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# STRATEGIC PLAN 2024 – 2029



SEMINARIO  

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EVANGÉLICO  
P U E R T O R I C O

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**CERTIFICATION**

In an extraordinary meeting with the Board of Directors of the Seminario Evangélico de Puerto Rico (SEPR) duly convened and held at the SEPR, in the city of San Juan, Puerto Rico, on December 18, 2023, the next documents were approved:

1. Strategic Plan 2024-2029
2. Campus Master Plan and Institutional Development Plan 2024-2028
3. Institutional Catalog 2023-2026

AND **FOR THE RECORD**, I SIGN THIS DOCUMENT. In the city of San Juan, Puerto Rico today,



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Rev. Abigail Medina Betancourt, PMP  
Secretary  
SEPR Board of Directors



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Rev. Dr. Eric Hernández López  
President

## PREAMBLE

Peace and grace of God.

Seminario Evangélico de Puerto Rico (SE-PR) rejoice in celebrating 104 years of spreading the seed of the kingdom of God through the biblical, theological, and pastoral formation of hundreds of men and women who have been able to proclaim the justice of the Gospel of Jesus Christ in our communities in Puerto Rico, the Caribbean, Latin America, the Hispanic United States, and the world.

For a century, we have experienced again and again the glory of God. Today, more than ever, we can sing the poetic words of the psalmist: "Jehovah is the portion of my inheritance and of my cup; You sustain my fate. The ropes fell to me in delightful places, And the inheritance that has fallen to me is beautiful. I will bless Jehovah who counsels me; Even at night, my conscience teaches me." (Ps 16:5-7, RVR1960). God has been very good to the Seminario Evangélico de Puerto Rico.

Inspired by the words and teachings of Jesus, we dedicate our efforts to the integral theological formation of women and men who venture day by day to proclaim divine justice in our fields and cities. We educate so that our students acquire the intellectual, emotional, social, and spiritual tools to proclaim the Jubilee Year of the Lord joyfully. These are the ones who make possible the words of the prophet Isaiah, who announces: "How beautiful on the mountains are the feet of the one who brings glad tidings, of the one who proclaims peace, of the one who brings good news, of the one who proclaims salvation, of the one who says to Zion, 'Your God reigns!'" (Isaiah 52:7, RVR1960).

This Strategic Plan establishes the guidelines that define the paths that allow the materialization of the institutional Mission. The 2017-2023 Strategic Plan and its 2019 revision included the new Mission, objectives, and values that declare the ultimate aspiration of the Seminario Evangélico de Puerto Rico—it also had the change in the institutional organizational chart approved by the Board of Directors in August 2019. These changes set us on the right track to develop two proposals, now two projects supported by the Lilly Endowment (Project Pathways and Project Nurturing). These changes required a new elaboration and development of a new Strategic Plan 2024-2029, whose goals, objectives, strategies, and indicators are necessary to achieve the institutional Mission in a practical, dynamic, and innovative way, leading us towards the integral theological formation of our students.

To God be the glory! Peace!

Dr. Juan R. Mejías Ortiz

President

December 2023



## EXECUTIVE SUMMARY

Seminario Evangélico de Puerto Rico (SE-PR) is a private, ecumenical, and non-profit graduate educational institution in San Juan, Puerto Rico. SE-PR offers Bible, theology, religion, and pastoral ministry study programs. It was founded on September 11, 1919, to provide theological education, foster the development of religious leadership, foster the growth of faith from the Protestant tradition, and provide an academic space for reflection, fellowship, and spiritual growth for the men and women who serve in the various ministry contexts.

Its beginnings arose from merging four seminaries or theological institutes in different parts of the Island representing the Presbyterian, Baptist, Methodist, and Disciples of Christ Churches. Currently, the Institution is sponsored and supported by the following denominations of the Evangelical-Reformed tradition on the Island and their respective counterparts in the United States: The Baptist Churches of Puerto Rico, the American Baptist Churches *USA*, the *Christian Church (Disciples of Christ) in Puerto Rico*, the *Christian Church Disciples of Christ in the USA*, the *Methodist Church in Puerto Rico*, the USA United Methodist Church in; the *Borikén Presbyterian Synod of Puerto Rico*, the *Presbyterian Church in USA*; the United Evangelical Church in Puerto Rico, the United Church of Christ; and the Evangelical Lutheran Church of the Caribbean Synod, the Evangelical Lutheran Church in *America*. In addition, other Pentecostal, Catholic, and independent church denominations send prospective candidates to pastoral ministry or lay leaders for theological training at the Seminary.

Among the academic offerings of the SE-PR are the following: Post-Baccalaureate Certificates in the areas of Spirituality, Biblical Studies, and Missions; Master of Divinity, Master of Arts in Religion, Doctor of Ministry, with specialization in Pastoral Families, and continuing education courses in various areas of pastoral ministry. The master's degree in Family Counseling, authorized by the Board of Postsecondary Institutions (JIP), attached to the Department of State, began in Fall 2023. In 2022, we started Project Pathway to expand our educational capacity through distance education and access to prospective students living beyond the San Juan metropolitan area and the Island. This new strategy provides the opportunity to strengthen the Seminary's Mission and Goals and serve Puerto Ricans and other Latinos offshore successfully. To achieve this, we established the following objectives:

1. Deliver our master's and doctoral degrees through distance education online to Hispanics and Latinos/as of the Caribbean, Latin America, and the United States of America. Three (3) of our current academic programs are bound to an online offer: the Master in Divinity, the Master in Arts in Religion, and the Doctorate in Ministry in Pastoral Care with the Family.
2. Develop a new two-level, diversified, and integral online continuing education certification program for pastors, ministers, lays, and the community:
  - a. Professional Certificate in Leadership. To address the educational need to enhance ordained pastors and lay leadership capacity. To access this professional-

- level continuing education, the student must be a graduate from the Seminary or a similar institution or be a graduate with a proper master's or doctoral degree.
- b. Micro-credential in Leadership. To those who are active church members and want to learn outside formal education or degree programs. This credential aspires to increase its insertion in congregations and communities, creating additional demand for theological and religious programs.

The SE-PR has and will continue to contribute to the development and growth of the body of Christ on the Island, creating leaders with a high sense of pastoral responsibility and faithfulness to God. Our ministry aims at academic, theological, and religious excellence.

Children are a fundamental component of the conglomerate of sectors that constitute the body of Christ. The Nurturing Project goal is to research our churches' children population by doing a scientific study whose findings will foster the inclusion and care of children in the Church's life and outline the topics and areas to work with pastors, ministers, and lay leaders to create spaces of inclusion, respect, care, and attention for children. The study has been designed with the collaboration of our six sponsoring denominations: Baptist Churches of PR, Christian Church (Disciples of Christ) in PR, United Evangelical Church of PR, Methodist Church of PR, Evangelical Lutheran Church Synod of the Caribbean (ELCA) and the Presbyterian Boriken Synod (PCUSA). The study will allow us to achieve the following objectives:

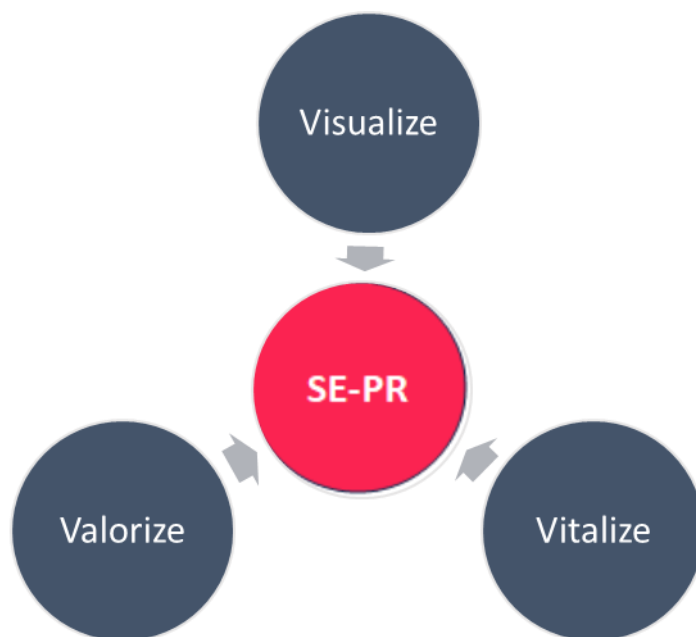
1. Identify the characteristics and needs of Puerto Rican children attending our congregations.
2. To delineate a national profile of children of our ecclesial sphere.
3. Develop the growth, attention, and service areas directed to children.
4. Identify the children population with special needs in the congregations.
5. Promote inclusion and an ethic of care for children.

As an overview for the new Strategic Plan (SP) 2024-25 to 2028-29, the SE-PR will remain the leading teaching center for advanced studies in Bible, Theology, and Practical Theology in Puerto Rico and the Caribbean and as one of the principal centers of theological studies in Central America and in the US Hispanic community. Our academic efforts will remain focused on sharing biblical-theological and pastoral education leadership with seminaries established in Cuba, the Spanish-speaking United States, Mexico, and Costa Rica. Because the SE-PR desires to recruit more students from Latin America and the Hispanic United States to study with us. By developing innovative programs and technology, we will provide academic services to students from other geographic areas, such as new immigrants in the United States and students globally in online courses.

The SP 2024-25 to 2028-29 goals align with its institutional purpose and objectives towards developing an Institute for Advanced Studies and Research in the Caribbean, and offering our services to churches in the Caribbean, Spanish-speaking America, and the Hispanic community in the United States.

### PHILOSOPHICAL TRIAD AT THE SERVICE OF COMMUNITIES

Administrative attention and academic and curricular efforts sustained in the triad Visualize, Vitalize, and Valorize the services to the Puerto Rican, Caribbean, Latin American, and Hispanic communities.



### VISION, MISSION, AND GOALS OF THE EVANGELICAL SEMINARIES OF PUERTO RICO

#### VISION

The Seminario Evangélico de Puerto Rico will continue to be the primary teaching center for advanced studies of the Bible, Theology, and Practical Theology in Puerto Rico and the Caribbean and as one of the leading centers of theological studies in Central America and the US Hispanic community.

#### MISSION

The Mission of the Seminario Evangélico de Puerto Rico is to contribute to the integral formation of pastoral and lay leadership to serve in Christian ministries and participate in the Mission of the people of God in Puerto Rico, the Caribbean, the United States of America, the Americas, and the world in an ecumenical, interreligious, and social context.

#### INSTITUTIONAL GOAL

- I. To forge pastoral and lay leaders involved in transforming society through innovative and relevant ministries to their congregations and communities.

- II. Accompany the student community in its spiritual, personal, social, academic, and professional development and growth, and identify and respond to the continuing education needs of graduates and cooperating churches.
- III. Promote quality, contextuality, globalization, agility, and innovation in its programs from a critical perspective and praxis that affirms the lordship of Jesus Christ and the reign of God.
- IV. Work to maintain an organization, programs, physical facilities, and systems that allow us to respond quickly to a dynamic, changing, and competitive world rich in information, challenges, and opportunities.

