



# **5-Year Strategic Plan with Strategic Budget & Strategic Institutional Effectiveness Assessment Plan (Integrated version)**

**1 December 2013- 31 December 2018**

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## **Introduction**

### **Development and Approval of the 5-year Strategic Plan**

The 5-year plan was developed during the Fall Semester of 2013 by the Office of the Chancellor and the Deanship of Academic Affairs with the technical assistance of an external consultant. A Committee was formed to review and approve the plan. The members of the Committee include:

#### **Steering Committee Co-Chairs:**

Chancellor Miguel Rodríguez López

Dr. Jaime Rodríguez Cancel, Dean of Academic Affairs and Accreditation Liaison Officer

The role of the of the Steering Committee Co-Chairs consists of reviewing and providing information and feedback to the Steering Committee to the Coordinator for the Monitoring Report regarding the Draft and providing approval for the Monitoring Report.

**Steering Committee Consultant:**

Laura Galarza, Ph.D., Organizational Consultant

**Steering Committee Members.** The role of the Steering Committee Members will consist of reviewing and providing information and feedback to the Steering Committee Co-Chairs and to the Consultant regarding the plan:

Lizzette Carrillo, Dean of Administration

Mónica González, Office of Recruitment and Marketing

Francis Mojica, Director of the Library

Mayra Ramírez, Registrar

Selected Members of the Academic and Administrative Council

Members of the Board of Trustees

**Participation from the CEAPRC Community**

Members of the CEAPRC Community participated in the development of the plan through SWOT Analysis and Strategic Planning focus groups with the consultant conducted in October 2013. The following focus groups were conducted: Office Directors, Non-Faculty Personnel, Faculty Personnel, and Students.

**FINAL APPROVAL:** Meeting of the Board of Trustees; November 22, 2013.

### **INSTITUTIONAL OVERVIEW**

Centro de Estudios Avanzados de Puerto Rico y El Caribe (CEAPRC) is a private, not for profit institution offering the Master's, and Doctor of Philosophy degrees. The CEAPRC is a non-traditional, autonomous institution of higher education located at a historic building in the Old San Juan section of San Juan, Puerto Rico. The institution is governed by an eleven-member board of Trustees that represent the professional, social, and cultural sectors of the Island, its faculty, and student body. The mission of the CEAPRC is to educate its students in the understanding and appreciation of Puerto Rican culture, its history, literature, and sociolinguistic connections with the Caribbean region. The CEAPRC ascribes the highest priority to research with the objective of generating, publishing, and disseminating knowledge on diverse aspects of the Puerto Rican, Antillean, and Caribbean reality. The CEAPRC is part of a long-standing Latin American tradition of advanced studies centers and this places us among a select group of academic institutions in this hemisphere.

### **INSTITUTIONAL LEADERS**

Chancellor and CEO: Miguel Rodriguez Lopez  
Chief Academic Officer: Dr. Jaime Rodríguez Cancel  
Chair of the Board of Trustees: Dr. Luis Gonzalez Vales

## **INSTITUTIONAL CONTEXT**

The present section provides a summary of the external and internal context of the institution.

**External Context.** Post-graduate education in Puerto Rico, the Caribbean, the US, and abroad has been impacted by technological changes, global competition, discovery and innovation, diverse educational offerings, the educational, demographic, and social profile of incoming students, a challenging world-wide economic environment, and local laws and policies. A 2006 study by the Puerto Rico Higher Education Council (2006) concluded the need for more graduate programs and research in Puerto Rico. However, in order for institutions to address this need, post-graduate educational institutions need to carefully study the feasibility of new programs and revise their curricula while constantly examining the effectiveness of their administrative practices. The greatest challenge consists in balancing the need for growth in both the number of students and new programs with the urgency of attracting special funds and projects to the university to keep tuition at affordable rates. The high cost of providing an excellent academic program presents us with challenges we must face in the attainment of our goals. That is why it is urgent to develop special projects and new strategies and firm actions to ensure the institutional financial stability necessary to fulfill our mission.

**Institutional Internal Context.** The External Context surrounding the institution has undoubtedly impacted the CEAPRC. As a response to the External Context of the Institution, the CEAPRC began to implement assertive, solid decisions to place the CEAPRC on the path to address the challenges of the external environment and to ensure complete compliance with MSCHE requirements and standards that will facilitate our attainment of strategic goals. Some of the critical and difficult decisions made by the CEAPRC leadership are seen as temporary adjustments that will be revised in the future whereas; other decisions will be permanent and have become part of the CEAPRC strategic management and assessment culture.

An organizational diagnosis and SWOT analysis was conducted and demonstrates the strengths, weaknesses, and opportunities of the institution. Among the strengths noted in the SWOT analysis we find the area of faculty prestige, preparation, and commitment, quality of graduate programs and courses, general prestige of the CEAPRC in Puerto Rico and abroad, the academic rigor of the programs, among others. Among the weaknesses, the results of the SWOT analysis were consistent with the Self-Study Report and the MSCHE Team Visit Report. At the time of the completion of the SWOT Analysis (October 2013), the results demonstrated the desirability of a revision of the Strategic Plan and the Institutional Effectiveness Plan of the CEA, a 5-year budget aligned with the Strategic Plan and a continuous update to the 5-year recruitment and marketing plan that takes into consideration: CEAPRC culture and tradition, a new definition of the new type of student that the institution wants to attract, new recruitment strategies and new opportunities. Among the

challenges or threats to the CEAPRC the SWOT analysis showed that the financial aspects and the aforementioned external constraints are the largest, yet manageable threats to the institution. The study also identified a myriad of Opportunities for the CEAPRC including building upon current strengths and areas of expertise by developing new academic programs (e.g. Art History Master's Degree) and new continuous education programs, the location in a historic building of Old San Juan, and the unique expertise of programs and professors provide opportunities for a number of special projects, special activities, and unique agreements with the private sector, the public sector, and other educational institutions particularly from the US that generate income opportunities for student and faculty, and visibility for the institution.

