

September 1, 2014

The Middle States Commission on Higher Education  
3624 Market Street  
Philadelphia, PA 19104-2680

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## **RESPONSE TO REVIEWERS' RECOMMENDATION TO THE PERIODIC REVIEW REPORT**

Colleagues:

Greetings! The process of writing our Periodic Review Report to the Middle States Commission on Higher Education (MSCHE) turned out to be an institutional learning experience. The report allowed us to immerse ourselves in a self-evaluation process which will help us to focus our energies on addressing areas of opportunity. The Seminary committed such energies to this MSCHE accreditation requirement that President Sergio Ojeda-Cárcamo postponed his retirement until the report was finished. Dr. Ojeda-Cárcamo retired on July 31, 2014. The Board of Directors of the Seminary concluded the search process and elected Dr. Doris J. García Rivera, professor of Old Testament and Hebrew, to be our president. This is a significant election because Dr. García Rivera is the first female president in our ninety five year history (1919-2014). Dr. Ojeda-Cárcamo and Dr. García Rivera worked together in the transition period as Dr. García Rivera assumed the position August 1, 2014. The Installation Service will be held on September 28, 2014.

On August 1, 2014 the Academic Dean's Office received the Reviewers' response to our Periodic Review Report. The report includes three recommendations. These recommendations direct the Seminary efforts to (1) strengthen the academic assessment of our Colloquy courses, including the *Monografía de Integración*, (2) revise the Recruitment and Student Retention Plan, and (3) revisit and revise our Financial Plan. The PRR Committee received formally the Reviewers' Response on August 7, 2014, when we met with our new president, Dr. Doris García Rivera. We received with gratitude and humility the reviewers' encouraging words. We also acknowledge and accept their three recommendations. We receive the recommendations as institutional guides to refocus our efforts to fulfill our mission and vision

with excellence. We are committed to work immediately on addressing the recommendations. Our response to the reviewers' recommendations is as follow:

**Recommendation 1:** *The readers recommend that faculty and assessment staff review and further develop their measures so that measurement tools (Program de Colloquy: Resultados Monografia de Integracion, PRR, p. 174) can capture nuances of student learning other than a score or letter grade. Specifically, we suggest developing useful measures that will allow for collection of data that faculty can use to make curricular or pedagogical changes and more strongly identify and link the utilization of multiple assessment measures for assessment of student learning at the institutional and program levels.*

The establishment of an institutional culture of assessment is a priority for the Seminary. The Institutional Assessment Office, established in 2013, realizes efforts to implement systematic and continuous assessment processes to collect the required data and information to allow us to make assertive decisions. Student learning assessment is a continuous process and there is always space to improve and refine our assessment instruments, strategies, and techniques to gather data. Following the reviewers' recommendation, the Director of the Institutional Assessment Office and the Academic Dean will begin a curricular revision of our Colloquy courses to improve pastoral field experiences and course assessment.

The revision will guarantee the design and establishment of new assessment instruments aligned to the graduate profile and the goals of the academic programs. Particular attention will be placed on designing instruments which will collect qualitative and quantitative data that will demonstrate student performance in different areas and learning levels. Actions to implement include:

- Faculty Workshops on assessment techniques developed by Thomas A. Angelo & Patricia Cross<sup>1</sup> and Trudy W. Banta & Catherine A. Palomba<sup>2</sup>. Dr. Juan R. Mejías, Curriculum and Instruction Specialist, will lead the workshops. The goal of the workshops is to address the reviewers' recommendation by incorporating authentic and non-traditional assessment models into the Colloquy's assessment processes;
- Incorporate improved assessment techniques in the course evaluation criteria of our Master of Divinity and Doctor in Ministry Programs, such as: Performance Rubrics, Student Portfolios, Exams, Monographs, Research Papers, Reading and Book Reviews, Graphic Organizers, Checklists, Focused Listings, Journals, among others;

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<sup>1</sup> Angelo, T. A. & Cross, K. P. (1993). Classroom Assessment Techniques: A Handbook for College Teachers.

<sup>2</sup> Banta, T. W. & Palomba, C. A. (1999). Assessment Essentials: Planning, Implementing, and Improving Assessment in Higher Education. USA: Jossey-Bass.

- Incorporate e-portfolios in Colloquy courses to demonstrate student growth and development in required competencies during their student life;
- Design a variety of assessment instruments by discipline: Bible, Theology and History, Practical Theology and Interdisciplinary Studies.

The implementation of these actions to address this reviewers' recommendation will be finished by May 2015.