#### VALUES

Values keep the Institution and its members on track. They guide the strategic planning processes, decision-making, and day-to-day behavior of the Institution. Grounded on organizational culture, everyone must live and demonstrate the institutional values in their daily actions.

Along with the Mission, values are part of the strategic foundations of the Plan. Values are not future aspirations or what we want to be. They are our present and our guide. The Seminario Evangélico de Puerto Rico is committed to fostering the following values in its primary stakeholders and students, faculty, and staff:

- *Community and Social System.* Wisdom, credibility, sensitivity, Christian commitment, administrative excellence, respect for life and nature, fostering inclusion, passion for justice and peace.
- *Students and Fellowship of Churches.* Academic and ministerial leadership, professionalism, relevance, consecration, spirit of service, and good witness.
- *Staff: Faculty, Administrators and Collaborators.* Respect, integrity, camaraderie, motivation, participation, professionalism, transparency, dialogue, understanding, understanding and loyalty.
- *All of them.* Prophetic commitment, solidarity, the vocation of service, pastoral care, respect for dignity, quality and the spirit of faith, love, and hope; encourage ecumenical and interreligious dialogue.

These values point to the ethical training that SE-PR hopes to model as the central axis of the learning component. The dimensions of learning should reflect the integration of these values to produce knowledge and practices proper to Christian ministry.

#### ORGANIZATIONAL ANALYSIS

In 104 years, the Seminario Evangélico de Puerto Rico has successfully faced various socio-cultural trends, economic adversities, changes in local and federal regulations, and technological advances in our society. Currently, the Seminary is the central theological project with a

systematic and ongoing dialogue with the communities it serves, identifying areas of opportunity and growth that validate the Institution's Mission and Vision.

With the organizational analysis, the perspectives of the external and internal environment - identifying inner strengths and weaknesses and recognizing external opportunities and threats - that affect SE-PR's operations, the SE-PR may develop strategies to respond effectively to those changes impacting the organization.

The Strategic Plan and the implementation of the institutional assessment will benefit future decision-making. In summary, this situation analysis for the development of the EP revolves around the following matrix.

	Enablers	Challenges
Internal	Strengths	Weaknesses
	<ul style="list-style-type: none"> <li>Academics: Library &amp; Academic Offer</li> <li>Ecumenism</li> <li>Quality of the Faculty</li> <li>Social Commitment</li> <li>External funding that supports academic development and commitment to evangelism</li> </ul>	<ul style="list-style-type: none"> <li>Low enrollment and management structure</li> <li>Finance</li> <li>Assessment</li> <li>Management structure that includes staff in charge of planning, evaluation of institutional effectiveness, and evaluation of learning</li> </ul>
External	Opportunities	Threats
	<ul style="list-style-type: none"> <li>Proposals</li> <li>Market expansion, especially to other countries</li> <li>Expanding the academic offer and the incorporation of distance education</li> <li>Empirical research opportunities</li> <li>Encourage diversity of gender, age, ethnicity</li> </ul>	<ul style="list-style-type: none"> <li>There is a proliferation of churches whose leaders have no theological training.</li> <li>Population drops among youth and children without religious formation to continue evangelization.</li> <li>Agency requirements for compliance</li> </ul>

### STRATEGIC PLANNING PROCESS

Strategic planning in higher education is defined as a conscious process by which an institution evaluates its current state and the likely future condition of its environment, identifies possible future states for itself, and then develops organized strategies, policies, and procedures to select

and reach one or more of them. This conscious and complex process to define the Seminary needs must be an organized, systemic approach, and the best way to deal with it is by visualizing the desired change. Therefore, strategic planning is future-oriented and focuses on an "intended future," i.e., what the world could look like, based on analyzing trends – foreseen or imagined – and possible scenarios through analyzing internal and external data (from the environment). It aligns an organization with its environment, sets the context for achieving goals, and provides a framework and direction for achieving the desired organization.

This process requires a series of structured conversations and exercises with stakeholders at different levels (internally and externally). This "dialogue" offers a clear vision of the organization and a dynamic and continuous process of self-analysis. Planning is thinking about the future, with the freedom to act immediately or at the most appropriate time and deal with change effectively. Always consider the environment—where we exist and operate—and those factors and trends that affect organizational mandates, Mission, academic service levels, costs and funding, administrative management, and operation. The purpose is to produce those fundamental decisions and actions that:

- Train and guide the organization on what it is, what it does, and why it does it.
- Respond more successfully to the change required.
- Get the desired results.
- Reduce the level of uncertainty.
- Minimize resource waste and redundancy and achieve efficiency and effectiveness in using its resources.
- Establish desired service or product levels based on pre-established metrics and indicators.

"Strategic planning is a formal process designed to help a university identify and maintain optimal alignment with the most important elements of the university's living environment." This environment is made up of "a political, social, economic, technological, and educational ecosystem, both internal and external to the University" (Rowley, Lujan, and Dolence).

Strategic planning is ultimately action-oriented and linked to operational and functional plans for admission and recruitment, information technology, human resources, funding and budgeting, and academic projects. This strategic planning process "culminates" in a document recognized as the Strategic Plan where:

1. Establish the strengths and weaknesses, as well as the threats and opportunities of the Institution, based on the analysis of the Seminario Evangélico de Puerto Rico from the perspectives of the internal and external environment. The internal environment includes the identification of inner strengths and weaknesses, which affect the operations over which the Seminary has control. On the other hand, the external environment comprises identifying external opportunities and threats that affect the Seminary's ministry but over which there is little or no control.

2. Identify the strategic issues and direction to follow, considering the philosophical guidelines, Vision, Mission, and values of the SE-PR.
3. Establish the strategic goals, objectives, activities, initiatives, programs, and projects necessary to achieve our goals.
4. Establish the priorities and metrics needed for further evaluation (and the first step in your next planning cycle).

In summary, the fundamental purpose of strategic planning in higher education is to provide ongoing analysis and evaluation of the Institution's strengths, weaknesses, objectives, resource needs, and prospects and to establish a coherent plan to respond to findings and build a more vital and effective organization. It is a process of study and analysis of the internal environment, the conditions of the external environment and the interaction of the Institution with that environment. Based on this analysis, executive decisions and strategies are made to achieve the organizational goals outlined.

The elaboration and revision of the Strategic Plan (SP) of the Seminario Evangélico de Puerto Rico (SE-PR) relies on the participation of the various sectors of the university community. The approach to strategic planning seeks for the Seminar to identify for each goal:

1. Strategic issues to address to achieve the goals.
2. Internal and external factors that impact these strategic issues.
3. Strategic objectives and projects to execute and address strategic issues.
4. Indicators of achievement that allow the accomplishment of the goals and strategies to be measured and analyzed.

The elaboration and organization of the SP consist of five areas: (a) integral student development, (b) academic offer and accreditations, (c) faculty development and research, (d) management and administrative processes, and (e) social responsibility and democratic and Christian-ecumenical ethical values.

An analysis of each of the areas' strengths, weaknesses, opportunities, and threats (SWOT) was made to identify those elements - internal and external- that support the SE-PR goals achievement; likewise, the challenges addressed to facilitate the achievement of the goals.

Based on this analysis, aligned with each goal, objectives are defined to achieve the goals. Strategies development (initiatives and activities) was made to operationalize and make achievable objectives and feasible goals. Achievement indicators and their metrics are units of measurement that allow evaluating the degree of progress of the objectives and the expected result to evaluate the development of the faculty.

The SP proposes incorporating initiatives aimed at minimizing the impact of socio-economic changes and allowing the maximum use of resources. Maintaining a conservative enrollment and income projection that aligns with the country's economic, social, and demographic trends is also necessary. Ultimately, this leads to a series of academic, student, and administrative activities aimed at improving student persistence and retention, promoting the achievement of



educational goals, and increasing graduation rates. It is also essential to take actions that make the Seminary more efficient in the use of its resources (human, fiscal, physical, and infrastructure), including measures to define a cost-efficient and cost-effective institutional size that guarantees the continuity of academic quality, as well as strategies to attract fiscal and service resources.

## SITUATION ANALYSIS: INTERNAL

### ENROLLMENT

Since the Academic Year 2016-17, a downward trend has been going in our enrollment. Basically has been caused by external factors such as natural events (hurricanes 2017-18 and the COVID-19 pandemic) which had negative effects on the economic situation of the country and boosted the migratory flow to the North American continent to levels higher than those that occurred during the economic crisis of 2006. As sociodemographic data indicates, the migration was particularly strong among college-educated young adults provoking a negative (contraction) effect on our natural enrollment market. Meanwhile, the elderly population quit their jobs during the pandemic and embraced retirement, which left them in a tight economic situation, making them less likely to compromise their income on education. Enrollment is reduced not only in headcounts and non-duplicated students but also in the number of credits students take.

Table 1 shows a Fall and 12-month enrollment unduplicated headcount decrease from 2016-17 to 2019-20. Then a slight increase occurred during 2020 fall enrollment but falling again during and after the pandemic./

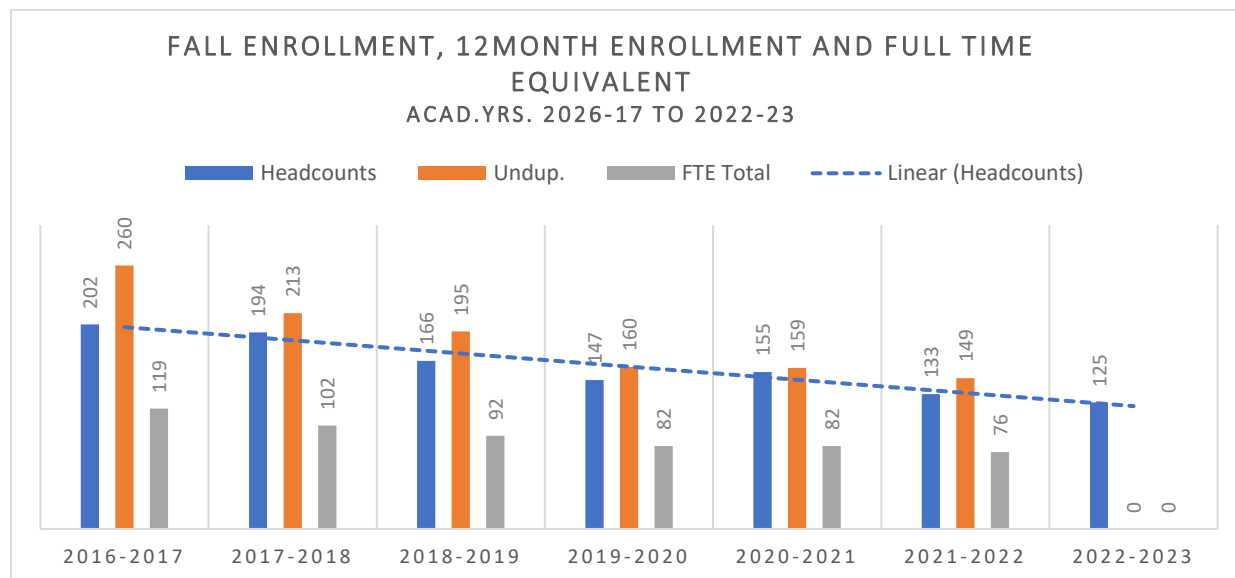
ABLE 1: FALL ENROLLMENT, 12 MONTH ENROLLMENT UNDUPLICATED HEADCOUNTS, TOTAL FULL-TIME EQUIVALENT (FTE) 2016 TO 2021

Acad . Year	Fall enrollment			12 Month enrollment unduplicated headcounts			Fulltime Equivalent (FTE)		
	Headcounts	Change	% Change	Undup.	Change	% Change	Total	Change	% Change
<b>2016-2017</b>	202			260			119		
<b>2017-2018</b>	194	-8	-3.96%	213	-47	-18.08%	102	-17	-14.29%
<b>2018-2019</b>	166	-28	-14.43%	195	-18	-8.45%	92	-10	-9.80%
<b>2019-2020</b>	147	-19	-11.45%	160	-35	-17.95%	82	-10	-10.87%
<b>2020-2021</b>	155	8	5.44%	159	-1	-0.63%	82	0	0.00%
<b>2021-2022</b>	133	-22	-14.19%	149	-10	-6.29%	76	-6	-7.32%
<b>2022-2023</b>	125	-8	-6.02%	na	na	0.00%	na	na	0.00%

SOURCE: IPEDS, OCTOBER 24, 2023.