### **AIM OF THE STRATEGIC PLAN**

The CEAPRC has developed a comprehensive 5-year Strategic Plan. The primary aim, of the strategic plan is to present a vision and a set of attainable goals, based on a realistic assessment of the CEA's challenges and strengths that will guide the institutional development for the next five years. The guiding principle for the development of the comprehensive 5-year Strategic plan is the concept of implementing systemic long-term initiatives versus exclusive reliance on short-term tactics. These new strategic goals and related initiatives are assigned to specific persons at the CEAPRC who are accountable for successfully implementing the plan. The outcomes of the strategic plan will be



assessed through the use of diverse objective and subjective measures that will function as indicators of success in meeting specific academic and administrative targets.

### **COMPONENTS OF THE PLAN**

The 5-year strategic plan presents the four major goals of the new strategic plan for the CEAPRC. For each of the major goals the CEAPRC has devised strategies for attainment of the goals. The strategies are operationalized through the implementation of mayor actions. For each major action the plan specifies the target results, due dates, implementation challenges, and assigned resources.

### **GOALS OF THE PLAN**

The 4 major goals of the new strategic plan are the following:

- 1) Student Recruitment and Marketing (Spanish: Reclutamiento de Estudiantes y Posicionamiento del CEAPRC)
- 2) Development & Strengthening of Academic Programs and Cultural and Academic Activities (Spanish: Desarrollo y Fortalecimiento de Programas Académicos e Iniciativas Académicas y Culturales)
- 3) Student Enrollment and Retention (Spanish: Matrícula y Retención Estudiantil)
- 4) Strategic Management and Institutional Sustainability (Spanish: Gerencia Estratégica y Sustentabilidad Institucional)

These four strategic goals will guide the development of the CEAPRC for the next 5 years. The advancement of the CEAPRC on the attainment on each of the six goals will be evaluated through diverse methodology presented in the CEAPRC's Institutional Effectiveness Assessment Plan.

**Analysis of Strengths, Weaknesses, Opportunities, Challenges/Threats (SWOT Analysis)**

Based on all factors studied in the preparation of the 5-year Strategic Plan, the CEAPRC developed the following SWOT Analysis that summarizes the strengths, weaknesses, Opportunities, and Challenges and/or Threats that impacts the development of the CEA. The SWOT Analysis was conducted utilizing a variety of methodologies including: document review, focus groups, results of assessment and effectiveness questionnaires. The following table summarizes the SWOT Analysis results.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Prestige and Heritage of the CEA</li> <li>• Quality, Expertise, and Prestige of Faculty Members</li> <li>• Location at Historic Building in Old San Juan</li> <li>• Quality and Prestige of faculty members</li> <li>• Availability of On-line registration</li> <li>• Future Professional Opportunities afforded to students by obtaining an M.A. or Ph.D. degree from the CEA</li> <li>• Unique programs.</li> <li>• Satisfaction of students with faculty personnel at the CEA</li> <li>• Commitment from CEA's top leaders, faculty, personnel</li> <li>• Source of Expertise for media outlets on topics related to History, Literature, and Archeology of Puerto Rico and the Caribbean</li> <li>• Increased presence of the CEAPRC in the media</li> </ul>	<ul style="list-style-type: none"> <li>• Recommendations to develop and implement new 5-year Financial, Strategic, Enrollment, and Assessment Plans</li> <li>• Strict adherence from CEA personnel to the 5-year financial plan</li> <li>• Recommendations for personnel training and development</li> <li>• Recommendation to conduct electronic assessment of course effectiveness</li> <li>• More students could take advantage of online registration and other online tools</li> <li>• Recommendation to have a 100% Wireless Campus with strong WIFI internet signal in the classrooms</li> <li>• Technological updates (hardware &amp; software)</li> <li>• Recommendations for specific improvements related to</li> </ul>

	<p>infrastructure maintenance and classroom mobiliary</p> <ul style="list-style-type: none"> <li>• Recommendation to develop new academic and post-Bachelor programs</li> <li>• Specific recommendations by students and faculty regarding student recruitment and retention strategies</li> </ul>
<b>Opportunities</b>	<b>Challenges / Threats</b>
<ul style="list-style-type: none"> <li>• Development of new graduate degree(s) and post-Bachelor programs</li> <li>• Development of new student recruitment, enrollment, &amp; retention strategies</li> <li>• Development and strict adherence to a 5-year financial plan</li> <li>• Administrative re-structuring of tasks conducted by each office to better meet the strategic needs of the institution</li> <li>• Maximize the use and rental of the facilities</li> <li>• Potential for raising external funds</li> <li>• Development of Special Income Generating Projects</li> <li>• Continuous Service Improvements through Personnel Training and Development</li> <li>• Continuous Reinforcement of a Culture of Assessment</li> <li>• Technological Improvements at the CEAPRC</li> </ul>	<ul style="list-style-type: none"> <li>• Economic Factors</li> <li>• Puerto Rico Legislation during the period of the last strategic plan cut the amount of CEAPRC funding received from the Puerto Rico Legislature. Lobbying efforts and external funds efforts are needed</li> <li>• Competition with other universities</li> <li>• Challenges related to parking in the Old San Juan area</li> <li>• Historic building is a strength but its maintenance and historic-building code limitations also present challenges.</li> <li>• Challenging times require the maximum of creativity, financial discipline and effort from all members of the CEAPRC community.</li> </ul>

### Strategic Context

The CEAPRC conducted a complete SWOT Analysis and developed a new 5 year Strategic Plan. The Strategic Plan presents the CEAPRC Mission and Vision. The CEAPRC Vision presented in the Strategic Plan serves as a guide for the

articulation of the branding process (including the development of logos, slogans, recruitment materials, communication strategies) that are used by the Recruitment Officer to develop and implement the recruitment campaigns and a comprehensive student recruitment, organizational positioning, and marketing strategy for the following five years.

