

# RECRUITMENT AND STUDENT RETENTION PLAN 2012 – 2017

Presented by Evangelical Seminary of Puerto Rico

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*For academic and theological excellence*

**EVANGELICAL SEMINARY OF PUERTO RICO**  
**RECRUITMENT AND STUDENT RETENTION PLAN 2012 - 2017**

GOALS	OBJECCTIVES	SUCCESS FACTORS AND ACHIEVEMENT INDICATORS	TARGET DATE	BUDGET	FEEDBACK (OFFICE JURISDICTION)
<b>Goal 1:</b> To establish a recruitment office.	<b>Objective 1.1</b> – Identify budgetary and economic resources to establish and maintain a Recruitment Office.	1. President and Administrator’s report assigning funds and hiring personnel for the Recruitment Office.	2012 – 2013	<b>X</b>	President’s Office Administrator
	<b>Objective 1.2</b> – Design communication and information instruments to establish initial contacts and networks.	1. Recruitment professional advice. 2. Obtain model recruitment materials form other institutions. 3. Design our recruitment materials (invitation letters, follow up cards, information materials, etc.)	2012 – 2017	<b>X</b>	President’s Office Administrator Academic Dean
	<b>Objective 1.3</b> – Create a data bank accessible to both the Recruitment and the Registrar’s Offices.	1. Develop a data bank. 2. The data bank is accessible to the Registrar’s Office and other related offices at the Seminary.	Continuous	<b>X</b>	
<b>Goal 2:</b> To develop registration projections for the period 2012 - 2017.	<b>Objective 2.1</b> – Reach 90% of established projections on new students (a 20% increase in sponsor and non-sponsors denominations new students registrations) thru direct marketing and presentations.	1. After the first year, reach 90% of established recruitment projections.	_____		President’s Office Administrator Academic Dean
	<b>Objective 2.2</b> – Contact all sponsor and non-sponsor central offices to coordinate our participation in their Assemblies/Conventions and in important outreach activities.	1. Confirm attendance and exhibition booth. 2. Coordinate participation of faculty and staff. 3. Coordinate, make and/or monitor presentations.	Continuous		President’s Office Academic Dean Regular Faculty
	<b>Objective 2.3</b> – Recruit MAR, M.Div., DMin prospects in sponsor and non-sponsor Assemblies/Conventions.	1. Increase in prospective student’s data bank. 2. Increase in program applications.	Continuous		President’s Office Academic Dean Regular Faculty

	<p><b>Objective 2.4</b> – Promote an Open House each semester.</p> <p><b>Strategies:</b></p> <ol style="list-style-type: none"> <li>1. Coordinate invitations, press releases and exhibitions.</li> <li>2. Coordinate Faculty and staff participation.</li> <li>3. Coordinate SEPR academic offerings presentations.</li> </ol>	<ol style="list-style-type: none"> <li>1. Increase in prospective student’s data bank.</li> <li>2. Increase in program applications.</li> </ol>	2012 – 2017	X	President’s Office Administrator Academic Dean Regular Faculty Non-teaching Personnel
	<p><b>Objective 2.5</b> – A 20% increase in prospects and a 30% increase in on site visits and orientations. Create a data bank out of all weekly developed contacts, provide follow up and process them as formal applications.</p>	<ol style="list-style-type: none"> <li>1. Increase in prospective student’s data bank.</li> <li>2. Increase in prospective students who receive application packages and formal orientation.</li> <li>3. Increase in prospective students visits to the Seminary.</li> <li>4. Increase in processed applications.</li> </ol>	Continuous		Academic Dean Registrar’s Office
	<p><b>Objective 2.6</b> – Reach 50% success in prospects applications and 60% success in applications turned into formal registrations.</p>	<ol style="list-style-type: none"> <li>1. Reach each year processed admissions projections.</li> <li>2. Reach each year application projections.</li> </ol>	Continuous		Academic Dean Registrar Office
	<p><b>Objective 2.7</b> – Ongoing follow up to non-registered prospects via direct marketing (calls, e-mails, regular mail).</p>	<ol style="list-style-type: none"> <li>1. Increase in prospective students-application rate.</li> <li>2. Increase in application-registered rate.</li> <li>3. Reach each year registration projections.</li> </ol>	Continuous	X	Academic Dean Registrar’s Office
	<p><b>Objective 2.8 **</b> - Collaborate with the Registrar’s Office following up admitted and inactive students thru special events, (conferences, workshops, Open Houses, Job Fairs).</p>	<ol style="list-style-type: none"> <li>1. Reach 25% prospective students attendance to special activities.</li> <li>2. Reach 50% attendance of prospective students to information activities.</li> </ol>	Continuous		Academic Dean Registrar’s Office