FIGURE 1: FALL ENROLLMENT, 12 MONTH ENROLLMENT UNDUPLICATED HEADCOUNTS & TOTAL FULL-TIME EQUIVALENT (FTE) 2016-2021



SOURCE: IPEDS, OCTOBER 24, 2023.

Table 2 shows an increase in full-timers at the SE-PR students but a high decrease in part-timers (<12 credits/semester) many of whom paid their tuition.

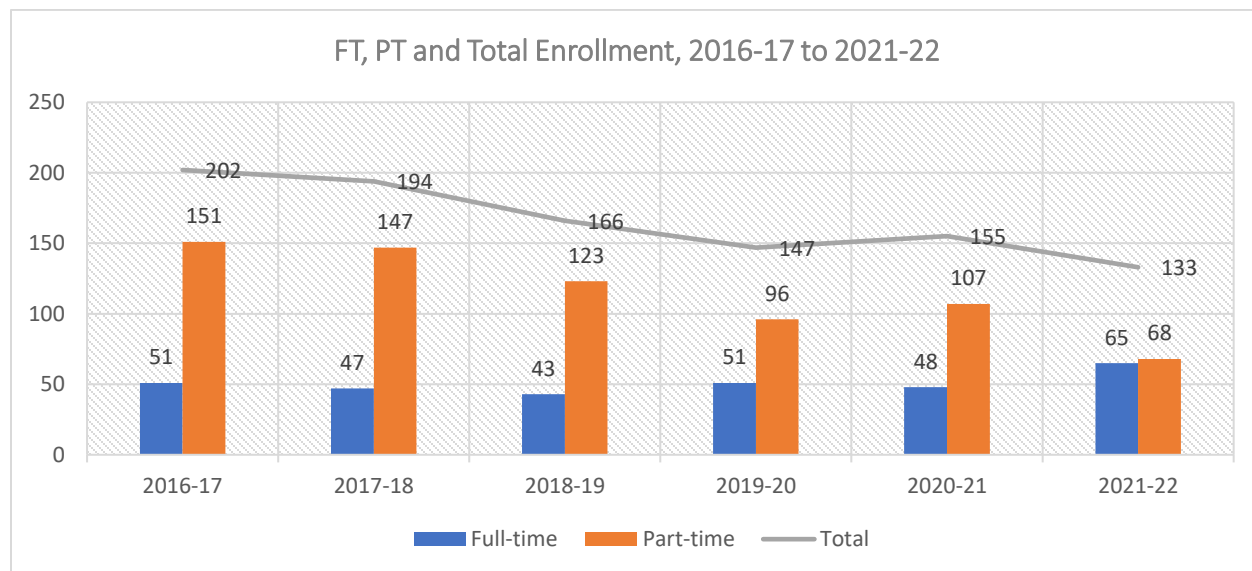
TABLE 2: FULL-TIME AND PART-TIME ENROLLMENT AND ANNUAL CHANGE 2016-2021

Year	Full-time	Part-time	Total	Total Change
2016-17	51	151	202	
2017-18	47	147	194	-3.96
2018-19	43	123	166	-14.43
2019-20	51	96	147	-11.45
2020-21	48	107	155	5.44
2021-22	65	68	133	-14.19
Mean	50	115	161	-11.45%
Average	51	108	159	-7.72%

Source: IPEDS, October 24, 2023.

Figure 2 shows the distribution of students enrolled full-time, part-time, and full-time for 2016-2021. According to IPEDS, the SE-PR has reduced 69 students,34.16%, in six years.

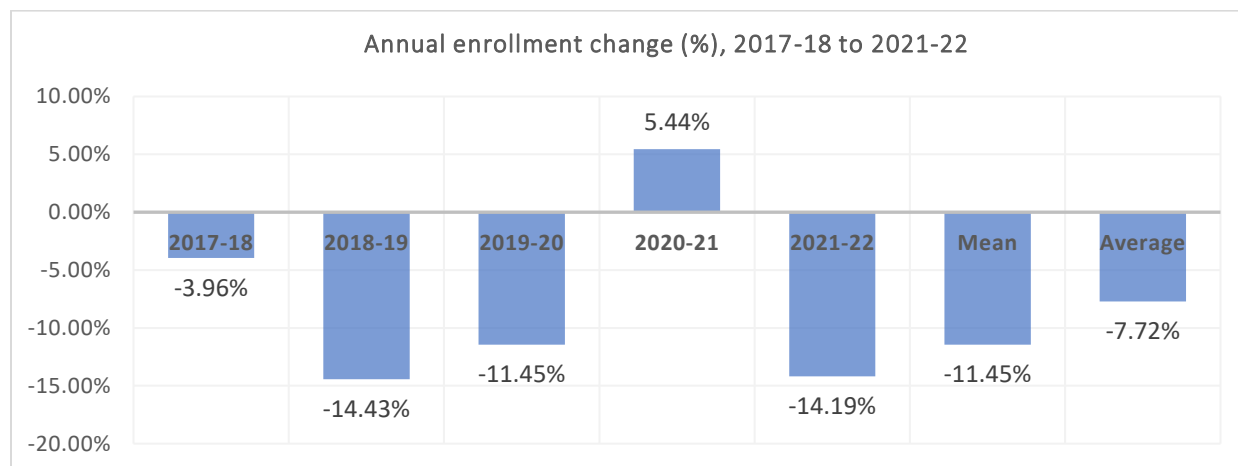
FIGURE 2: FULL-TIME AND PART-TIME AND TOTAL ENROLLMENT, 2016-2021



Source: IPEDS, October 24, 2023.

Figure 3 shows the percentage change in student enrollment for fall 2016-17 to 2021-22.

FIGURE 3: ANNUAL ENROLLMENT CHANGE (%), FALL 2017-2021



Source: IPEDS, October 24, 2023.

Table 4 presents the number and percentage of students enrolled each year, the data classifying students by gender, and academic load between 2016-17 and 2021-22.

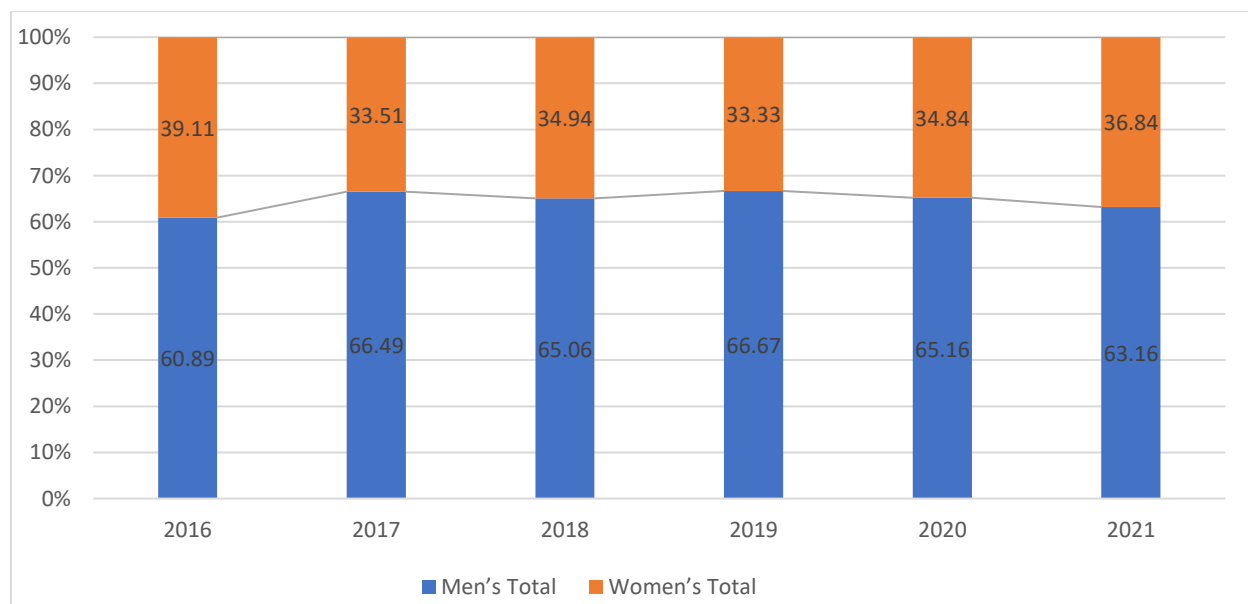
Figure 4 shows the distribution by sex for the same period. During 2016-17, the highest female representation was registered in the SE-PR, presenting an opportunity to increase women's enrollment and to be a more diverse institution.

TABLE 4: STUDENTS PROFILE: PART-TIME: FULL-TIME & GENDER 2016-17 TO 2021-22

Year	Total	Men			Women			Total	
		Part-time	Full-time	Men's Total	Part-time	Full-Time	Women's Total	Part-time	Full time
<b>2016-17</b>	202	96	27	123	55	24	79	151	51
<b>2017-18</b>	194	100	29	129	47	18	65	147	47
<b>2018-19</b>	166	79	29	108	44	14	58	123	43
<b>2019-20</b>	147	63	35	98	33	16	49	96	51
<b>2020-21</b>	155	74	27	101	33	21	54	107	48
<b>2021-22</b>	133	47	37	84	21	28	49	68	65

SOURCE: IPEDS, OCTOBER 24, 2023.

FIGURE 4: STUDENTS PROFILE: GENDER 2016-17 TO 2021-22



SOURCE: IPEDS, OCTOBER 24, 2023.