**Recommendation 2:** *The readers recommend that the institution review its Recruitment and Student Retention Plan so that it consistently crafts measurable achievement indicators to better assess the efficacy of the stated goals.*

The redesign and implementation of an effective Recruitment and Student Retention Plan is indispensable for the strengthening of the Seminary finances. These tasks have been historically assigned to the President's Office. Dr. Doris Garcia Rivera, our new president has decided, after dialogues with different Seminary constituencies, to hire personnel assigned to recruitment and student retention. The Seminary administrator, Mrs. Myrna Pérez López, has identified funds in the 2015 budget (See Appendix 1) to create a full time position for Admissions and Recruitment, Promotion and Financial Assistance. The final approval of this position, along with the 2015 budget, will be done by the Board of Directors in its September 2014 meeting. The tasks of this position will include:

- Design, implement and assess a new Recruitment and Student Retention Plan;
- Create and execute a promotion calendar which will include visits to local congregations and Hispanic communities in the United States, sponsored churches assemblies, theological forums, educational institutions fairs, and other, to promote the Seminary programs. The position will include the promotion of the Seminary programs through electronic and communication media;
- Help and guide students to access financial assistance. This effort will impact positively the Seminary finances.

The implementation of these actions to address this reviewers' recommendation will be finished by Summer 2015.

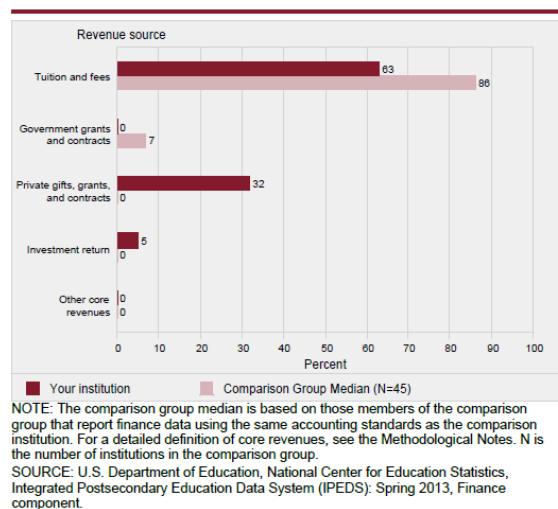
**Recommendation 3:** *The readers recommend the institution revisit and revise its financial plan to improve enrollment and financial trends and identify how enrollment targets and projections will be fulfilled.*

The Board of Directors and the Administration of the *Seminario Evangélico de Puerto Rico* are conscious of the economic limitations of the Seminary. Efforts to systematically allocate revenue resources continue. Although we accept the reviewers' recommendations it is important to note that current economic conditions in Puerto Rico affect academic institutions as well. The income of academic institutions in Puerto Rico is sustained heavily on enrollment and the Seminary is no exception. The primary finance resources of the Seminary are enrollment and student fees, sponsored churches contributions, and rents.

As it is documented in IPEDS Data Feedback Report 2013, the principal budgetary revenue resource of academic institutions in Puerto Rico is enrollment and student fees. As the chart demonstrates (See figure 6 of the 2012 IPEDS), in 2012 tuition and fees revenue sources represented 63% of the Seminary total income. The median of revenue sources due to tuition and fees for academic institutions in Puerto Rico similar to the Seminary that year (N=45) was 86%.

We will address promptly the reviewers' recommendation in the midst of the economic reality we live in Puerto Rico. This is perhaps the biggest challenge for the Seminary and our new president. Dr. García Rivera has committed herself to address the situation and develop various fundraising campaigns. One of her first executive orders was the reactivation of the trust fund campaign. Efforts in this direction will include the identification and allocation of resources to strengthen our operational budget.

Figure 6. Percent distribution of core revenues, by source: Fiscal year 2012



The Seminary has signed – as mentioned in the Periodic Review Report - a four year collaborative agreement with the *Iglesia Apostólica* of Los Angeles, California, to receive 21 students to our Master of Divinity Program. The agreement provides additional non identified income to our 2014 operational budget. It also infuses additional economic resources to our future 2015-2017 operational budgets. Conversations continue to establish collaborative agreements with other academic institutions in the United States and Latin America.

Another income resource is the establishment of online courses and programs. The Academic Dean's Office will begin efforts to equip and certify our regular faculty in developing online courses. The goal is to develop a pilot program which will offer one online programmatic/required course per semester. Once the data is gathered and assessed we will decide to establish or not, a formal program as part of our regular academic offering and/or as a continuing education one. Along with this effort the Academic Dean's Office will develop a dialogue with our constituencies to inquire about its academic and ministerial needs in order to design new academic programs, such as a baccalaureate in religious studies and Christian Education and Pastoral Counseling concentrations in our Master in Divinity Program.

The implementation of these actions to address this reviewers' recommendation will be finished by Summer 2015.