### **CEAPRC Mission**

- The CEAPRC is a graduate-level, higher education institution, dedicated to the formation of professionals capable of contributing significantly to understanding and addressing the different aspects of the social, cultural, economic, and geopolitical reality of Puerto Rico and the Caribbean area.
- The institution offers academic programs at the master and doctoral degree levels to students from Puerto Rico and other localities geared to the study, promotion, enrichment, and dissemination of the historic, social, and dissemination of the historic, social, and cultural values of Puerto Rico and the Caribbean.
- As an essential element toward this end, the Center gives the highest priority to research activity, in order to generate, publish, and disseminate knowledge relative to all aspects of the Puerto Rican and Antilles reality.

### **CEAPRC Strategic Vision**

The CEAPRC will be recognized internationally as one of the renowned centers of thought, research, and generation of ideas about Puerto Rico and the Antillean region in the XXI century and as one of the first options for graduate studies in

the fields of History, Literature, and Archeology of Puerto Rico and the Caribbean. The CEAPRC will develop new programs and/or lines of inquiry in Culture and Art History Studies and related areas.

The CEAPRC will be recognized for:

- The prestige and relevance of its current and upcoming graduate programs in the fields of History, Literature, and Archeology of Puerto Rico and the Caribbean and related areas of specialization
- The prestige and expertise of our Faculty Members
- The quality and relevance of our research and publications
- Our proactive approach in addressing Puerto Rican, regional, and global affairs
- The use of technology to advance institutional effectiveness goals
- The flexibility of our services in attention to student and community needs
- A right-size and lean organization to support academic and student services

## 1. Student Recruitment & Marketing

*CEAPRC Strategic Plan Goal #1: Increase the number of students recruited, admitted, and enrolled at the CEA.*

The new 5-year recruitment, admissions, and enrollment plan contains the following strategies, targets, and specific activities for attainment of Goal #1:

Strategy 1.1: Design & Implement the New 5-year Recruitment and Marketing Plan

Strategy 1.2: Define the New Student Profile

Strategy 1.3: Increase the number of Students Recruited each semester through the Revision of the Recruitment Strategies and Activities to Maximize Recruitment Goals

Strategy 1.4: Design and Implement the New Promotional Campaign

Strategy 1.5: Integrate all Offices and all Members of the CEAPRC in Recruitment

Strategy 1.6: Active participation in Graduate Studies Fairs and in Peer Organizations

Strategy 1.7: Develop special strategies for Recruitment for Post-Bachelor (non-degree) programs (e.g. Certifications)

Strategy 1.8: Development of Strategies and Activities for the Branding, Positioning, Image, and Publicity related to the institution and its Academic and Cultural Activities

Strategy 1.9: Assess the effectiveness of Recruitment, Admissions, and Enrollment Efforts at the CEA

Strategy 1.1: Design & Implement the New 5-year Recruitment and Marketing Plan

Major Actions	Accountability	Target Result	Due Date	Implementati on Challenges	Assigned Resources	Results/Evidence
Development of the CEAPRC 5-year Recruitment	Office of Recruitment and Marketing	5-year recruitment plan developed during 2014	Before August 2014	Budget constraints	Resources assigned to the Office of Recruitment and Marketing	-Plan de reclutamiento y mercadeo solicitar a Clarissa
Implementation of the CEAPRC 5-year Recruitment and Marketing	Office of Recruitment and Marketing	5-year recruitment plan developed during 2014	Due dates and targets each semester	Budget constraints	Resources assigned to the Office of Recruitment and Marketing	-Resultados del plan, solicitar a Clarissa

Strategy 1.2: Define the New Student Profile

Major Actions	Accountability	Target Result	Due Date	Implementat ion	Assigned Resources	Results/Evidence
Define the New Student Profile based on assessment results and recruitment targets.	Office of Recruitment and Marketing	Profiles of target student populations	Summer 2014	Work already in progress	Tasked assigned to Recruitment Officer	No se hizo, solamente existen los que se encuentran en el catálogo
Elaborate specific recruitment strategies for the target group	Office of Recruitment and Marketing	List of strategies for recruitment of target population that will be integrated into the 5-year recruitment plan	Summer 2014	Work already in progress	Tasked assigned to Recruitment Officer	No se ha hecho



Strategy 1.3: Revise the Recruitment Strategies and Activities to Maximize Recruitment Goals

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources	Results/Evidence
Revise the Recruitment Strategies	Office of Recruitment and Marketing	List of revised strategies	2014-15 and annual list of recruitment strategies for the year	Time to revise the strategies	Recruitment Officer	No se ha hecho.
Develop Annual Calendar of Special Recruitment Activities at the CEA	Office of Recruitment and Marketing	# of activities conducted	Annual List of Planned Activities due by September 1 of each year	Time and Resources for Activities	Recruitment Officer/ Use and maximization of existing cultural activities and CEAPRC sources	Hay que solicitar los informes que Mónica entregó a Rectoría.
Implement Annual Calendar of Special Recruitment Activities at the CEA	Office of Recruitment and Marketing	# of activities conducted	Activities conducted throughout the Academic Year	Time and Resources for Activities	Recruitment Officer/ Use and maximization of existing cultural activities and CEAPRC sources	Hay que solicitar los informes que Mónica entregó a Rectoría.