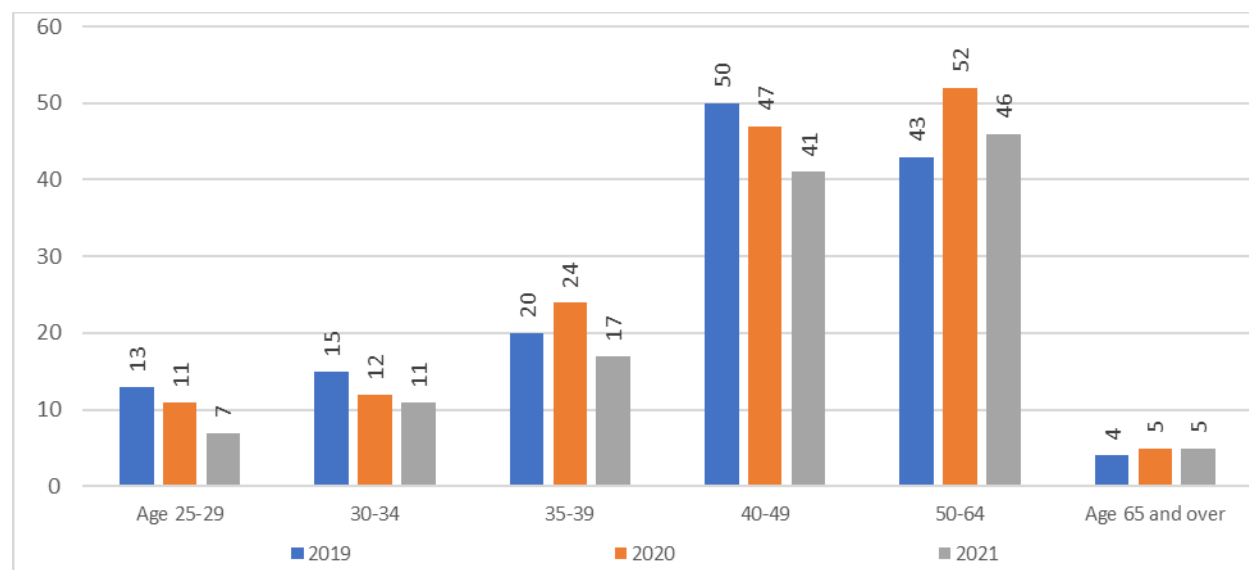
Table 5 and figure 5 show the distribution of students by age. Most students are between the ages of 40 and 64.

TABLE 5 STUDENT'S DISTRIBUTION BY AGE'

Students' distribution by age						
Age	2016	2017	2018	2019	2020	2021
25-29	na	20	na	13	11	7
30-34	na	25	na	15	12	11
35-39	na	19	na	20	24	17
40-49	na	62	na	50	47	41
50-64	na	66	na	43	52	46
Age 65 and over	na	0	na	4	5	5
Ager 25 and over	na	192	na	145	151	127

SOURCE: IPEDS, OCTOBER 24, 2023

FIGURE 5 STUDENTS' DISTRIBUTION BY AGE



Source: IPEDS, October 24, 2023.

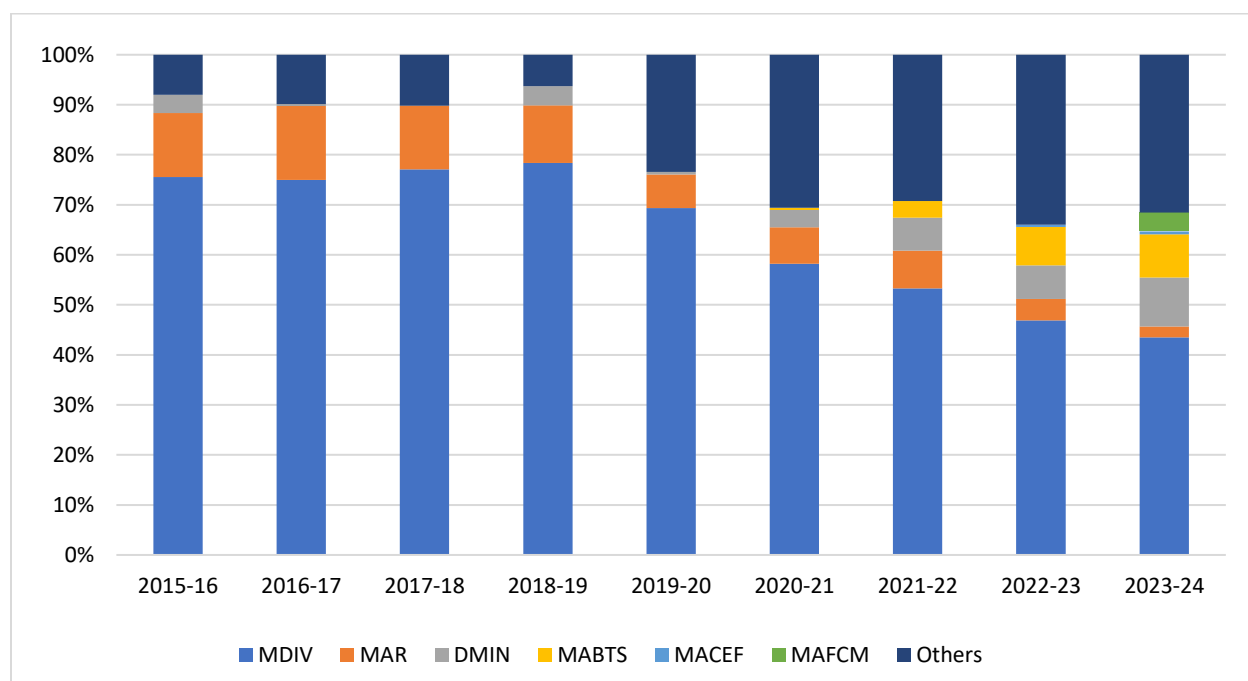
Table 6 summarizes the number of students enrolled in the August semesters by academic program. The numbers in this table differ from the IPEDS because includes in special students the

TABLE 6: UNDUPLICATE STUDENTS ENROLLED BY ACADEMIC PROGRAM, 2017–18 TO 2023-24

Year	MDIV	MAR	DMIN	MABTS	MACEF	MAFCM	Others	Total
2017-18	182	30					24	232
2018-19	163	24	8				13	208
2019-20	145	14	1				49	209
2020-21	135	17	8	1			71	231
2021-22	113	16	14	7			62	212
2022-23	98	9	14	16	1	0	71	209
2023-24	80	4	18	16	1	7	58	184

SOURCE: SE-PR REGISTRAR OFFICE

FIGURE 6: DISTRIBUTION OF ENROLLMENT BY PROGRAM (PERCENTAGE)



SOURCE: SE-PR REGISTRAR OFFICE

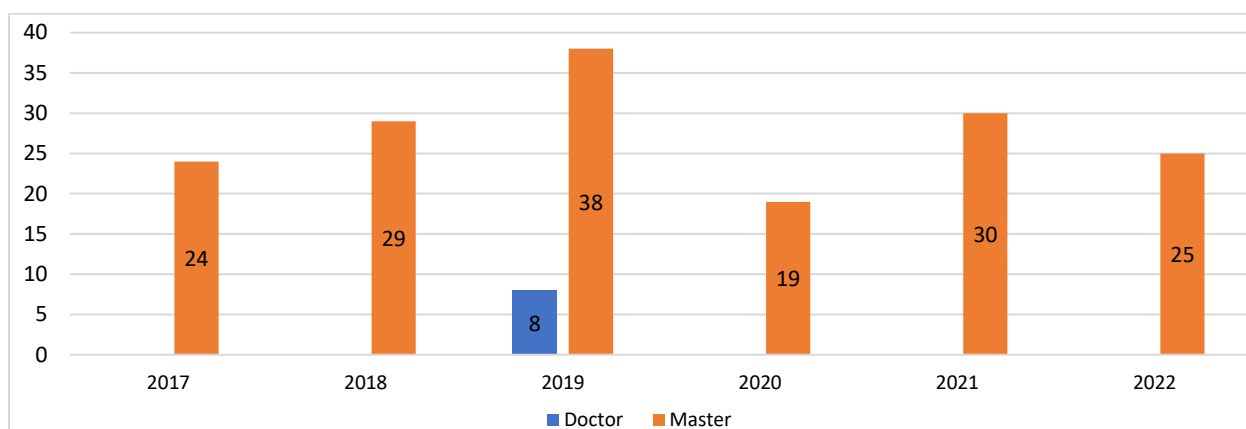
Table 7 summarizes the degrees conferred by academic level. Between 2017 and 2022 (six years), the SE-PR conferred 165 master's degrees and eight doctoral degrees for 173.

TABLE 7 DEGREE COMPLETIONS 2017 TO 2022

	2017	2018	2019	2020	2021	2022	Total
Doctor			8				8
Master	24	29	38	19	30	25	165

SOURCE: REGISTRAR OFFICE.

FIGURE 7 DEGREE COMPLETIONS 2017 TO 2022



SOURCE: SE-PR REGISTRAR OFFICE.

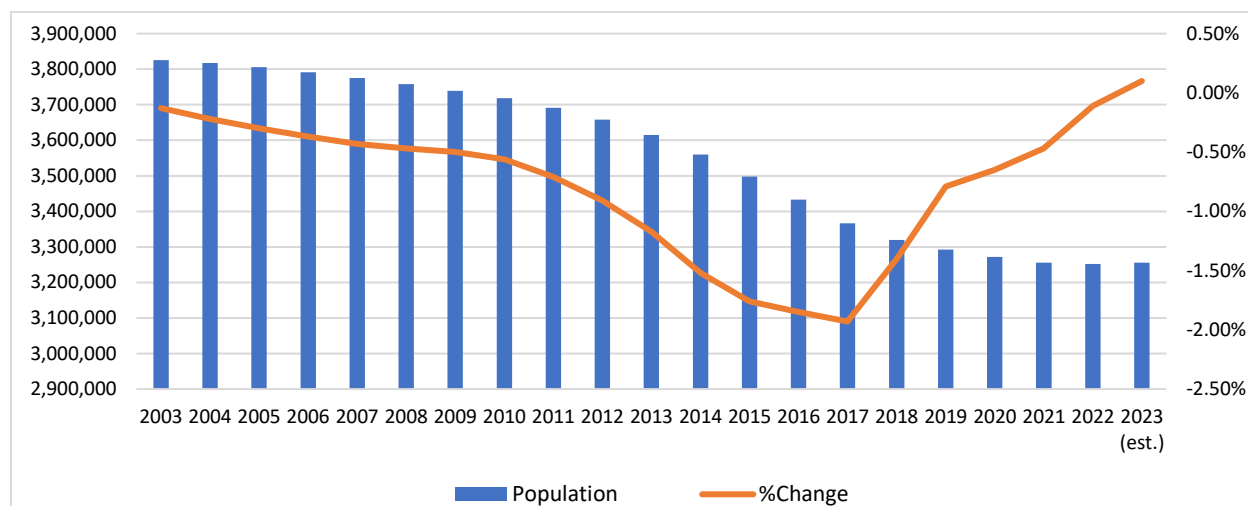
## EXTERNAL

### DEMOGRAPHY

According to population data from the Puerto Rico Planning Board, for the period from 2003 to 2023, Puerto Rico's total population dropped significantly. In 2003, the total population was 3,825,628; in 2023, it is estimated at 3,255,670, representing a reduction of 569,958 people or - 14.90%. This phenomenon is mainly due to the emigration of Puerto Ricans to the US mainland, motivated by the search for better economic and social opportunities.