We are grateful for the opportunity MSCHE has given us to participate in its accreditation process. It is a priority of the Board of Directors, the President, Faculty, students, administrations and staff to comply with the accreditation requirements of MSCHE and other institutions such as ATS (*Association of Theological Schools*) and CEPR (*Consejo de Educación de Puerto Rico*). One of our greatest achievements in our ninety five years of history is, precisely, to obtain the accreditation of MSCHE. The writing process of the 2014 Periodic Review Report and the reviewers' recommendations have helped us, as we mentioned, to focus our efforts to improve and excel in our service to our sponsored churches, to our students, Puerto Rico, the Hispanic community in the United States and Latin America.

## Appendix 1

### SEMINARIO EVANGÉLICO DE PUERTO RICO

BUDGET 2015							
	JUNE 2014	BUDGET 2014	PROJECTION DIC 2014	VARIANCE	BUDGET 2015	VARIANCE	VARIANCE BUDGET 2015 VS. PROJECTION
<b>Mission Boards</b>							
	\$						
4101	ABC-BOARD NATIONAL MINIST	3,000	\$ 6,000	6000	0	6000	0
4103	ABC-HOME MISSION SOCIETIES	6,000	12,000	12000	0	12000	0
4106	DISCIPLES/UCC GLOBAL MINISTRIE	7,500	8,000	7500	(500)	7500	(500)
4115	PRESBYTERIAN PACT	32,305	35,000	32305	(2,695)	35000	0
4117	EVANG. LUTHERAN CHURCH-USA	0	10,000	10000	0	10000	0
<b>Total Mission Boards</b>		<b>48,805</b>	<b>71,000</b>	<b>67,805</b>	(3,195)	<b>70,500</b>	(500)
<b>Cooperating Churches-PR</b>							
4201	IGLESIAS BAUTISTAS PR-CO	10,500	21,000	21000	0	21000	0
4202	IGLESIAS BAUTISTAS PR-LC	5,500	9,000	10000	1,000	12000	3,000
4204	IGLESIA CRISTIANA DISC- CO	18,000	36,000	36000	0	36000	0
4205	IGLESIA CRISTIANA DISC- LC	2,740	7,000	7000	0	7000	0
4208	IGLESIA EVG. UNIDA-LC	800	1,200	1200	0	1500	300
4211	CONF. ANUAL IMU,PR-CO	600	1,200	1200	0	1200	0
4212	CONF. ANUAL IMU,PR-LC	270	1,000	1000	0	1000	0
4217	PRESBITERIO SAN JUAN-LC	0	300	300	0	300	0
4219	PRESBITERIO NOROESTE-CO	0	2,000	1000	(5,390)	1000	(1,000)
4220	PRESBITERIO NOROESTE-LC	350	600	600	0	600	0
4223	PRESBITERIO SUROESTE-LC	200	200	200	0	200	0
4225	OTHER CHURCHES / GROUPS PR	300	1,500	1500	0	1500	0
4230	USA LUTHERAN CHURCHES-PR	712	600	1000	400	1000	400

<b>Total Cooperating Churches-PR</b>	<b>39,972</b>	<b>81,600</b>	<b>82,000</b>	<b>1,400</b>	<b>84,300</b>	2,700	2,300
<b>Other Churches in USA</b>							
4301 COMMUNITY CHURCHES IN USA	0	500	500	0	300	(200)	(200)
4303 ABC CHURCHES-ISP	700	4,000	2000	(2,000)	3000	(1,000)	1,000
4307 UCC CHURCHES & GROUPS	0	250	250	0	500	250	250
4311 PRESBYTERIAN CHURCH-USA	0	1,000	200	(800)	250	(750)	50
4312 TEXAS PRESBYTERIAN FOUNDATION	8,400	8,500	8400	(100)	8500	0	100
4318 UMC-CHURCHES USA	0	250	0	(250)	0	(250)	0
<b>Total Other Churches in USA</b>	<b>9,100</b>	<b>14,500</b>	<b>11,350</b>	<b>(3,150)</b>	<b>12,550</b>	<b>(1,950)</b>	<b>1,200</b>
<b>Internal Sources</b>							
4401 TUITION	260,287	540,000	535574	(4,426)	545000	5,000	9,426
4403 STUDENT FEES	32,158	68,000	66000	(2,000)	68000	0	2,000
4405 DORMITORY FEES	37,000	120,000	95000	(25,000)	103000	(17,000)	8,000
4407 RENT-HOUSES	14,134	30,000	33000	3,000	35000	5,000	2,000
4408 RENTS- OFFICE	16,800	36,000	32000	(4,000)	32000	(4,000)	0
4410 DINING ROOM & CHAPEL	0	11,000	4000	(7,000)	9000	(2,000)	5,000
4416 PHOTOCOPY MACHINE-LIBRARY	3,615	10,000	7230	(2,770)	7000	(3,000)	(230)
4419 CONT. ED.	0	3,000	0	(3,000)	500	(2,500)	500
4419-							
15 FORMACION ESPIRITUAL	10,705	12,000	10705	(1,295)	12000	0	1,295
4421 UNREALIZED GAIN/LOSS P. SECURI	(4,082)	10,000	2000	(8,000)	5000	(5,000)	3,000
4423 INTEREST FROM INVESTMENT	36	75	100	25	100	25	0
4425 INTEREST BPPR NOW ACCT.	57	0	100	100	100	100	0
4426 SPECIAL ACTIVITIES	10	100	100	0	1000	900	900
4426-3 SPECIAL ACTIVITIES-GRADUACION	0	1,000	0	(1,000)	0	(1,000)	0
4428 BOOK & MAG.	329	2,000	500	(1,500)	1000	(1,000)	500
4437 VENDING MACHINES	445	1,000	900	(100)	1000	0	100
4440 MISCELLANEOUS INCOME	0	200	0	(200)	200	0	200
4450 FONDO VIAJES	<b>9,000</b>	<b>8,000</b>	<b>9000</b>	<b>1,000</b>	<b>0</b>	<b>(8,000)</b>	<b>(9,000)</b>