Strategy 1.4: Design and Implement the New Marketing and Promotional Campaign

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources	Results/Evidence
Study and understand demographic and marketing trends related to CEAPRC areas of study	Recruitment and Admissions Officer and Institutional Research	Report on Demographic and Student Recruitment and Marketing Trends related to CEAs areas of study	Annually	Time for conducting tasks by Recruitment Officer and Institutional Research Experts	Recruitment Officer and Institutional Research Experts	No se realizó.
Develop and present a unique branding and message of the CEA's Academic Programs consistent with marketing and recruitment goals	Recruitment and Admissions Officer	Revision of Existing marketing materials and development of the new marketing campaign	2014-15	Time for Recruitment and Admissions Officer	Time for Recruitment and Admissions Officer	Promociones, esto tiene que estar en las carpetas que Mónica dejó. Preguntarle a José.
Regular Revision of Marketing Campaigns	Recruitment and Admissions Officer	Regular Revision of marketing materials and campaign details	2014-2015 and annually	Time for Recruitment and Admissions Officer	Time for Recruitment Officer	Revisar los informes de Mónica
Implementation of Communications & Marketing Plan for the CEA	Recruitment and Admissions Officer	Increased presence on diverse media	Annually	Budget Constraints for paid marketing, need to maximize public relations opportunities	Time for Recruitment Officer	Revisar los informes de Mónica
Maximize the use of technology in the CEAPRC marketing and recruitment efforts	Recruitment and Admissions Officer	Increase presence through online and electronic media	Annually	Budget Constraints	Time for Recruitment Officer	Revisar los informes de Mónica

Strategy 1.5: Integrate all Offices and all Members of the CEAPRC in Recruitment

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources	Results/Evidence
Provide training orientations to CEAPRC personnel and performance feedback on their role, their importance, and impact on the success of student recruitment efforts regardless of office.	Office of the Chancellor and Office of Recruitment and Admissions	Positive Assessment outcomes on CEAPRC Admissions Survey regarding the on role of CEAPRC personnel	Annually	Recruitment opportunities occur throughout the year  Work culture change among staff regarding their role in student recruitment	Officer of Recruitment and Admissions to coordinate recruitment- related activities  Provide promotion and application materials to each office	No hubo.
Integration of faculty members from the Academic Deanship and each program in the revision of recruitment materials	Office of the Chancellor and Office of Recruitment and Admissions	Updated recruitment and marketing materials that faithfully represent the academic offerings while presenting CEAPRC unique branding	Annually	Participation from Academic Personnel and coordination among units	Officer of Recruitment and Admissions to coordinate recruitment- related activities	Revisar informes de Mónica.

Strategy 1.6: Active participation in Graduate Studies Fairs, University Visits, and Peer Organizations

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources	Results/Evidence
Establish an annual Calendar for the Active attendance of CEAPRC representatives at graduate school fairs and related activities	Recruitment Officer	Increase # of Activities. Increase # of students recruited	Annually	Time Allocation by Recruitment Officer	Contracting of Recruitment Officer/ Publicity materials	Calendario de actividades del Decanato académico y hojas de asistencia.
Implement the annual Calendar for active attendance of CEAPRC representatives at graduate school fairs and related activities	Recruitment Officer	Increase # of Activities. Increase # of students recruited	Annually	Time Allocation by Recruitment Officer	Contracting of Recruitment Officer/ Publicity Materials	Calendario de actividades del Decanato académico y hojas de asistencia.
Establish & Implement an annual Calendar for Visit to Schools and Colleges by the Chancellor, the Recruitment Officer, and Faculty Members to schools and colleges, and around Puerto Rico for recruitment activities	Recruitment Officer	Increase # of students recruited	Annually	Time Allocation by Recruitment Officer	Contracting of Recruitment Officer	No se hizo.
Actively participate in peer organizations to collaborate on ideas related to Student Recruitment and University Management	Chancellor and Recruitment Officer	Membership and active participation in peer organizations	Annually	Time to participate in activities and cost related to membership to organizations	Costs related to membership to peer organizations	

Strategy 1.7: Develop special strategies for Recruitment for Post-Bachelor (non-degree) programs (e.g. Certifications)

<b>Major Actions</b>	<b>Accountability</b>	<b>Target Result</b>	<b>Due Date</b>	<b>Implementation Challenges</b>	<b>Assigned Resources</b>
Develop special strategies for Recruitment for Post-Bachelor (non-degree) programs (e.g. Certifications)	Office of Recruitment and Marketing	Increase number of students in post-Bachelor programs  Meet minimum enrollment targets for each program	2015-16	Interdepartmental Collaboration Required (e.g. Academic Deanship with Recruitment and Marketing)	Office of Recruitment and Marketing with the active input of the Academic Dean for information regarding the program
Establish and implement marketing and recruitment strategies of CEA Programs targeting Hispanic Students interested in CEAPRC programs	Office of Recruitment and Marketing	Increase number of students in post-Bachelor programs  Meet minimum enrollment targets for each program	2015-16	Interdepartmental Collaboration Required (e.g. Academic Deanship with Recruitment and Marketing)	Office of Recruitment and Marketing with the active input of the Academic Dean for information regarding the program
Aim recruitment and marketing strategies for target populations for each post-Bachelor program	Office of the Chancellor with collaboration from Institutional Research (Academic Deanship), and Recruitment Officer	Meet minimum enrollment targets for each program	2015-16	Interdepartmental Collaboration Required	Office of Recruitment and Marketing with the active input of the Academic Dean for information regarding the program