	<b>Objective 2.9</b> – Follow up to prospects who did not attend informational activities thru calls, e-mails and regular mail.	1. Reach 70% attendance of absent prospective students to the next information activity. 2. Turn 25% of prospective students into applicants.	Continuous	<b>X</b>	Academic Dean Registrar's Office
	<b>Objective 2.10</b> – Develop a referral bonus system for students and employees in coordination with the Registrar and Finance Offices. Compensation is disbursed after registration in one of our regular programs (MAR, M.Div., DMin).	1. Students and employees will be motivated to promote the Seminary programs. 2. Increase in prospective students, applications and registrations.	Continuous	<b>X</b> Incentive or recognition	Administrator Academic Dean Registrar's Office
<b>Goal 3:</b> Implement a recruitment process among undergraduate secular academic institutions in Puerto Rico and emphasize the MAR program as an academic option for a humanities master's degree.	<b>Objective 3.1</b> – Contact counseling offices and undergraduate humanities departments of universities and colleges.	1. Create a directory for each educational institution.	2012 – 2013		President's Office Academic Dean Graduate Program Coordinator
	<b>Objective 3.2</b> – Promote the Seminary as a prime graduate institution in universities and colleges. Emphasize our programs, location and facilities.	1 Receive invitations from educational institutions and professional associations to their activities (Job Fairs, Open Houses, etc.) 2 Increase in information sessions in educational institutions and professional associations. 3. Increase in referrals from these institutions and associations.	Continuous		President's Office Administrator
	<b>Objective 3.3</b> – Invite prospective students of local universities and colleges to our MAR, M.Div., and DMin programs thru marketing and promotion.	1 Increase in prospective students data bank and in applications due to strategies 2 Increase in registrations.	2012 – 2017	<b>X</b>	Board of Directors' Committee President's Office Administrator Academic Dean

	<b>Objective 3.4</b> –A 10% increase in new non ecclesial student’s registration.	1 Increase in registrations.	2012 – 2013		President’s Office Academic Dean Registrar’s Office
	<b>Objective 3.5</b> – Schedule once a month visit to local universities and colleges. Emphasize the MAR program.	1. Increase in informational sessions for corporations 2. Increase in prospective students referrals from corporations 3. Increase in registrations referred by corporations.	Monthly		President’s Office Academic Dean Regular, Adjunct, and Affiliated Faculty
	<b>Objective 3.6</b> –Participate in professional associations conventions and fairs; promote the Seminary in shopping malls.	1. Create a directory with information and dates of Job Fairs, Conventions and activities of professional associations. 2. Increase in the Seminary prospective students and applications data bank 3. Increase in visibility and recognition of the Seminary and its programs among the educational and professional associations communities.	Continuous		President’s Office Academic Dean Regular, Adjunct, and Affiliated Faculty
	<b>Objective 3.7</b> – Contact and access educational institutions at high school and vocational level which need employees with competencies related to our graduate academic offerings (high schools, biblical institutes, etc.).	1. Create a directory of the Human Resources Departments of the high school and vocational educational institutions. The directory will include activities and dates available to present our programs. 2. Offer informational activities.	Continuous		President’s Office Academic Dean
<b>Goal 4:</b> Increase the student retention percentage and the conversion rate of audit and special students to regular ones in our programs (MAR, M.Div., DMin).	<b>Objective 4.1**</b> - Support the Academic Dean’s Office in its programs and services, such as theological, cultural and educational conferences, workshops, book presentations, symposiums, and the like.	1. Student body support to ours. 2. Strengthening of relationship between the student body and the administration. 3. Increase of referrals.  (Note: An effective « <i>pasar la voz</i> »)	2012 – 2017	X  Budget’s assignment for related expenses and resources payments.	President’s Office Administrator Academic Dean Regular Faculty

	<b>Objective 4.2-</b> Establish and (internal) bonus system with the Registrar and Finance Offices to promote audit, special, certificate, and post baccalaureate students to regular ones. Compensation will be disbursed after the student registration.	1. Increase in prospective students, applications and registrations.	Continuous	X Economic incentive or recognition	President's Office Administrator
<b>Goal 5 **:</b> Increase the promotion of our academic programs among our constituents and general public.	<b>Objective 5.1 **</b> - Keep our constituents and general public informed about all our activities.	1. Establish a cordial relationship with TV news producers to access air time 2. Write and distribute press releases among media 3. Obtain support from churches to our activities	Continuous	X	Board of Directors' Committee President's Office
	<b>Objective 5.2**</b> - Design an annual promotional campaign in all media (radio, TV, press, electronic)	1. Immediate process of increase of prospective students info to complete applications and registrations in time 2. Select prime space for advertisement 3. Benefit from (free) public advertisement spaces	Continuous (Each semester)	X	Board of Directors' Committee President's Office Administrator Academic Dean
	<b>Objective 5.3**</b> - Coordinate internal informative presentations related to the Recruitment Office tasks and training for employees.	1. Assure the Seminary community is well informed about our academic offerings and serve as promoters, referring and recruiting prospective students 2. Assure the Seminary community is well informed - via our calendar and newsletter - of our activities 3. Assure the support of our activities by the Seminary community 4. Assure all program coordinators keep record of recruitment process Note: Feedback is vital to measure our effectiveness and as info for future planning	February	X	President's Office Academic Dean Registrar's Office Graduate Program Coordinator Regular Faculty
	<b>Objective 5.4**</b> - Establish a budget for the Recruitment Office which includes an advertising campaign. Search and present proposals to funding institutions in conjunction with the Development Office.	1. Allot time to evaluate advertisement campaigns and promotion efforts 2. Develop proposals to fund the Recruitment Office	2012-2013		Board of Directors' Committee  Administrator