<b>Total Internal Sources</b>	<b>380,494</b>	<b>852,375</b>	<b>796,209</b>	<b>(56,166)</b>	<b>819,900</b>	<b>(32,475)</b>	<b>23,691</b>
<b>Other Donations-Unrestricted</b>							
4501 ALUMNI	2,000	10,000	4000	(6,000)	10000	0	6,000
4504 INDIVIDUALS - P.R.	2,570	3,000	3500	500	5000	2,000	1,500
4507 INDIVIDUALS - U.S.A.	0	500	500	0	500	0	0
4515 ANUAL ACTIVITY	8,700	12,000	9000	(3,000)	9000	(3,000)	0
4522 DIA DEL SEMINARIO	0	500	0	(500)	0	(500)	0
<b>Total Other Donations</b>	<b>13,270</b>	<b>26,000</b>	<b>17,000</b>	<b>(9,000)</b>	<b>24,500</b>	<b>(1,500)</b>	<b>7,500</b>
<b>Proposals for Special and New Projects</b>							
4568 IM INGLATERRA	2,288	2,000	2288	288	2500	500	212
4582 ASAMBLEA APOSTOLICA PROGRAM	14,700	0	37450	37,450	60000	60,000	22,550
SEMILLAS PROGRAM	0	0	0	0	10000	10,000	10,000
<b>Total Proposals</b>	<b>16,988</b>	<b>2,000</b>	<b>39,738</b>	<b>37,738</b>	<b>72,500</b>	<b>70,500</b>	<b>32,762</b>
<b>Restricted Funds</b>							
4601 GENERAL SCHOLARSHIP FUND	9,000	2,000	9000	7,000	3000	1,000	(6,000)
4602 DORCAS D. DAVIS FUND	6,357	15,000	13000	(2,000)	13000	(2,000)	0
4604 PEDRO RIVERA FUND	328	750	650	(100)	700	(50)	50
4606 MARIA R. COLON FUND	30	100	75	(25)	75	(25)	0
4608 DORCAS D.D.LIB.& ACAD.PRG.	0	5,000	2000	(3,000)	2500	(2,500)	500
4609 ANONYMOUS FUND #255	27	75	65	(10)	75	0	10
4621 CORCHADO-BRAULIO MEMORIAL FUND	36	100	75	(25)	75	(25)	0
4624 LIBRARY FUND	0	200	1000	800	1000	800	0
4640 SALVADOR & ROSALINA VELEZ	1,160	1,500	1200	(300)	1200	(300)	0
4653 PEDRO RIVERA FUND II	108	400	125	(275)	125	(275)	0
4655 DIEGO RICO SOTERO FUND.	17	50	45	(5)	50	0	5
4671 SEMINARIO EVANGELICO EDOWMENT	653	2,500	1250	(1,250)	2000	(500)	750
4672 BROWNLEE-LIMARDO UCC-BI	8,021	15,000	16000	1,000	16000	1,000	0
4676 AURELIO ROQUE DELGADO SCH.	483	1,000	900	(100)	1000	0	100