This population decline has also affected the age and sex structure of the Island, causing progressive aging and a higher proportion of women than men.

FIGURE 8: POPULATION OF PUERTO RICO 2003-2023



SOURCE: PUERTO RICO PLANNING BOARD

TABLE 8: DISTRIBUTION OF THE POPULATION BY ESTIMATED CATEGORIES. PUERTO RICO IN 2023

Population	Quantity	Percent
Total Population	3,255,670	100.00%
Young population	435,175	13.37%
Working-age population	2,066,520	63.47%
Old Population	753,975	23.16%

SOURCE: PUERTO RICO PLANNING BOARD

For its part, for 2015, the Puerto Rico Planning Board<sup>1</sup> reported a decrease in the birth rate to 9.8 per 1,000 (approximately 34,000 births per year), the effects of which reflect the population reduction. As of March 2023, Puerto Rico is the second or third country with the lowest birth rate in the world. 2021, the birth rate was 18,439 babies, the lowest rate since the 19th century. The migratory factor influences this decrease in births in Puerto Rico: the children of Puerto Ricans born outside of Puerto Rico.

Puerto Rico's economic situation adversely impacts the opportunities to recruit more students since the viable population seems to be getting poorer since our student body is primarily heads of families who are being affected by the fiscal crisis and, therefore, forced to make adjustments in their budget to meet their financial and Family obligations.

<sup>1</sup> Planning Board of Commonwealth of Puerto Rico, 2015.

## EDUCATION

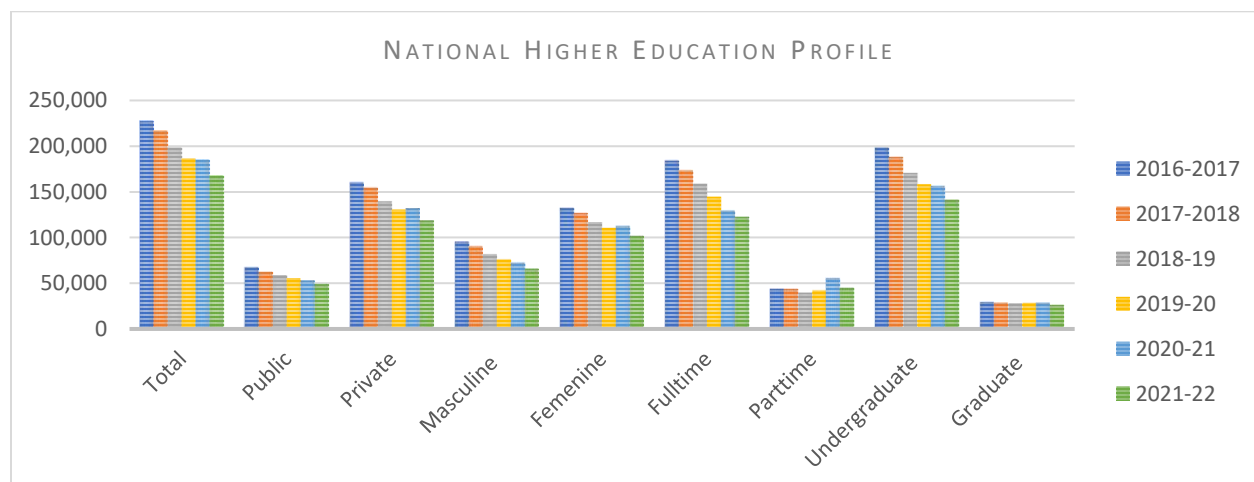
According to data from the Puerto Rico Board of Postsecondary Institutions, the number of students enrolled in higher education institutions for the 2021-22 school year is 167,691. Of these, 101,742 (60.67%) are female, while 65,949 (39.33%) are male. In addition, 15.60% are enrolled at the graduate level, while 70.72% study at private institutions.<sup>2</sup> Compared to the previous five years, there is evidence of a continuous reduction in student enrollment in all the sectors presented.

TABLE 9 HISTORICAL SUMMARY OF ENROLLMENT BY ACADEMIC YEAR, SECTOR, GENDER, LEVEL, AND ASSIGNMENT IN HIGHER EDUCATION INSTITUTIONS 2016-17 TO 2021-22

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
<b>Total</b>	227,255	216,742	198,179	186,474	184,921	167,691
<b>Sector</b>						
Public	67,146	62,271	58,811	55,774	53,004	49,099
Private	160,109	154,471	139,368	130,700	131,917	118,592
<b>Gender</b>						
Masculine	95,131	90,171	81,639	75,936	72,490	65,949
Feminine	132,124	126,571	116,540	110,538	112,431	101,742
<b>Academic Load</b>						
Fulltime	183,662	173,145	158,518	144,631	129,295	122,704
Parttime	43,593	43,597	39,661	41,843	55,626	44,987
<b>Level</b>						
Undergraduate	197,761	187,961	170,326	158,095	156,177	141,535
Graduate	29,494	28,781	27,853	28,379	28,744	26,156

SOURCE: INTEGRATED POSTSECONDARY EDUCATION DATA SYSTEM (IPEDS), FALL ENROLLMENT

FIGURE 9: NATIONAL HIGHER EDUCATION PROFILE



<sup>2</sup> Puerto Rico Board of Education, 2016. <http://www.ce.pr.gov/>



The number of years of school completed in the population aged 25 and over reflects the following numbers:<sup>3</sup> 23.1% have completed a baccalaureate degree or graduate studies. Hence, the pool of candidates to continue graduate studies is further reduced.

TABLE 10 YEARS OF SCHOOL COMPLETED BY 25 AGE POPULATION

Studies	% Población (2,438,932)	Studies	% Población (2,438,932)
Less than 9th Degree	19.1%	Associate degree	8.9%
9th to 12th. Degree	10.0%	Bach Degree	16.8%
High School Graduate	26.3%	Graduates	6.3%
Some college credits	12.6%	Total	100.0%

SOURCE: INSTITUTO DE ESTADÍSTICAS DE PUERTO RICO

#### ECONOMY

In 2016, the US Congress created the 2016 PROMESA law when Puerto Rico could not pay a \$70 billion public debt. Puerto Rico -excluded from the federal bankruptcy code- was ordered by the US Congress to be led by the Federal Financial Oversight Board (better known in Puerto Rico as the "Junta") in its bankruptcy process. This mechanism instructed to restructure its debt in the federal court. In May 2017, the government of Puerto Rico filed for bankruptcy, aggravating the economic situation when the "Junta" agreed to pay a high percentage of the acquired debt – including the uninsured- and cut out the government expenses almost by half in many social services such as education, health, and security, among others.

Due to the COVID-19 pandemic, PR's economy nearly stopped, limiting access to the goods inventory. The infrastructure recovery works (energy, communication, transportation, and water) still need to catch up.

Currently, the Island is simultaneously working on getting out of bankruptcy, recovering from natural disasters, and surviving the pandemic, facing an increase in unemployment in the public and health sectors and an inflation rate of 25 percent in several economic areas.

Inflation levels have been increasing since 2022, especially in the construction and real estate area, as well as food, fuel, and services. They are significantly impacting low-and moderate-income sectors' access to graduate levels in higher education.

<sup>3</sup> United States Census Bureau. 2009-2013 American Community Survey 5-Year Estimates.

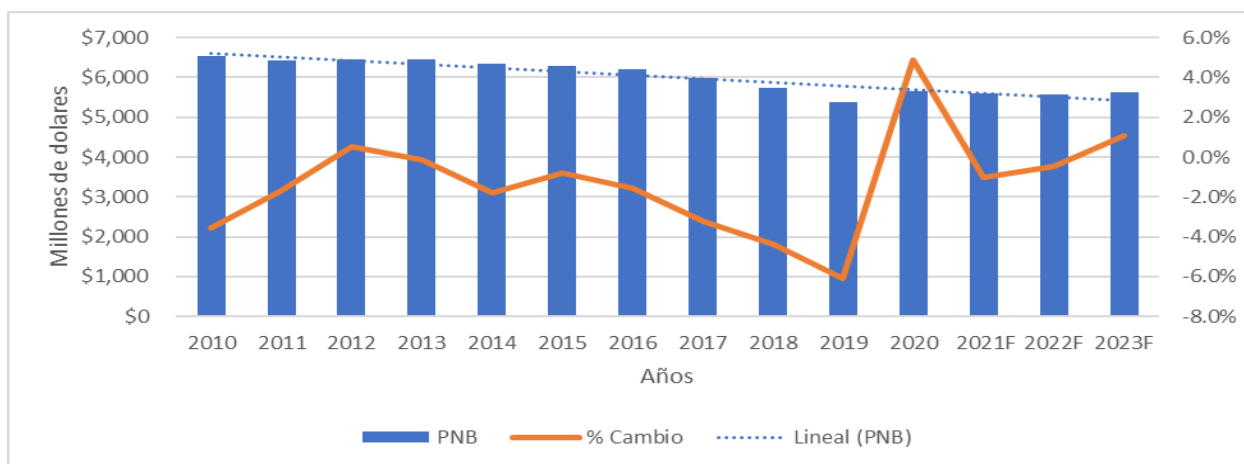
TABLE 11: GROSS NATIONAL PRODUCT (GNP)

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
GNP (millions)	\$ 6,542	6,432	6,466	6,458	6,344	6,292	6,192	5,992	5,731	5,381	5,644	5,586	5,560	5,620
Change (millions)	(\$242)	(110)	34	(8)	(114)	(52)	(100)	(200)	(261)	(350)	263	(58)	(26)	60
Change in %	-3.60%	-1.7%	0.5%	-0.1%	-1.8%	-0.8%	-1.6%	-3.2%	-4.4%	-6.1%	4.9%	-1.0%	-0.5%	1.1%

SOURCE: PUERTO RICO PLANNING BOARD

The table and graph below reflect an extraordinarily negative economic performance affecting many economic sectors, such as infrastructure, social services, etc. It should be noted that in 2020, the PR nation presented an increase in GNP related to federal funds received for damages caused by the passage of Hurricane María (2017) and the Coronavirus Pandemic (COVID-19).

FIGURE 10: GROSS NATIONAL PRODUCT (GNP)



SOURCE: PUERTO RICO PLANNING BOARD

## INTEGRAL STUDENT DEVELOPMENT

GOAL 1 INCREASE THE ENROLLMENT UP TO 250 STUDENTS AND IMPROVE THE RETENTION RATE.

### Strengths

- Service Structure

The relationship between student/faculty, faculty/services, and student/services defines the service structure, resulting in direct access to academic and administrative queries, advising, and requests.

Residences and accommodations are available for students, faculty, and employees.

- Denominations

As noted in the Executive Summary, the collaborating denominations of the SE-PR are Baptist Churches, Christian Church (Disciples of Christ), Presbyterian Church (USA), Methodist Church, and the United Evangelical Church. In addition, since 1996, it has also had the support of the Lutheran Church Caribbean Synod by collaboration agreement. The six denominations mentioned above are represented in more than 500 congregations, making up our fellowship of partner churches.

- Open Houses

Open House activities also serve the purpose of serving the community through health fairs and other similar activities.