Strategy 1.9: Assess the effectiveness of Recruitment, Admissions, and Marketing Efforts

<b>Major Actions</b>	<b>Accountability</b>	<b>Target Result</b>	<b>Due Date</b>	<b>Implementation Challenges</b>	<b>Assigned Resources</b>
Ensure that recruitment efforts are included in the CEAPRC Strategic Plan and the Strategic Budget	Office of the Chancellor and Deanship of Academic Affairs	Inclusion of recruitment efforts in the CEAPRC Strategic Plan and the Strategic Budget	Annually	Coordination of the development of the new strategic plan in a participatory manner	Consultant retained to facilitate the development of the new strategic plan
Ensure that the metrics and results of recruitment efforts are included in the CEAPRC Institutional Effectiveness Assessment Plan	Office of the Chancellor and Deanship of Academic Affairs	Inclusion of recruitment efforts in the CEAPRC Institutional Effectiveness Assessment Plan	Data collected each semester	Coordination of the development of the new Institutional Effectiveness Assessment Plan aligned with the new Strategic Plan	Consultant retained to facilitate the development of the new Institutional Effectiveness Assessment Plan aligned with the new Strategic Plan
Active participation of the Office of Recruitment in Providing Data related to Recruitment and Admissions	Office of Recruitment and Marketing	Inclusion of recruitment metrics in Assessment Plan	Data collected each semester	Coordination of the development of the new strategic plan in a participatory manner	Consultant retained to facilitate the development of the new strategic plan

**Assessment Plan & Main Assessment Indicators for Goal #1: Student Recruitment and Marketing**

<b>Assessment Indicators</b>	<b>Measurement Methods</b>	<b>Frequency of Measurement</b>	<b>Assessment Calendar</b>	<b>Accountability for collecting &amp; reporting assessment data</b>
<b># of students recruited (total , per type of recruitment activity, per academic program, per certificate program)</b>	Frequency counts	Each semester	Beginning of each semester	Office of Recruitment & Marketing
<b># of applicants</b>	Frequency counts	Each semester	Beginning of each semester	Office of Recruitment & Marketing
<b># of accepted students</b>	Frequency counts	Each semester	Beginning of each semester	Office of Recruitment & Marketing
<b># and list of recruitment activities (total and per type of recruitment activity)</b>	Frequency counts and List of Activities	Each semester	Beginning of each semester	Office of Recruitment & Marketing
<b># of leads per recruitment activities</b>	Frequency counts	Each semester	Beginning of each semester	Office of Recruitment & Marketing
<b>% change in # of students recruited</b>	Frequency counts	Each semester	Beginning of each semester	Office of Recruitment & Marketing
<b>% change in # of students admitted</b>	Frequency counts	Each semester	Beginning of each semester	Office of Recruitment & Marketing
<b>Amount of free publicity</b>	Frequency counts	Each semester	Beginning of each semester	Office of Recruitment & Marketing
<b>Readership or Viewership of Advertising or Marketing Efforts</b>	Frequency counts	Each semester	Beginning of each semester	Office of Recruitment & Marketing
<b>Student Evaluations of Recruitment Efforts (Certificates &amp; Academic Programs)</b>	Questionnaires (Questions evaluating recruitment efforts or related to these efforts)	Each semester (questions on recruitment are added to all evaluation forms of the CEAPRC)	At the end of the semester for regular courses and at the closing activity of the certificate programs.	Assessment Consultant

## 2. Development & Strengthening of Academic Programs & Academic and Cultural Activities

### **CEAPRC Strategic Goal #2: Development and Strengthening of Academic Programs and Academic and Cultural Activities**

#### **Major Strategies for Goal #2:**

- Strategy 2.1: Develop and Implement New Academic Program Art History and Professions of Puerto Rico and the Caribbean, &/or related areas related to CEAPRC expertise following feasibility studies.
- Strategy 2.2: Strengthen Academic programs through Development and Implementation of Curricular Revisions
- Strategy 2.3: Revise Academic Policies that Significantly Impact Retention
- Strategy 2.4: Develop of Post-Bachelor programs or certifications & Continuous Education
- Strategy 2.5: Recruit and Support of Faculty well-established in their field of knowledge and committed to teaching, scholarship, artistic creation, and research consistently with the Development Plans of New and Existing Academic Programs
- Strategy 2.6: Continue to offer high quality Academic Research & Publications of the CEAPRC
- Strategy 2.7: Increase the Integration of Technology in Academic Programs to Advance Academic Goals and Student Retention
- Strategy 2.8: Continue to be a leader in the offering of Academic and Cultural Activities



- Strategy 2.9: Continuous Implementation of the Learning Assessment Plan, the Assessment of the Effectiveness of Existing Academic Programs, & Regular Meetings to Make Decisions about Academic Programs based on Assessment Outcomes

Strategy 2.1: Development and Implementation of New Academic Program Art History and Professions of Puerto Rico and the Caribbean, &/or related areas related to CEAPRC expertise following feasibility studies.