<b>Total Restricted Funds</b>		<b>26,220</b>	<b>43,675</b>	<b>45,385</b>	<b>1,710</b>	<b>40,800</b>	<b>(2,875)</b>
<b>Construction Fund (Restricted)</b>							
4682	IGLESIA EVANGELICA UNIDA PR	2,000	5,000	4500	(500)	5,000	0
4683	IGLESIA METODISTA PR	2,500	5,000	5000	0	5,000	0
4684	IGLESIA CRISTIANA (DISC. )	7,500	15,000	15000	0	15,000	0
4685	SINODO BORIQUEN	2,500	5,000	5000	0	5,000	0
4687	IGLESIAS BAUTISTAS PR	6,000	6,000	6000	0	6,000	0
4692-							
03	INDIVIDUALS y PROYECTO 13	40	120	120	0	200	80
4695	WALTON FOUNDATION (ENDOWMENT)	30,000	10,000	40000	30,000	10,000	0
4697	ALQUILER FACILIDADES	874	4,000	4000	0	4,000	0
					0		
<b>Total Construction Fund</b>		<b>51,414</b>	<b>50,120</b>	<b>79,620</b>	<b>29,500</b>	<b>50,200</b>	<b>80</b>
<b>Total Income</b>		<b>\$586,263</b>	<b>\$1,141,270</b>	<b>\$1,139,107</b>	<b>(\$2,163)</b>	<b>\$1,175,250</b>	<b>\$33,980</b>
<b>Expenses</b>							
<b>Academic and Assesment Office</b>							
5101	SALARIES	109,774	260,799	234548	(26,251)	287661	26,862
5102	SOCIAL SECURITY	9,164	18,344	17,943	(401)	19444	1,100
5103	VACATION PAYMENTS	504	1,000	750	(250)	1000	0
5104	PENSION PAYMENTS	14,723	31,650	29446	(2,204)	37692	6,042
5106	RENT-PROFESSORS	3,600	7,200	7200	0	7200	0
5108	HEALTH PLAN	6,604	15,000	13208	(1,792)	16986	1,986
5110	BONUS	0	4,200	4200	0	6400	2,200
5114	PHOTOCOPY EQUIPMENT EXP.	411	3,000	2000	(1,000)	2500	(500)
5116	FACULTY DEV. WORKSHOPS	0	1,000	500	(500)	500	(500)
5117	PUBLICITY & PRINTING	0	500	250	(250)	500	0
5118	TRAVELING EXPENSES	1,081	2,500	2500	0	3500	1,000
5119	POSTAGE & TELEPHONE	444	500	500	0	750	250
5120	DUES	862	2,000	1500	(500)	1500	(500)

5121	SUPPLIES	501	3,000	1000	(2,000)	2000	(1,000)	1,000
5122	VISITING PROFESSORS	20,683	40,000	40000	0	35000	(5,000)	(5,000)
5124	PROFESSIONAL EXP. FACULTY	2,663	5,400	5326	(74)	0	(5,400)	(5,326)
5125	WORKSHOPS FOR OFFICE PERS.	264	750	700	(50)	750	0	50
5126	EQUIPMENT	500	2,000	1000	(1,000)	1000	(1,000)	0
5127	SUSCRIPTIONS	0	250	250	0	250	0	0
5128	SPECIAL ACTIVITIES	7,099	6,000	7099	1,099	6000	0	(1,099)
5160	MISCELNEOUS EXPENSES	147	500	250	(250)	250	(250)	0

<b>Total Academic and Assesment Office</b>	<b>179,024</b>	<b>405,593</b>	<b>370,170</b>	<b>(35,423)</b>	<b>430,883</b>	<b>25,290</b>	<b>430,883</b>
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#### Library

5201	SALARIES	30,238	68,050	65000	(3,050)	57486	(10,564)	(7,514)
5202	SOCIAL SECURITY	2,387	5,205	4950	(255)	4535	(670)	(415)
5203	VACATION PAYMENTS	317	250	300	50	300	50	0
5204	PENSION PAYMENTS	2,517	5,034	3536	(1,498)	0	(5,034)	(3,536)
5208	HEALTH PLAN	3,322	4,500	4159	(341)	9300	4,800	5,141
5210	BONUS	0	1,800	1800	0	1800	0	0
5214	PHOTOCOPY MACHINE EXPENSE	912	2,500	2450	(50)	2500	0	50
5216	STUDENT HELP LIBRARY	6,988	6,500	9000	2,500	9000	2,500	0
5218	LIBRARY SUPPLIES	1,930	1,500	2000	500	2000	500	0
5220	LIBRARY BOOK PURCHASES	794	5,000	2500	(2,500)	4000	(1,000)	1,500
5222	LIBRARY MAGAZINES	1,713	3,000	2500	(500)	3000	0	500
5224	LIBRARY BINDING	0	250	250	0	250	0	0
5228	AUDIOVISUAL EQUIP & MATERIALS	0	500	250	(250)	250	(250)	0
5260	MISCELLANEOUS EXPENSES	261	100	300	200	250	150	(50)

<b>Total Library</b>	<b>51,379</b>	<b>104,189</b>	<b>98,995</b>	<b>(5,194)</b>	<b>94,671</b>	<b>(9,518)</b>	<b>(4,324)</b>
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#### Educational Support

5301	SALARIES	41,416	93,517	85230	(8,287)	92946	(571)	7,716
5302	SOCIAL SECURITY	2,613	6,200	6120	(80)	6648	448	528
5303	VACATION PAYMENTS	843	1,500	925	(575)	925	(575)	0