- Student Council

The Student Council is active in and out of the Seminary, impacting the community. This Student Council influences the decision-making of the Board of Directors.

### Weaknesses

- Graduations

Students take longer than scheduled to complete their studies.

- Enrollment Management

The SE-PR does not have a 'formal' enrollment management structure that integrates the processes of promotion, recruitment, admission, enrollment, financial assistance, and fundraising.

- Policies

SE-PR is aware of the need for formal documents that define academic, student, and managerial norms and policies.

## Opportunities

- Student Council

Through its presence in and outside the Seminary, the Student Council can strengthen the recruitment process and more processes in enrollment management.

- Denominations

Recruit students among councils or denominations not directly associated with this Institution through promotions, orientations, and collaborative agreements.

Resume agreements with institutions, churches, and congregations to offer our programs to Spanish speakers in the United States and other Latin American nations as a strategy for fulfilling the Mission and recruitment.

Reach independent churches by promoting academic programs or continuing education courses.

Promote our Master of Divinity, Master of Arts in Religion, Doctor of Ministry programs, Certification programs, and continuing education courses among exceptional students

Strengthen recruitment in other geographic areas on and off the Island by offering online programs.

- Education

Nearly two-thirds of students in Puerto Rico are women. However, a predominantly male enrollment characterizes the Seminary, representing an opportunity to recruit more women and balance the genders.

## Threats

The population in Puerto Rico shows a clear downward trend, increasing the number of older people and reducing the number of births. These are the most impoverished populations.

The population sector in the labor market is also reduced for migratory reasons, leading to a smaller pool of candidates to pursue graduate studies. Likewise, the population in the labor market is middle class, with more limitations to pay for tuition.

In summary, the analysis of the internal and external environments is as follows:

	Enablers	Challenges
Internal	Strengths	Weaknesses
	Service structure that fosters relationships between students, faculty, and administrative and service staff	Students Take Longer to Graduate Lack of Enrollment Management Lack of Official Policies

	Enablers	Challenges
	Residency & Lodging Services Growing trend in FTE Denominational Scholarships Student Council	
External	Opportunities	Threat
	Student Council as a facilitator of the recruitment process The establishment of a formal enrollment management structure. Recruiting Women as a Commitment to Diversity	Population reduction Reduction in the number of people with undergraduate studies

Objective	Indicators Metric	Indicator of Achievement
Create an agile and dynamic process for the promotion of academic offerings and the recruitment of new students that will allow the increase of annual enrollment by 15% in the next three years.	Student Enrollment	15% yearly increase in student numbers over the next three years.
Strategy		
In coordination with the Promotion and Enrollment Management Committees or recruiters, establish a comprehensive plan for disseminating academic offerings through traditional and non-traditional media and recruiting new students.		

Objective	Indicators Metric	Indicator of Achievement
Design an effective program to achieve a minimum of 90%	Retention Rate	Obtaining 90% in annual student retention.

Objective	Indicators Metric	Indicator of Achievement
annual student retention by addressing their needs and interests, especially academic advising, obtaining financial aid, and pastoral counseling.		Enrollment Management Structure
Strategy		
<p>To create a counseling and academic advising program using doctoral-level students enrolled in a counseling program at an accredited institution.</p> <p>To enable service areas for the Counseling program.</p> <p>To establish a formal structure for enrollment management.</p> <p>Hire an administrative staff assigned to enrollment management or professional services to recruit new students, visit local churches, sponsor church conventions, educational fairs, and relevant forums to publicize academic and continuing education offerings, and produce advertising and promotional materials.</p> <p>Identify the allocation of recurring funds to a promotion, publicity, and recruitment officer, whether full-time, part-time, or for professional services.</p>		

Objective	Indicators Metric	Indicator of Achievement
Hire an administrative or professional services staff to recruit new students, visit sponsoring churches, educational fairs, and relevant forums to publicize academic and continuing education offerings, and produce advertising and promotional materials.	Budget Recruitment activities Applications Received and Students Admitted and Students Enrolled	Appointment of a resource to support promotion, recruitment, and advertising efforts.  There will be an increase in applications, admission, and enrollment.
Strategy		

Objective	Indicators Metric	Indicator of Achievement
Identify a source of recurring revenue from SE-PR that allows for allocating funds to appoint a promotion, publicity, and recruitment officer either full-time, part-time or for professional services.		

Objective	Indicators Metric	Indicator of Achievement
Design an effective promotion and publicity plan to publicize the Institution's academic offerings, continuing education activities, and co-curricular experiences through traditional and non-traditional media and social media.	Evaluation of the Promotion and Advertising Plan	Progress and achievements (evaluation) of the Promotion and Publicity Plan.
Strategy		
Appoint a Promotion and Publicity Committee to design the action plan and submit it to the Presidency and the Board of Directors for approval.		
Advise the Presidency in evaluating the Plan and using its results to improve its implementation (effectiveness assessment).		

## ACADEMIC OFFER AND ACCREDITATIONS

GOAL 2 REVITALIZE THE THEOLOGICAL EDUCATION OFFERED AT THE INSTITUTION BY REVIEWING AND UPDATING ACADEMIC OFFERINGS TO RESPOND TO THE BEST INTERESTS, NEEDS, AND DEMANDS OF STUDENTS AND CHURCHES IN PUERTO RICO, THE UNITED STATES, AND LATIN AMERICA.

### Strengths

- Academic Programs

Academic programs aimed at in-depth theological and pastoral formation at the master's, doctorate, and continuing education levels:

- Library

The Juan de Valdés Library, dedicated to the memory of the Spanish reformers, has a reading room, an information center, and four floors where it houses a collection of more than 82,009

books and a subscription to nearly 365 magazines both online and in copy. The library fosters an environment conducive to individual and collective study and theological research at a flexible schedule that caters to the student body's needs. The library maintains computer systems that include an online journal database and a book catalog that allows advanced search of available resources.

This space dedicated to study and research is considered by many to be one of the most essential theological libraries in Latin America and the Caribbean. Its resources include a wide range of collections and bibliographic resources, both printed and digital. Its most valuable collection, the Historical Archive of Protestantism in Puerto Rico, is constantly visited by researchers, historians, and graduate students to review the pages of the history of Protestantism on the Island. It is one of our desires to relocate the Historical Archive to a place that is safer and more accessible to researchers and studies of Protestantism in Puerto Rico. The collections specialize in general theology, Bible, religion, and practical theology, given the nature of the programs offered by the Seminary. It has over 80,000 volumes, 600 journal titles, theses, audiovisual material, vertical archives, and monographs.

- Curriculum Review and Distance Education

The Seminary is working on a comprehensive curriculum revision funded by the Pathways Project, awarded with \$1,000,000 for the five-year term. Likewise, this project supports the development of academic offerings in distance learning modality and obtaining digital databases.

- Accreditations

Reaffirming and obtaining accreditation from The Middle States Commission on Higher Education of Colleges and Schools, the Association of Theological Schools, and the Board of Education of Puerto Rico.

#### Weaknesses

- Curriculum Review

Programs need to define a curricular design that guarantees integrity, quality, and the development of competencies.

- Library

It depends mainly on the collection of physical books. The databases have been updated through external funding, and it is necessary to establish the line of expenditure to continue the service once the project ends.

#### Opportunities

- Demography

52.3% of the population on the Island are women. In turn, 21.2% of the population are people under 18. The aging population in Puerto Rico is on the rise as the baby boomer generation



approaches retirement age. Along with this phenomenon, in the 2015 Census, it was estimated that 18% of people aged 65 or over in the country. This scenario is an opportunity to design academic programs, continuing education courses, and services geared toward seniors.

#### Threats

- Churches

Organizations (churches) that do not require formal theological formation to exercise their pastoral or lay roles are growing.

- Library

Lack of access to external funds can affect the attainment of services such as databases and e-books that are important for developing distance learning.

In summary, the analysis of the Internal and External environments is as follows:

	Enablers	Challenges
Internal	Strengths	Weaknesses
	<p>The library is recognized in Puerto Rico, Latin America and the Caribbean as one of the best.</p> <p>Bibliographic resources of excellence and specialized in theology, including a new online cataloging system.</p> <p>Programs of Theological and Deep Pastoral Formation.</p> <p>Reaffirmations of accreditations and licenses</p>	<p>The new curricular design that guarantees the development of competencies needs to be implemented.</p> <p>Library</p> <p>Dependency on physical book collection.</p>
External	Opportunities	Threats
	Design programs aimed at seniors	<p>The growth of organizations (churches) that do not require theological training.</p> <p>Access to databases that support the development of online programs</p>

Objective	Indicators Metric	Indicator of Achievement
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Incorporate biblical, theological, and pastoral research skills as a primary vector throughout the sequential study of master's and doctoral programs.	Research Activity	<p>50% of courses will include research as part of the learning experience.</p> <p>Creation of a research course in each of the programs and</p> <p>Creation of a research center for programs and denominations and the community</p>
Strategy		
<p>Require the approval of a research course as a graduation requirement.</p> <p>Include a biblical and empirical research component in the records.</p>		

Objective	Indicators Metric	Indicator of Achievement
Implement a Curriculum Review Plan, including the sequence of face-to-face and distance services program studies.	Progress and Achievements (Evaluation) of the Curriculum Review Plan	<p>Annual increase in program course review to 100%</p> <p>Completion of the curricular revision of the programs at the Seminary</p>
Strategy		
<p>Assign the tasks of updating the academic offer to the Institutional Curriculum Review Committee and with technical resources to submit the achievement reports to the Academic Dean and the Presidency for approval and implementation.</p> <p>Add field experiences and reorder practical theology courses in the Master of Divinity.</p> <p>Identify and expand core component courses and concentrations in the Master of Arts in Religion.</p> <p>To auscult new specialties in the Doctorate in Ministry.</p>		

Objective	Indicators Metric	Indicator of Achievement
Design new academic programs at the undergraduate and graduate levels, such as a bachelor's degree in religious studies, a Combined Five-Year bachelor's and master's Degree, a Master's Degree in Biblical Studies, a Master's Degree in Family Counseling, and a Master's Degree in Christian Education.	Design and presentation of new academic programs by the JIP and accrediting agencies	Approval of programs by the licensor and accrediting agencies
Strategy		
Appoint an <i>ad hoc committee</i> charged with exploring, outlining, and submitting proposals for creating new programs at the undergraduate and graduate levels. The Committee is made up of two faculty members and the Academic Dean, who will serve as <i>an ex officio</i> member. The Committee shall submit bimonthly reports to the Chair on the progress of the work on the curricular proposals or for the approval of the Board of Directors and, therefore, submit to the consideration of the accrediting agencies concerned.		

Objective	Indicators Metric	Indicator of Achievement
Review and promote the offer of continuing education, certifications, and workshops aimed at pastors and lay leaders in biblical studies, eco-spirituality, missions, Christian leadership, and Christian education.	Institute for Pastoral Training and Christian Leadership Continuing Education Courses & Professional Certifications	Operación de Instituto Ofrecimiento de los cursos de educación continua y certificaciones profesionales.
Strategy		
Create the <i>Institute for Pastoral Training and Christian Leadership</i> , which is responsible for designing and disseminating an Annual Catalog of Continuing Education that offers		

Objective	Indicators Metric	Indicator of Achievement
certifications and workshops in biblical studies, eco-spirituality, missions, Christian leadership, and Christian education.  Appoint the human resources responsible for the institute and follow up on achieving the objective in coordination with the promotion and recruitment staff and the faculty assigned to the courses.		