<b>Major Actions</b>	<b>Accountability</b>	<b>Target Result</b>	<b>Due Date</b>	<b>Implementation Challenges</b>	<b>Assigned Resources</b>
Development an M.A. Program in Art History & Professions of Puerto Rico and the Caribbean	Academic Deanship	Submission of Program to the Puerto Rico Education Council	2014-2015	Address all of the Requirements established by the Puerto Rico Education Council prior to submission  Coordinate a variety of Academic and Administrative Resources (physical space, faculty members, etc.) to effectively serve the needs of the new program	Time by Academic Dean  Development work conducted as part of the NEH Grant related to this topic
Implementation an M.A. Program in Art History & Professions of Puerto Rico and the Caribbean	Academic Deanship	Submission of Program to the Puerto Rico Education Council	2014-2015	Address all of the Requirements established by the Puerto Rico Education Council prior to submission  Coordinate a variety of Academic and Administrative Resources (physical space, faculty	Time by Academic Dean  Development work conducted as part of the NEH Grant related to this topic

				members, etc.) to effectively serve the needs of the new program	
Leveraging the knowledge base of our Faculty members and recruitment of specialized faculty for the development of new Academic Programs following feasibility studies	Academic Deanship	List of potential new programs that leverages specializations of Faculty Members	Study Feasibility of Potential New Programs 2016-18	Active participation from faculty members knowledgeable in the selected topic  Time Allocation for feasibility study by Academic Deanship and Institutional Research	Academic Dean and Faculty Members
Every CEAPRC Office will analyze the impact of the new program on its program and services and will conduct the Administrative Changes that will be necessary for the Effective Implementation of the New Academic Program	All CEAPRC Offices	Changes in Services, Procedures, and Policies needed for the Implementation of the New Program	Immediately following the approval of the Program by the Puerto Rico Education Council	Each office needs to conduct the analysis  Coordination among offices is required	Director of Each CEAPRC Office or Deanship

Strategy 2.2: Strengthening Academic programs through Development and Implementation of Curricular Revisions

<b>Major Actions</b>	<b>Accountability</b>	<b>Target Result</b>	<b>Due Date</b>	<b>Implementation Challenges</b>	<b>Assigned Resources</b>
Major Revision to the Master’s Program in Puerto Rican Studies into a Cultural Studies Program. This degree could offer blocks of elective courses in the study of a variety of cultural expressions such as Puerto Rican and Caribbean Theatre, Music, Popular Art, Diaspora Studies, among other topics.	Academic Deanship	Revised Curriculum Submission and Approval by the Puerto Rico Education Council	2014-2015	Coordinate a variety of Academic and Administrative Resources	Academic Dean and Members of the Curricular Revision Committee
Implement Curricular Revision of the Puerto Rican Studies into the Cultural Studies Program	Academic Deanship	Offering of the Revised Curriculum	2015-2018	Coordinate a variety of Academic and Administrative Resources	Academic Dean and Faculty Members
Review, Revision, and Update of Course Syllabi for existing programs	Academic Deanship and Faculty Members	Updated Syllabi	Continuous	Time Allocation by Faculty	Academic Dean and Faculty Members

Strategy 2.3: Revise Academic Policies that Significantly Impact Student Enrollment, Retention, & Graduation

<b>Major Actions</b>	<b>Accountability</b>	<b>Target Result</b>	<b>Due Date</b>	<b>Implementation Challenges</b>	<b>Assigned Resources</b>
Revise Academic Policies that Significantly Impact Student Enrollment, Retention, & Graduation	Academic Deanship	Revised policies in catalog  Increased enrollment, retention, & graduation rates	2014 2016 2018	Coordination among units	Assigned Personnel and Assigned Committees
Take into consideration potential and current student input when revising curricula, developing new programs, or strengthening current programs	Academic Deanship and Institutional Research	Student Perceptions	Annually	Coordination among units	Academic Deanship and Institutional Researcher

Strategy 2.4: Development of Post-Bachelor Certifications and Continuous Education Activities

<b>Major Actions</b>	<b>Accountability</b>	<b>Target Result</b>	<b>Due Date</b>	<b>Implementation Challenges</b>	<b>Assigned Resources</b>
Study the feasibility and demand for Post-Bachelor (non-degree programs) Certificate programs at the CEAPRC	Academic Deanship and Institutional Research	New Post-Bachelor Certificate programs at the CEAPRC	2014-2015	Time Allocation by Committee members	Establish a Committee
Development of Post-Bachelor Certificate programs with high demand and found to be feasible for the CEA	Academic Deanship	# of new certification programs	2014-2018	Time Allocation for Development by Academic Dean and Faculty Members	Academic Deanship and Faculty Members
Development of Graduate Study Certificate Program for Teachers	Academic Deanship	# of new certification programs	2014-2018	Time Allocation for Development by Academic Dean and Faculty Members	Academic Deanship and Faculty Members
Assessment of the effectiveness of Post-Bachelor Certificate programs	Academic Deanship and Institutional Research	# of students per course/ Income generated by programs/ student perceptions	Every semester or every time the program is offered	Time Allocation for Development by Academic Dean and Faculty Members	Academic Deanship and Faculty Members
Offer short certificate programs that target specific groups (e.g. Tourist Guide Certification - Tourism Company)	Academic Deanship	# of students # of certificate programs Program income	Development 2014	Time Allocation for Development by Academic Dean and Faculty Members	Academic Deanship and Faculty Members

Study the feasibility and demand for Continuous Education programs at the CEAPRC	Academic Deanship and Institutional Research	New Post-Bachelor Certificate programs at the CEAPRC	2014-2015	Time Allocation by Committee members	Establish a Committee
Development and Strengthening of Continuous Education programs with high demand and found to be feasible for the CEA	Academic Deanship and Institutional Research	# of new certification programs	2014-2018	Time Allocation for Development by Academic Dean and Faculty Members	Academic Deanship and Faculty Members
Develop Special Academic Projects that can attract students in the 9-5 schedule to maximize the use of facilities	Academic Deanship	# of Special Projects	2014-2018	Time Allocation for Development by Academic Dean and Faculty Members	Academic Deanship and Faculty Members
Develop Special Academic Projects that can attract external funds to the institution	Academic Deanship and Faculty	# of Special Projects \$ of funds attracted	2014-2018	Time Allocation for Development by Academic Dean and Faculty Members	Academic Deanship and Faculty Members
Assessment of the effectiveness of Post-Bachelor Certificate programs and Continuous Education Programs	Academic Deanship and Institutional Research	# of students per course/ Income generated by programs/ student perceptions	Every semester or every time the program is offered	Continuous culture of assessment Time Allocation for Data Collection and Analysis Coordination with the Institutional Researcher	Academic Deanship