5304	PENSION PAYMENTS	5,466	10,926	10932	6	10931	5	(1)
5308	HEALTH PLAN	4,651	7,200	7200	0	7200	0	0
5310	BONUS	0	1,800	1800	0	1800	0	0
5312	WORKMEN'S COMPENSATION	4,024	4,600	8000	3,400	8000	3,400	0
5313	DISABILITY INSURANCE	432	1,000	950	(50)	1000	0	50
5316	TRAVELING EXPENSES	0	500	0	(500)	500	0	500
5318	OFFICE SUPPLIES	560	1,500	1100	(400)	1000	(500)	(100)
5320	AUTOMOBILE EXPENSES	0	100	0	(100)	100	0	100
<b>5322</b>	<b>EQUIPMENT</b>	<b>0</b>	<b>1,000</b>	<b>1300</b>	<b>300</b>	<b>5000</b>	<b>4,000</b>	<b>3,700</b>
5324	TELEPHONE	2,903	6,000	6000	0	7000	1,000	1,000
5326	POSTAGE	675	2,000	1500	(500)	1500	(500)	0
5328	INSURANCE	8,710	19,000	19000	0	20000	1,000	1,000
5330	ANNUAL AUDIT	7,400	7,400	7400	0	7400	0	0
5332	LEGAL FEES	0	500	200	(300)	500	0	300
5334	BOARD OF TRUSTEES	2,571	1,000	3000	2,000	1200	200	(1,800)
5340	SELF STUDY EXPENSES	6,450	3,000	6750	3,750	3000	0	(3,750)
5342	DRIVER'S INSURANCE	83	200	176	(24)	200	0	24
5344	COMPUTER SUPPLIES	446	1,500	1450	(50)	1500	0	50
5346	PROFESSIONAL SERVICES	6,000	12,000	12000	0	12000	0	0
5353	IVU CHARGES	37	0	75	75	100	100	25
5354	BANK CHARGES	9,074	12,000	13000	1,000	12000	0	(1,000)
5358	PROJECT COLABORATION SEM.	7,927	2,500	10000	7,500	4500	2,000	(5,500)
5360	MISCELLANEOUS EXPENSES	322	750	750	0	750	0	0
5365	BROKER FEES	188	0	200	200	200	200	0
5399	BAD DEBTS EXPENSE	8,133	5,000	7000	2,000	6000	1,000	(1,000)
<b>Total Education Support</b>		<b>120,924</b>	<b>202,693</b>	<b>212,058</b>	<b>9,365</b>	<b>213,900</b>	<b>11,207</b>	<b>1,842</b>
<b>Maintenance, Land and Buildings</b>								
5401	SALARIES	15,604	46,072	40900	(5,172)	46072	0	5,172
5402	SOCIAL SECURITY	614	3,662	3135	(527)	3662	0	527
5403	VACATION PAYMENTS	31	750	150	(600)	250	(500)	100
5408	HEALTH PLAN	0	3,600	0	(3,600)	1800	(1,800)	1,800

5410	BONUS	0	1,800	1200	(600)	1800	0	600
5414	REPAIRS & IMPROVENTS	8,760	17,500	7000	(10,500)	10000	(7,500)	3,000
5415	MAINTENANCE CONTRACT SERV.	3,585	7,000	7000	0	7000	0	0
5416	REPAIRS TO EQUIPMENT	2,008	4,000	4000	0	4000	0	0
5417	SECURITY SERVICES EXPENSES	17,195	35,000	35000	0	35000	0	0
5418	EQUIPMENT & MOBILIARY	12,490	5,000	14000	9,000	5000	0	(9,000)
5420	CLEANING SUPPLIES	1,649	4,000	4000	0	4000	0	0
5460	MISCELLANEOUS EXPENSES	597	500	750	250	1000	500	250
<b>Total Maintenance, Land and Buildings</b>		<b>62,533</b>	<b>128,884</b>	<b>117,135</b>	<b>(11,749)</b>	<b>119,584</b>	<b>(9,300)</b>	<b>2,449</b>
<b>Utilities</b>								
5422	WATER ADM. & LIBRARY	3,977	8,000	8000	0	8000	0	0
5424	ELECTRICITY ADM & LIBRARY	26,545	47,000	50000	3,000	50000	3,000	0
5426	GAS	0	200	100	(100)	200	0	100
5428	ELECTRICITY (OTHER HOUSES)	5,630	12,000	11300	(700)	11500	(500)	200
5430	GARBAGE COLLECTION	5,064	9,000	10000	1,000	10000	1,000	0
5434	ELECTRICITY MEN DORMITORY	1,620	6,000	3200	(2,800)	5000	(1,000)	1,800
5436	WATER -DORMITORY & HOUSES	3,773	13,500	10000	(3,500)	11000	(2,500)	1,000
5440	EXTERMINATING SERVICES	570	4,000	2000	(2,000)	2000	(2,000)	0
<b>Total Utilities</b>		<b>47,179</b>	<b>99,700</b>	<b>94,600</b>	<b>(5,100)</b>	<b>97,700</b>	<b>(2,000)</b>	<b>3,100</b>
<b>Of. Presidencial y Desarrollo</b>								
5501	SALARIES	48,003	93,721	90072	(3,649)	85036	(8,685)	(5,036)
5502	SOCIAL SECURITY	3,672	7,400	7200	(200)	6566	(834)	(634)
5503	VACATION PAYMENTS	331	400	400	0	400	0	0
5504	PENSION PAYMENTS	4,644	13,940	9300	(4,640)	9600	(4,340)	300
5508	HEALTH PLAN	2,984	7,200	5900	(1,300)	5900	(1,300)	0
5510	BONUS	0	1,200	1200	0	1560	360	360
5514	TRAVELING & RELATED EXP.	109	1,500	1500	0	3000	1,500	1,500
5516	PROMO MATERIALS SEMINARIO	0	1,000	500	(500)	1500	500	1,000
5518	OFFICE SUPPLIES	876	1,200	1500	300	1500	300	0