Objective	Indicators Metric	Indicator of Achievement
Obtain professional licenses and accreditations that promote compliance with high-quality standards that guarantee effective teaching and learning, research, appraisal, and community service processes.	Licensing and accreditation at the institutional, program, and professional levels.	Re-licensing and reaffirmation of JIP, MSCHE, and ATS accreditations
<b>Strategy</b>  Develop and promote compliance with quality standards that guarantee effective teaching and learning processes, research, appraisal, and community service.		

GOAL 3: Update the evaluation system to monitor institutional effectiveness, the rigor of academic programs, and evidence of student learning, and encourage feedback communication, reflection, and assertive decision-making.

#### Strengths

The hiring of the professional to develop the appraisal plan includes faculty training.

#### Weaknesses

Strengthen the culture of academic assessment that supports curriculum review based on the results of assessment activities.

Implementation of the articulated learning assessment plan involving faculty.

#### Opportunities

An articulated learning assessment plan that involves the faculty and serves as a basis for the development of new proposals in the academic area.

### Threats

The pressure that accrediting agencies place on compliance with appraisal standards without considering the culture and processes of the Institution.

In summary, the analysis of the Internal and External environments is as follows:

	Enablers	Challenges
Internal	Strength	Weakness
	Professional in charge of the design and implementation of the Appraisal Plan	Weak academic evaluation culture involving faculty.
External	Opportunities	Threat
	A plan that engages faculty and strengthens academic skills and competencies	Pressure from agencies to comply with their standards

Objective	Indicators Metric	Indicator of Achievement
Promote a culture of evaluation that allows the systematic and continuous collection of the information necessary to auscultate whether the academic development of students is following the competencies described in the graduate profile and aligned with the goals of each program, the institutional Mission and vision, and the ministerial quality standards of the sponsoring denominations.	Progress and Achievements (Evaluation) of the Appraisal Plan  Faculty Training  Satisfaction studies	Increase in the number of faculty involved in appraisal processes  Increased student satisfaction
Strategy		

Update, disseminate, and implement the Institutional Appraisal Plan aligned with the Strategic Plan and the standards of the accrediting agencies.

Train professors to conduct learning assessments linked to the development of knowledge, skills, and attitudes (profile) expected in graduates.

Hire or delegate to one person to coordinate and implement the appraisal plan

#### FACULTY DEVELOPMENT & RESEARCH

**GOAL 4:** PROMOTE THE CONTINUOUS TRAINING OF THE FACULTY OF THE EVANGELICAL SEMINARIES OF PUERTO RICO.

##### Strengths

- Faculty

The teaching staff of SE-PR consists of four full-time faculty members, the Director of the Library, one affiliated faculty member, and 13 part-time faculty members. 100% of regular and affiliated faculty hold a Ph.D. in specialization they teach, while 75% of part-time faculty possess the same trait. Among our faculty members, we have representation from the six sponsoring denominations, the Pentecostal Church and the Catholic Church. The faculty of the Seminary is highly specialized.

- Research

The faculty is recognized for its activity of research and theological study.

##### Weakness

- Faculty

The ratio of full-time vs. part-time (1:3) teachers can make implementing training, assessment, and curriculum revision plans difficult.

Lack of a faculty manual that explicitly defines faculty roles beyond teaching, e.g., continuing education, fundraising, training, appraisal, publications, research, administrative matters, and rights such as promotions, ranks, tenures, sabbaticals, etc.

- Research

Lack of a structure that facilitates empirical and field research in which teachers and students participate to validate the theological experience in practice and daily life.

- Forums & Others

Limited faculty participation in development activities or as guest lecturers as part of their teaching responsibilities.

### Opportunities

- Research

Raise funds to facilitate empirical research into theological experience today.

- Forums & Others

Schedule symposia, congresses, conventions, workshops, or any other pertinent national or international recognition forum where the faculty can participate as a listener and/or presenter.

### Threats

- Building research capacity

Recruitment of faculty with research credentials and who possess deep theological insight.

In summary, the analysis of the Internal and External environments is as follows:

	Enablers	Challenges
Internal	Strength s	Weakness
	Faculty with a high degree of experience and academic preparation Faculty recognized for its research and theological study activity. Pathways and Nurturing projects (the latter has explicitly an empirical research component)	Lack of a structure to facilitate empirical research. Lack of a Faculty Handbook
External	Opportunities	Threat
	Raise more funds to facilitate empirical research. Schedule forums and congresses. Encourage faculty participation in forums and other activities	Build research capacity Faculty Recruitment Empirical Research Trainings

Objective	Indicators Metric	Indicator of Achievement
Promote faculty participation as attendees or resources in symposia, congresses, conventions, workshops, or any other pertinent forum of national or international recognition.	Faculty participation in international and local academic events.	Participation of the entire faculty in conferences and other activities  Involvement of at least 20% of the faculty on a part-time basis in meetings and others
Strategy		
<p>Drafting of the policy for the solicitation of participation in professional development activities and the allocation of funds.</p> <p>Schedule symposia, congresses, conventions, workshops or any other relevant forum of national or international recognition.</p> <p>Create a fund to cover registration, lodging, and transportation costs.</p> <p>Invite professors and other resources to participate as guest professors to offer courses.</p> <p>Promote opportunities for faculty to participate as guest lecturers to offer courses or talks at other universities or conferences.</p>		

Objective	Indicators Metric	Indicators of Achievement
Foster research spaces that support effective teaching, learning, research, appraisal, and community service.	Investigations of the service to the internal community and the environment.  Profile of Puerto Rican Children Attending Our Congregations	Creation of the SE-PR Research Institute  Research on childhood and its spirituality.  Statistical data describing the profile of Puerto Rican children, including the spiritual one.
Strategy		
<p>Nurturing Project:</p> <p>Identify the characteristics and needs of Puerto Rican children who attend our congregations.</p>		



Outline a national profile of children in the ecclesial sphere.

Develop areas of growth, care, and service aimed at children.

Identify the number of children with special needs in congregations.

Promote inclusivity and a new ethic of spiritual care for children.

Develop and promote compliance with quality standards that guarantee effective teaching and learning processes, research, appraisal, and community service.

Support efforts with statistical data that profiles Puerto Rican children.

Objective	Indicators Metric	Indicator of Achievement
To promote academic research, publication, and dissemination of findings in symposia, congresses, conventions, or any other relevant forum at a national and international level.	Publications of writings and research of the faculty.	Annual inventory of publications of books, theses, and articles in peer-reviewed journals or other media
Strategy		
To offer the faculty spaces for research through academic downloads, semester sabbaticals, and subsidies for publishing the findings.		

#### MANAGEMENT, ADMINISTRATIVE PROCESSES

#### GOAL 5: ACHIEVE FINANCIAL AND FISCAL SOUNDNESS AND STABILITY.

##### Strengths

- Churches

##### Support of the Sponsoring Churches in administrative management

- External Funds

Pathways and Nurturing projects support the operational cost of activities aimed at curriculum review, development of online offerings, and research in evangelism with children.

- Residences

Student, faculty, and employee residences are a source of income from rent.

### Weakness

- Budget

The budget depends mainly on tuition and fee payments. To the extent that students reduce their academic load, annual income decreases.

- Physical facilities

Adapt the physical infrastructure that supports the teaching and learning processes, research, assessment, and service to the community. It also includes spaces available to students and faculty, such as residences.

- Planning and Development Aspects

The Presidency works on the areas related to planning, development and institutional effectiveness through contracts for professional services. This area is responsible for preparing and operationalizing resource identification activities, such as registration, updating of information, and communication with donors.

Economic development projects geared towards strengthening ownership, fundraising strategies, and monitoring the implementation of the Strategic Plan.

### Opportunities

- Planning and Development Aspects

Creation of a unit to manage the processes of planning, development, external funds and evaluation of institutional effectiveness.

- Budget

Continue to raise funds for fiscal development and obtain resources for the operation.

- Physical facilities

Extend access to others outside the Seminary's immediate community, students from other institutions, pastors, and their families.

### Threats

In general terms, the economic situation in Puerto Rico adversely impacts the operations and finances of the Seminario Evangélico de Puerto Rico since our student body is mostly household heads affected by the fiscal crisis and forced to adjust their budget to meet their financial and Family obligations. The rise in the unemployment rate and the consumer price index limit the purchasing power of Puerto Ricans and, therefore, of our students, limiting the number of credits enrolled.

In summary, the analysis of the Internal and External environments is as follows:

	Enablers	Challenges
Internal	Strengths	Weakness
	Support from Sponsoring Churches Residences External Funds	Budget Physical Plant Under Improvement Planning & Development Area
External	Opportunities	Threat
	Creation of the Planning and Development area External Funds Increase in the rent of residences outside the Seminary. Continue and expand Fundraising	Inflation levels Declining Gross National Product Trends in population declines

Objective	Indicators Metric	Indicator of Achievement
Identify new sources of external income and develop proposals that raise the necessary resources to meet our needs to increase opportunities for strengthening and growth.	Revenue generated by the Pathways and Nurturing projects	Pathways: \$1,000,000 over five years Nurturing: 1,249,000 at five years
Strategy		
Identify the allocation of funds for acquiring equipment, computers, and software. Pathways & Nurturing Projects Develop a plan to serve as a basis for the search for External funds with FDE (PPOAH), NGOs, scholarship funds, and collaborative partnerships.		

Objective	Indicators Metric	Indicator of Achievement
Increase finances by diversifying revenue streams, establishing an expense control policy, and creating a scholarship fund to achieve an annual surplus of at least \$50,000	Requested Proposals Auxiliary companies created	Approved Proposals and Awarded Funds Revenue Generated
Strategy		
<p>Hire support staff to develop proposals and fundraising events to stabilize finances and reduce the current budget deficit to a surplus of at least \$50,000 annually.</p> <p>Implement measures to reduce utilities, electricity, and water consumption expenses.</p> <p>Identify services or spaces to serve as auxiliary enterprises – chapel rentals, concessionaires, etc.</p>		

GOAL 6: Improve the performance of the SE-PR administrative and teaching staff by designing and implementing a training program aimed at best educational practices, evaluation, and fostering a culture of service as an academic and faith institution.

#### Strengths

- Employee Engagement

A work team that is committed to serving the Church.

- Volunteer Work

Students have a deeper understanding of volunteering.

- Organizational Design

An organizational structure according to our holistic view of the integral functioning of each key area: Academic Affairs, Administrative Affairs, and Development.

#### Weakness

Reduction of staff available to handle new responsibilities associated with enrollment management, external funds, appraisal, planning, and development.

### Opportunities

Review of the organizational structure following a holistic view of the functioning and our institutional policies and processes.

New staff recruitment to support identified areas in need.