Strategy 2.5: Recruitment, Recognition, and Support of Faculty well-established in their field of knowledge, with Doctoral Degrees and committed to teaching, scholarship, artistic creation and research consistently with the Development Plans of New and Existing Academic Programs

<b>Major Actions</b>	<b>Accountability</b>	<b>Target Result</b>	<b>Due Date</b>	<b>Implementation Challenges</b>	<b>Assigned Resources</b>
Conduct activities for the Recruitment of Faculty well-established in their field of knowledge, who possess a doctoral degree and are committed to teaching, scholarship, artistic creation and research consistently with the Development Plans of New and Existing Academic Programs	Academic Dean	Increase # of Activities  Increase # of students recruited	Continuous	Budgetary Challenges	Faculty Salary, Time for the Chancellor and the Academic Dean to conduct faculty recruitment activities
Offer academic and professional development activities for faculty members and ensure the availability, publicity, and allocation of a Faculty Development and Publication Fund	Office of the Chancellor	Assessment outcomes in faculty perceptions survey	Annually	Budgetary Challenges/ Communicate existence of the fund to faculty members	Funds Budgeted
Develop & Implement a Faculty Recognition Program	Office of the Chancellor and Academic Deanship	Assessment outcomes in faculty perceptions survey	Annually	Time allocation for assigned personnel	Time allocation for assigned personnel

Strengthen communication channels with Faculty by establishing an annual Calendar for regular meetings and activities and by maximizing online communications with faculty	Office of the Chancellor and Academic Deanship	Assessment outcomes in Faculty perceptions survey	Annually	Time Allocation Chancellor, Academic Dean, and Faculty Members	Time Allocation Chancellor, Academic Dean, and Faculty Members
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Strategy 2.6: Continue to offer high quality Academic Research & Publications of the CEAPRC

<b>Major Actions</b>	<b>Accountability</b>	<b>Target Result</b>	<b>Due Date</b>	<b>Implementation Challenges</b>	<b>Assigned Resources</b>
Mentorship for Required Theses and Dissertations	Academic Deanship, Faculty Advisors	# of student theses and dissertations, retention rates, graduation rates	Annually	Follow-up on student progress	Academic Dean and Directors of Thesis and Dissertation Committees
Establish a new Editorial Board and publish new volumes of the CEAPRC Peer-Reviewed Academic Journal: "La Revista del Centro de Estudios Avanzados de Puerto Rico y el Caribe" (and study the possibility of publishing the Journal in an alternative format (on-line or printed)	Academic Dean	New editorial board, new volumes of "La Revista"		Time Allocation by Academic Dean, Editorial Board Members, and Voluntary Peer Reviewers	Time Allocation by Academic Dean, Editorial Board Members, and Voluntary Peer Reviewers
Continue to sponsor the publication of high quality books and educational materials	Office of the Chancellor	# of publications	Annually	Time Allocation by Chancellor Academic Dean, Editorial Board Members, and Voluntary Peer Reviewers	Time Allocation by Chancellor Academic Dean, Editorial Board Members, and Voluntary Peer Reviewers

Encourage Faculty members to seek external funding for their research at the CEAPRC	Office of the Chancellor	Assessment outcomes in faculty perceptions survey	Annually	Faculty time	Special Projects
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Strategy 2.7: Increase the Integration of Technology in Academic Programs to Advance Academic Goals and Student

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
Establish a Plan to Increase the Integration of Technology in Academic Programs	Academic Deanship	Technology Integration Plan	2014-2015	Time Allocation Academic Deanship and Institutional Researcher	Time Allocation Academic Deanship and Institutional Researcher
Establish the 100% Wireless campus	Administrative Deanship	Reliable wireless internet service with strong signal in every classroom	2014-2015	Budgetary Concerns	An examination of technology allocations at the CEAPRC to redirect needed resources to the 100% Campus initiative
Development of On-line Courses by CEAPRC Faculty	Academic Deanship	Increase in the number of on-line and hybrid courses	2014-2015	Time Allocation Academic Deanship and Faculty Members	Committee has been assigned to work on this matter
Increase the Number of Faculty using Edu 2.0	Academic Deanship and Edu 2.0 Committee Members	# of courses using Edu 2.0	Annually	Time Allocation Academic Deanship	Time Allocation Academic Deanship and Institutional Researcher
Technology Workshops and Support for Faculty interested in on-line or hybrid courses and for Personnel who are interested in the technology	Academic Deanship and Edu 2.0 Committee Members (including Library Director)	# of workshops # of persons impacted by workshops	Annually	Dependent on Faculty Interest Identification or Contract with New Faculty may be required for certain courses	Time Allocation from Edu 2.0 Committee Members

Strategy 2.8: Continue to be a leader in the offering of Special non-curricular Academic and Cultural Activities

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
Offer Academic Special, Non-Curricular Academic and Cultural Activities	Academic Deanship	# and types of Non-Curricular Academic and Cultural Activities	Continuous	Time Allocation by Academic Deanship Budgetary Limitations	It has an assigned (yet limited) budget

Strategy 2.9: Continuous Implementation of the Learning Assessment Plan, the Assessment of the Effectiveness of Existing Academic Programs, & Regular Meetings to Make Decisions about Academic Programs based on Assessment Outcomes