5522	POSTAGE	175	600	600	0	600	0	0
5530	EQUIPMENT	0	1,000	500	(500)	1000	0	500
5532	SPECIAL ACTIVITIES	598	1,000	1000	0	1500	500	500
5534	PUBLIC RELATIONS EXPENSES	546	1,000	1000	0	1000	0	0
5545	ANNUAL ACTIVITY EXPENSES	0	200	200	0	500	300	300
5560	MISCELLANEOUS EXPENSES	41	100	100	0	100	0	0
<b>Total Of. Presidencial y Desarrollo</b>		<b>61,979</b>	<b>131,461</b>	<b>120,972</b>	<b>(10,489)</b>	<b>119,762</b>	<b>(11,699)</b>	<b>(1,210)</b>
<b>Capital Expenses</b>								
5610	INTEREST	21,771	52,000	52000	0	52000	0	0
5611	OTHER INTEREST	377	750	750	0	750	0	0
<b>Total Capital Expenses</b>		<b>22,148</b>	<b>52,750</b>	<b>52,750</b>	<b>0</b>	<b>52,750</b>	<b>0</b>	<b>0</b>
<b>Restricted Expenses</b>								
5701	GENERAL SCHOLARSHIP FUND	4,397	5,000	5000	0	5,000	0	0
5769	DORCAS D. DAVIS / PRESB. CH	0	0	6000	6,000	0	0	(6,000)
<b>Total Restricted Expenses</b>		<b>4,397</b>	<b>5,000</b>	<b>11,000</b>	<b>6,000</b>	<b>5,000</b>	<b>0</b>	<b>(6,000)</b>
<b>Special Projects (Proposals)</b>								
5671	ACADEMIA FORMACION ESPIRITUAL	10,705	10,000	10705	705	11000	1,000	295
5673	IM INGLATERRA (BECAS)-EXPENSES	201	1,000	2000	1,000	2000	1,000	0
	SEMILLAS PROGRAM	0	0	0	0	10000	10,000	10,000
5677	I. APOSTOLICA EXPENSES	6,286	0	15000	15,000	18000	18,000	3,000
<b>Total Special Projects</b>		<b>17,192</b>	<b>11,000</b>	<b>27,705</b>	<b>16,705</b>	<b>41,000</b>	<b>30,000</b>	<b>0</b>
<b>Total Expenses</b>		<b>566,755</b>	<b>1,141,270</b>	<b>1,105,385</b>	<b>(35,885)</b>	<b>1,175,250</b>	<b>33,980</b>	<b>69,865</b>
<b>Net Income before Presbyterian Investment</b>		<b>\$19,508</b>	<b>\$0</b>	<b>\$33,722</b>	<b>\$33,722</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$33,722)</b>

**SEMINARIO EVANGÉLICO DE PUERTO RICO**

**COMENTARIOS AL PRESUPUESTO OPERACIONAL**

**AÑO 2015 (ENERO – DICIEMBRE)**

**PRESUPUESTO OPERACIONAL**

El presupuesto recomendado para el año fiscal 2015, es uno operacional. Lo que significa que se incluye las partidas de ingresos y egresos que afectan las actividades operacionales, sin incluir aquellas como depreciación, ganancias o pérdidas por inversiones, entre otras (que no generen efectivo).

**INGRESOS**

**JUNTAS MISIONERAS**

Se está proyectando según los acuerdos, revisiones e informes por parte de las Juntas Misioneras en Estados Unidos.