<p><b>Goal 6:</b> To receive training in recruiting, sales and marketing, and public relations.</p>	<p><b>Objective 6.1</b> – Prepare recruiting presentations, realize visits to churches and educational institutions, implement effective marketing strategies.</p>	<ol style="list-style-type: none"> <li>1. Design more effective presentations</li> <li>2. Create a cost-effective culture in the use of resources</li> </ol>	<p>Annually</p>	<p>X</p>	<p>President’s Office Academic Dean Registrar’s Office Regular, Adjunct, and Affiliated Faculty</p>
<p><b>Goal 7:</b> Acquire membership in professional organizations</p>	<p><b>Objective 7.1</b> – Develop a data bank of contacts in professional associations and groups.</p>	<p>Build a positive image in the market</p>	<p>Annually</p>	<p>X</p>	<p>Board of Directors’ Committee President’s Office</p>
<p><b>Goal 8**:</b> Incorporate the Recruitment Office efforts with the different students services offered at SEPR.</p>	<p><b>Objective 8.1</b> ** - Develop a team work culture to offer effective and in-time services to the Seminary and students.</p>	<ol style="list-style-type: none"> <li>1. Service satisfaction among internal and external constituency</li> <li>2. Assure Seminary employees become promoters of our programs and sources of referrals and recruiting</li> </ol>	<p>Continuous</p>		<p>President’s Office Academic Dean</p>
	<p><b>Objective 8.2</b> ** - Create a unified, coordinated and inter-office contact system which feeds the recruitment and promotion efforts.</p>	<ol style="list-style-type: none"> <li>1. Uniformity in the referral system</li> <li>2. Optimization of internal resources</li> <li>3. Create a coherent and healthy team work culture</li> </ol>	<p>Continuous</p>	<p>X</p>	<p>President’s Office Academic Dean</p>
<p><b>Goal 9:</b> Provide continuous academic and pastoral counseling to registered students.</p>	<p><b>Objective 9.1</b> – Assign students to regular faculty for academic counseling.</p>	<ol style="list-style-type: none"> <li>1. Assigned faculty advisor letters send to students and advisor- student lists published in Seminary bulletin boards</li> <li>2. Faculty advisors will fill out reports to document the counseling process.</li> </ol>	<p>Continuous</p>		<p>Academic Dean Regular Faculty</p>
	<p><b>Objective 9.2</b> – Create a chaplaincy office.</p>	<ol style="list-style-type: none"> <li>1. Allot resources for personnel</li> <li>2. Coordinate office hours</li> <li>3. Promote chaplaincy services to students</li> </ol>	<p>2012-2013</p>		<p>President’s Office Administrator</p>

<p><b>Goal 10:</b> Identify and provide economic aid and external financial resources to registered students.</p>	<p><b>Objective 10.1</b> – Research and make available scholarships and grants for students.</p>	<p>1. Provide scholarships and economic aid such as loans, work and study, grants, and others.</p>	<p>Continuous</p>		<p>President’s Office Administrator Academic Dean Registrar’s Office</p>
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**\*\*Activities related to the Public Relations Office functions.**





RESOURCES	CHALLENGES	IMPROVEMENT AND IMPLEMENTATION PLAN
<p>5. New curriculum Catalog</p> <p>6. Doctor in Ministry promotion material</p> <p>7. Technical support to develop our data bank and personnel for data entry.</p> <p>8. Sales and Marketing Association membership. Provides networking and up-to-date knowledge in current trends.</p>		<p><b>Developing activities:</b></p> <p>5. Workshop on public relations.</p> <p><b>Success indicators:</b>  Master and utilize effective redaction skills to develop promotional materials (brochures, press releases, articles); publish on public services spaces; improvement on corporate appointments; success in accessing media.</p>

Dr. Sergio Ojeda Cárcamo  
2012

Revised: Dr. Francisco J. Goitia-Padilla  
March 2014