Dean and Administration	2012 – 2017
5.2: To train the faculty by means of a program of professional development that will include: effective training in assessment areas, educational technology and methods in advanced studies.	5.2.1: To make an assessment report on the needs and interests of the faculty. 5.2.2: To prepare a professional development program for the faculty.	5.2.1.a: Conduct a study 5.2.2.a: Professional development program for the faculty.	President, Academic Dean Assessment Specialist and Administration	Continuing process
5.3: To collaborate in the search of funds for the professorships	5.3.1: To identify funds to create and maintain professorships.	5.3.1.a: Sources of available funds to support professorships.	Endowment Fund Committee, Planning and Development, Administration and	2012 – 2016

			the President	
5.4: To provide the professors with books and magazines that they require for the education-learning process	5.4.1: To utilize procedures that will ensure communications of the availability of diverse subscriptions in the specific area of specialty. 5.4.2: To offer online and to provide magazines articles that are of interest to the area of specialty of each professor.	5.4.1.a: Publish brochures with information on subscriptions.	Library	2012 – 2016
5.5: To continue with the faculty sabbatical plan.	5.5.1 To do a study on the needs and interests of the faculty as to sabbatical plans. 5.5.2: To prepare the Sabbatical Plan.	5.5.1.a: Have the study analyzed. 5.5.2.a: Document finalized.	President and Academic Dean	Continuing process
5.6: To contribute to the budget that will sustain the regular faculty.	5.6.1: To continue promoting the Permanent Fund for the professorships.	5.6.1.a: Increase the contribution to the Permanent Fund.	Planning and Development and Faculty	Continuing process

Goal 6: Continue the Institutional Assessment Plan.

Objectives	Activities	Advancement Indicator	Person responsible	Expected culmination date
6.1 To create an Institutional Assessment Office.	6.1.1 To establish the policy for the creation of the Institutional Assessment Office.	6.1.1.a: Policy	President, Academic Dean and Administration	2013
	6.1.2. To identify the professional responsible for the organization, implementation and evaluation of the Office.	6.1.2.a: Hiring of assessment staff.	President	2013
	6.1.3 To advertise to the university community creating the Office.	6.1.3.a: Internal communication.	President Academic Dean	2013
6.2: To review the Institutional Assessment Plan aligned with the Institutional Strategic Plan.	6.2.1: Review of the Institutional Assessment Plan 6.2.2: To evaluate the effectiveness of strategies for the collection, organization, analysis, interpretation and dissemination of data.	6.2.1.a: Document of Institutional Assessment Plan. 6.2.2.a: Report.	President, Academic Dean Assessment Specialist	Continuing process
6.3: To achieve a systematic self evaluation in the offices aimed at improving procedures.	6.3.1: To evaluate the units systems by updating the recent model of the Trimester Self Evaluation Questionnaire.	6.3.1.a: The Trimester Self Evaluation Questionnaire is updated and fully functional	Institutional Assessment Specialist Academic Dean	2013 – 2014
	6.3.2: To prepare administrative	6.3.2.a: Assessment		2013 – 2014

	procedures assessment tools.	Tools.		
6.4: To follow up on departmental strategy design in order to reach our goals	6.4.1: Brainstorming meeting for Seminary SWOT Analysis	6.4.1.a: Number of meetings 6.4.1.b: Results or agreements	President and Planning and Development Dean Assessment Specialist	2013 – 2014
	6.4.2: Training workshops for departmental directors in strategy design	6.4.2.a: Meetings celebrated	Planning and Development	2013 – 2014
	7.2.3: To work as a team to design the Institutional Strategic Plan	6.43.a: Strategic Plan designed	President, Planning and Development, and all dept.	Continuing process
6.5: Receive feedback from our students and visitors.	6.5.1: Design questionnaires on satisfaction for services rendered	6.5.1.a: Number of questionnaires designed	Academic Dean, Planning and Development Assessment Specialist	Continuing process
	6.5.2: Distribute the questionnaires every semester	6.52.a: Number of questionnaires distributed each semester	Planning and Development, Academic Affairs	

Goal 7: Establish agreements for academic and institutional collaborations with universities at home and abroad.

Objectives	Activities	Advancement Indicator	Person responsible	Expected culmination date
7.1: To identify institutions or universities at home and abroad to establish partnerships or collaborative agreements for the academic formation of students.	7.1.1: List of the institutions. 7.1.2: Contact and meetings with the directors of institutions to sponsor collaborative agreements.	7.1.1.a: Report 7.1.2 Collaborative agreement.	President Academic Dean Administrator	2013 – 2015
2.2: To strengthen partnership relations with other universities	2.2.1: To study alternatives of consortium, selling or merger with other university 2.2.2: President’s meetings with executives of the Inter American University 2.2.3: To investigate processes of US-based seminaries merged to universities 2.2.4: Submission of merger proposal to the Board of Directors	2.2.1.a: Alternatives analyzed 2.2.2.a: Number of meetings 2.2.3.a: Report 2.2.4.a: Proposal	President President Planning and Development President, Academic Affairs, and Planning and Development	2013 – 2015
7.2 To establish collaborative agreements with ecclesial institutions in the United States.	7.1.1: Meetings with the executives of ecclesial institutions in the USA that had collaborative agreements with the Seminary.	7.2.1.a: Report of meetings. 7.2.2.b: reactivation of the agreements.	President, Academic Dean Administrator	2013 – 2015