**IGLESIAS COOPERADORAS EN PUERTO RICO**

Esta categoría se está proyectada a base del apoyo de las Iglesias Locales en Puerto Rico además de la proyección y los acuerdos estipulados con las oficinas centrales de las Iglesias Auspiciadoras en Puerto Rico.

**OTRAS IGLESIAS EN ESTADOS UNIDOS**

Se está presupuestando a base de las tendencias, por proyección y por acuerdos con las iglesias en Estados Unidos.

#### **RECURSOS INTERNOS**

La partida 4401 correspondiente a matrícula se proyecta el aumento del costo por crédito de \$5.00 en agosto (según acuerdo por la Junta de Directores). Se estiman 2,850 créditos al año. La partida de cuotas de estudiantes (4403) representa entre otras; la cuota general, transcripciones y admisiones. Se ajustan las partidas de rentas de oficinas y residencias este año según proyectadas. Por otro lado no se incluye ingreso en la partida Fondo de Viajes para este año, las demás partidas en esta categoría fueron proyectadas a base de las tendencias.

#### **OTROS DONATIVOS- No RESTRICTOS**

Se proyecta en esta categoría de acuerdo a las tendencias, exceptuando la partida de ex- alumnos, ya que se reactivó el grupo creando un comité y tienen en agenda la incorporación de actividades entre ellas el apoyo económico a la institución mediante actividades.

#### **PROYECTOS ESPECIALES**

Se ajusta en esta categoría los fondos correspondientes a los proyectos colaborativos como la matrícula de los estudiantes al programa de la Asamblea Apostólica en E.U., el proyecto de recaudación de fondos Semillas y los fondos que provienen de las propuestas para becas de Inglaterra. En la sección de egresos se reflejarán los gastos relacionados a esta categoría.

#### **FONDOS RESTRICTOS**

En esta categoría se incluyen aquellos ingresos provenientes de los intereses por donativos permanentes. En la sección de egresos se reflejarán los gastos relacionados a esta categoría.

#### **FONDO DE CONSTRUCCIÓN**

Esta categoría corresponde a fondos que se reciben para el pago de la deuda contraída en la remodelación del edificio académico.

## **EGRESOS**

**PARA ESTE PRESUPUESTO NO SE CONSIDERARON AUMENTO DE SALARIOS**

### **ASUNTOS ACADÉMICOS Y AVALÚO INSTITUCIONAL**

Se recibe el apoyo económico de la Junta General de Ministerios Globales de la Iglesia Metodista- E.U. para cubrir una porción del pago de salario del profesor asignado de la Iglesia Metodista. Por otro lado se reflejan ajustes en la partida de Salario por las siguientes razones: se modifica llevando los fondos de la partida de gastos profesionales a salarios, creación de puesto de Reclutamiento, Admisiones y Asistencia Económica. Las demás partidas fueron evaluadas según su tendencia.

### **BIBLIOTECA**

En esta categoría se refleja ajuste en la partida de Salario 5201 producto de los ajustes con el nuevo personal asignado a la biblioteca. Las demás partidas fueron evaluadas según su tendencia.

### **APOYO EDUCACIONAL (ADMINISTRACIÓN)**

Para este presupuesto se refleja ajustes en partidas tales como FSE (5312) donde se actualiza la tarifa, equipo (5322) donde se incluye gastos por concepto de cuadro telefónico. Las demás partidas fueron evaluadas según su tendencia.

### **MANTENIMIENTO, TERRENOS Y EDIFICIOS / UTILIDADES**

En esta categoría refleja ajustes en la partidas tales como equipo de reparaciones del dormitorio. De igual forma se atemperaron las partidas de utilidades. Las demás partidas fueron evaluadas según su tendencia.

#### **OFICINA PRESIDENCIAL Y DESARROLLO**

En esta categoría fueron evaluadas según su tendencia, así como ajustes en la partida de Salario (5501) por las siguientes razones: se modifica llevando los fondos de la partida de gastos profesionales a salarios, se incluye creación de puesto a tiempo parcial de Capellán adscrito a la Presidencia. SE aumentó la partida de viajes así como la de materiales promocionales.

#### **CAPITALIZACIONES**

Se presupuesta en esta categoría el pago del refinanciamiento del préstamo (interés) con Mission Investment Fund, ELCA. No se incluyen las partidas de ganancia o pérdida de inversiones por no afectar actividad operacional.

#### **GASTOS RESTRICTOS**

Se presupuesta en esta categoría aquellos gastos a ser desembolsados a tenor con el propósito para el cual fueron creados.

#### **PROYECTOS ESPECIALES**

Se presupuesta en esta categoría los gastos relacionados a los proyectos especiales que incluyen la Academia de Formación Espiritual, Programa Asamblea Apostólica y los fondos de la beca de la Iglesia Metodista de Inglaterra y el Proyecto Semillas.