### Threats

Budget adjustments in line with the revision of the administrative structure and how these can lead to an increase in the cost of tuition (for example).

In summary, the analysis of the Internal and External environments is as follows:

	Enablers	Challenges
Internal	Strength s	Weakness
	A team committed to service. Volunteer work in support of administrative tasks Current administrative structure tied to Mission and goals	Understaffed for identified areas of need
External	Opportunities	Threat
	Recruitment of new young and skilled staff Review of the organizational structure	Change and increase the budget to include identified areas of need

Objective	Indicators Metric	Indicator of Achievement
Design and implement a program to train administrative staff and faculty in incorporating technology into work areas or classrooms, institutional assessment and student learning, or any other issue	Implementation of the Training Plan	Annual progress and achievements (evaluation) of the Training of Administrative Staff and Faculty Plan.

Objective	Indicators Metric	Indicator of Achievement
related to the various areas of specialty or service.		
Strategy		
<p>Allocate the Internal or External funds that allow the implementation of the annual program for the training of administrative staff and faculty.</p> <p>Design and implement a Staff Training Plan that addresses the development and knowledge in technology at work and in the classroom, institutional assessment and student learning, external funds, teaching strategies, federal regulations, or any other issue related to the various areas of specialty or service.</p>		

Objective	Indicators Metric	Indicator of Achievement
Improve the performance of administrative and teaching staff who support teaching and learning processes, research, appraisal, and community service (internal/external).	Collaboration agreements Pathway Project	Collaborative agreement with Universidad Carlos Albizu for psychological services to the seminary community, including students.  Preaching Lab
Strategy		
<p>Collaborative alliances for the creation of academic programs.</p> <p>Develop programs to develop human infrastructure (administrative and teaching staff).</p>		

Objective	Indicators Metric	Indicator of Achievement
Design the strategic management project to elaborate and implement a planning plan.	Progress and Achievements (Evaluation) of the Planning Plan	Progress in the implementation and achievement of the Plan objectives

### Strategy

- Reflect on previous planning and current situation.
- Establish the principles that will guide the SE-PR Strategic Plan.
- Establish the structure of the Plan.
- Identify sources of information and critical indicators of the Plan.

GOAL 7: Optimize the technological, computing, and connectivity infrastructure that supports teaching and learning processes, research, assessment, and community service.

### Strengths

- Technology

Aware of the increase in demand for the use of technology, the Evangelical Seminary has moved towards online education, incorporating databases in the Library, creating technological rooms, and acquiring equipment for this purpose.

### Weakness

- Optimization of technological, IT, and connectivity infrastructure

### Opportunities

- Community

Strengthen services to the student community and the general public by being at the forefront of technology through our Information Technology Center, the technological integration of service offices, and the offering of online courses and distance education.

Offer computer and computer use workshops according to the needs of our community and the availability of resources in response to the reality of the increase in the use of computer science in all branches of knowledge and churches and in the projections of the professions with the highest demand, mostly related to technology.

### Threats

Accelerated changes and access to technology, equipment, and programs based on cost and obsolescence.

In summary, the analysis of the Internal and External environments is as follows:

	Enablers	Challenges
Internal	Strength s	Weakness

	Renovation of equipment, computers, and programming Online Library Collection Technology Lounges Podcast Lounges Preaching Lab	Technological integration of service bureaus and the provision of online courses and distance education Optimization of technological, IT, and connectivity infrastructure
External	Opportunities	Threat
	Strengthen community services by being at the forefront of technology through our Information Technology Center. Offer computer and computer workshops according to the needs of our community.	Rapid Changes and Costs of Technologies and Programs Increase in the cost of human resources specialized in technology

Objective	Indicators Metric	Indicator of Achievement
Improve the technological, computer, and connectivity capacity that allows the vitalization of academic and administrative processes and streamline the services offered by the different dependencies.	Incorporation of the Office of Support and Technological Development.	Activity plan, implementation, and achievements
Strategy		
Establishment of the Office of Technological Support and Development in charge of training administrative staff and faculty in using technology, administering the website, and providing technological assistance to all units and the Library.		



Objective	Indicators Metric	Indicator of Achievement
Increase the number of online courses, whether blended, fully online or live stream.	Distance learning courses Acquired Digital Databases	Number of online courses and activities Annual Database Inventory
Strategy		
Complete the faculty and support staff training in the design of online courses through the Moodle platform.		

Objective	Indicators Metric	Indicator of Achievement
Creation of intelligent rooms.	Intelligent ((technological) rooms Cost-Effectiveness Analysis to create Smart Rooms	Creation of at least one smart room with all the elements of this. Efficient use of funds to develop an optimal salon
Strategy		
Allocation of funds for the creation of smart (technological) rooms. Obtain quotes that allow you to define the optimal and efficient elements for smart room development.		

Objective	Indicators Metric	Indicator of Achievement
Optimize the technological infrastructure of information technology and connectivity that support the teaching and learning processes, research, assessment, and service to the community.	Compliance with the Objectives and Strategies embodied in the Pathways and Nurturing projects	New conference room on the first level Preaching Simulation Room Room for recordings and podcasts Incorporation of electronic databases in the Library,

Objective	Indicators Metric	Indicator of Achievement
		Technological adaptation in the chapel New telephony Software & Databases
Strategy		
Pathways Project Nurturing Project		

Objective	Indicators Metric	Indicator of Achievement
Adapt the physical infrastructure that supports the teaching and learning processes, research, assessment, and service to the community by creating eco-friendly spaces, a "Green Seminar".	Renovation of spaces Projects in development	The renovation of the spaces will be carried out as proposed Expansion of green areas
Strategy		
Renew the physical facilities and take care of the green spaces to establish an ecological-friendly Green Seminar, adjusting to the SE-PR needs and the new governmental environmental requirements. Identify External and Internal funds to pay for the renovation and maintenance of office spaces, the chapel, accommodations, beautification and landscaping of green areas, and proper wall decoration.		

Objective	Indicators Metric	Indicator of Achievement
Identify external resources for installing renewable energy sources that promote	Renewable Source Installations	Reduction in electricity consumption and bill

Objective	Indicators Metric	Indicator of Achievement
the sustainable development of physical facilities and significantly reduce electricity payments.		
Strategy		
Identify external funds through federal and local appropriations to install photovoltaic panels, light bulbs, and energy-efficient equipment that reduce utility payments.  Acquisition of External funds through federal and local proposals for the subsidy of renewable energy sources and implementation of the activities approved in the requested grants.		

Objective	Indicators Metric	Indicator of Achievement
Establish a collaborative agreement with an investment company and hospitals in Puerto Rico that will allow the restoration of houses for lodging for medical tourism.	Collaborative agreement and beginning of the restoration of the houses.	Restoration of the spaces within no more than five years
Strategy		
Identify and dialogue with future investors, including nearby hospitals, to sign a collaborative agreement that will allow the construction of lodging for medical tourism.		

#### SOCIAL RESPONSIBILITY AND ETHICAL, DEMOCRATIC, AND CHRISTIAN-ECUMENICAL VALUES

GOAL 8: PROMOTE QUALITY, CONTEXTUALITY, GLOBALIZATION, AGILITY, AND INNOVATION IN ITS PROGRAMS FROM A CRITICAL PERSPECTIVE AND PRAXIS.

#### Strengths

- Community

Theological guidance, pastoral accompaniment, and biblical and transcendental issues affect the country's quality of life under the values of justice, solidarity, and healthy coexistence in the proposal of the Kingdom of God.

Presidency and faculty participate in local and international professional forums to deal with academic matters related to the Mission and prophetic vocation of the Church.

- Society

The Institution of advanced study in the Bible, Theology, and Practical Theology, which prepares ministers and lay leaders who work directly with groups in need, also contributes to alleviating social problems through the spiritual formation of these church leaders.

- Commitment

An administrative and teaching team committed to serving the Church.

- Churches & Congregations

Of the six denominations that make up and found the Weekly, they are represented in more than 500 congregations, making up our community of collaborating churches.

Consolidate collaborative agreements with churches and ecclesial organizations in these geographical areas to offer educational services for the biblical-theological and ministerial training and instruction of their leaders.

#### Weakness

The variety of interpretations of the principles of social responsibility, ethical and democratic values, and Christian-ecumenical values can limit independent congregations' approach.

#### Opportunities

- Community

The creation of a Center for Spiritual Counseling and Mental Health, with the help of the Family Pastoral Care Program students, may be resources available to the community and collaborative agreements with other educational institutions.

- Churches & Congregations

Strengthen ties with churches through training workshops in administrative and managerial aspects in line with the Mission and good ecclesiastical practices.

Reach independent churches by promoting our academic programs or continuing education courses.

Join forces to serve Hispanic communities in the US and Latin America.

- Community

An area for growth is the design and implementation of projects that address social problems such as crime, domestic violence, poverty, and health.

## Threats

- Society

Puerto Rican society is going through a crisis of values. The Church, as the body of Christ, is called to accompany and care for families in their problems: the self-esteem of people, emotional, social, and economic stagnation, loss of confidence in the political system, and lack of focus on the true priorities of society.

There is uncertainty about new congregations' willingness to join the Seminary's efforts.

In summary, the analysis of the Internal and External environments is as follows:

	Enablers	Challenges
Internal	Strengths	Weakness
	Projects that solidify presence and service in the community Working directly with groups in need A work team committed to serving the Church.	Few human resources in the Institution Interpretations of Principles Limiting Congregational Access
External	Opportunities	Threat
	Strengthening Ties with Churches Reaching Independent Churches Serving Hispanic Communities Design and implementation of projects that address social issues	Social and Values Crisis Migration of middle-class sectors Replacing the Puerto Rican Population with Immigrants Decrease in volunteerism in society

Objective	Indicators Metric	Indicator of Achievement
To forge the leadership of pastors, ministers, and laity in social transformation through innovative measures relevant to congregations and the community.	Pathway Project Continuing Education Programming	Implementation or replication of identified leadership models Increase in courses offered and participants

**Strategy**

Identify replicable models of innovative leadership to share with pastors, ministers, and laity through the learning experience that will be offered in face-to-face, virtual, or hybrid modalities.

Guide student development (spiritual, personal, social, academic, and professional), identify our alumni's needs and meet them through structured continuing education.

Objective	Indicators Metric	Indicator of Achievement
To foster the pertinence and relevance of our academic programs in different global contexts with agility and innovation based on a critical thinking perspective and praxis.	International presence Courses Offered Internationally	Annual inventory of countries involved in the activities of the Seminar.  Annual list of courses or academic activities offered internationally

**Strategy**

Distance learning recruitment.

Increase the expandability of the Seminary and its higher education academic and continuing education programs.

Objective	Indicators Metric	Indicator of Achievement
Strengthen the leadership capacity of our alumni (pastors, ministers, and laity) (knowledge, skills, aptitudes, and capabilities)	Pathways & Nurturing Projects  Results Applications	Annual Inventory of Simulation Activities  Annual inventory of changes implemented because of the use of data collected in projects

**Strategy**

Support the development of leadership skills through real-life practice or simulations, in real-time or virtually.

Provide the ecclesiastical community with the results based on the collected data and the information and reports demonstrating best practices.