<b>Major Actions</b>	<b>Accountability</b>	<b>Target Result</b>	<b>Due Date</b>	<b>Implementation Challenges</b>	<b>Assigned Resources</b>
Revision of the Learning Assessment Plan during development of the new Institutional Effectiveness Assessment Plan	Academic Deanship and Institutional Researcher	Revised Plan as part of the new Institutional Effectiveness Assessment Plan	2014-2015	Time Allocation Academic Deanship and Institutional Researcher	Time Allocation Academic Deanship and Institutional Researcher
Development of On-line version of Learning Assessment Surveys	Academic Deanship and Institutional Researcher	New Online versions of Surveys	2014-2015	Time Allocation Academic Deanship and Institutional Researcher	Time Allocation Academic Deanship and Institutional Researcher
Development of On-line Evaluations of Faculty by Students	Academic Deanship and Institutional Researcher	New Online versions of Surveys	2014-2015	Time Allocation Academic Deanship and Institutional Researcher	Time Allocation Academic Deanship and Institutional Researcher
Implementation of the Learning Assessment Plan	Academic Deanship and Institutional Researcher	Collected Learning Assessment Data through diverse assessment tools & measures	Annually	Time Allocation Academic Deanship and Institutional Researcher	Time Allocation Academic Deanship and Institutional Researcher

**Assessment Plan & Main Assessment Indicators for Goal #2: Development and Strengthening of Academic Programs**

<b>Assessment Indicators</b>	<b>Measurement Methods</b>	<b>Frequency of Measurement</b>	<b>Assessment Calendar</b>	<b>Accountability for collecting &amp; reporting assessment data</b>
<b># of students enrolled in new programs (total , per type of recruitment activity, per academic program, per certificate program)</b>	Frequency counts	Each semester	Beginning of each semester	Office of the Registrar
<b>List and # of New Programs (Certificate Programs and Academic Programs)</b>	Frequency counts and List of Activities	Each semester	Beginning of each semester	Academic Deanship
<b># of New, Approved, and/ or Revised Program Curricula</b>	Frequency counts	Each semester	Beginning of each semester	Academic Deanship
<b>Updated Syllabi</b>	# of new or updated syllabi	Each semester	End of each semester	Academic Deanship
<b>Implementation of the Learning Assessment Plan</b>	Frequency counts	Each semester	Beginning of each semester	Academic Deanship
<b>Total # of theses and dissertations</b>	Frequency counts	Each semester	Beginning of each semester	Academic Deanship
<b>Satisfaction of Faculty with Faculty Recruitment, Development, Compensation, &amp; Support Activities measured through Faculty Perceptions Questionnaires</b>	Questionnaire	Twice during assessment 5 year cycle	2015-2016 FY & 2018	Assessment Consultant

## 3. Student Enrollment & Retention

### CEAPRC Strategic Goal #3: Student Enrollment & Retention

#### Major Strategies for Goal #3:

- Strategy 3.1: Increase Enrollment & Retention Rates through the Development and Implementation of a 5-year Enrollment & Retention Plan
- Strategy 3.2: Increase the Amount of Students Enrolled and Retained in Each Program through innovative initiatives targeted to each area of specialization
- Strategy 3.3: Revise Institutional Policies that Impact Student Retention
- Strategy 3.4: Conduct Co-Curricular Academic & Cultural Activities and Invite Visiting Speakers of Interest to Students
- Strategy 3.5: Provide Proactive Financial Aid Office Orientation and Services
- Strategy 3.6: Continuously Improve Academic Services to Students
- Strategy 3.7: Improve Administrative Services to Students through Human Resource Development and the Formalization of Protocols and Processes
- Strategy 3.8: Assessment of Effectiveness of Student Enrollment and Retention Initiatives

Strategy 3.1: Increase Enrollment & Retention Rates through the Development and Implementation of a 5-year Enrollment & Retention Plan

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
Development of a 5-year Enrollment & Retention Plan (Includes proactive and innovative strategies for reactivation of inactive students, a formal retention protocol, faculty referral for students who are absent 3 or 4 times to the classroom, and to activate the Retention Committee with student representation, follow-up phone calls at the time of registration).	Academic Dean, Academic Advisors, & Retention Committee Members	Increased retention and graduation rates	Development: 2014-2015	Coordination among units	Assigned Personnel and Assigned Committees
Implementation of a 5-year Enrollment & Retention Plan (Includes proactive and innovative strategies for reactivation of inactive students, a formal retention protocol, faculty referral for students who are absent 3 or 4 times to the classroom, and to activate the Retention Committee with student representation, follow-up phone calls at the time of registration).	Academic Dean, Academic Advisors, & Retention Committee Members	Increased retention and graduation rates	Implementation: 2014-2018	Coordination among units	Assigned Personnel and Assigned Committees



Conduct New Student Welcome and Orientation Activities and Semester Meeting with Students at the CEAPRC	Recruitment Office and Academic Deanship	Increased retention & graduation rates	Annually	Coordination among units	Assigned Personnel and Assigned Committees
Change the timing of the Registration Process to conduct it the previous semester	Registrar's Office	Increased # of students enrolled	Each Semester	Coordination among units	Assigned Personnel
Continuously Implement Academic Advising (for example following the model used by the Archeology Advisor), Early Intervention, & Academic Support Activities	Academic Deanship	Increased retention & graduation rates	Annually	Coordination among units	Assigned Personnel and Assigned Committees
Develop and implement initiatives and activities related to advising students on library services, an introduction to the library workshop for students, information on resources, collections, & related activities	Director of the Library	Activities, workshops, or services provided/ Regular assessment of library user satisfaction with services	Annually	To conduct new activities with existing resources	Assigned Personnel

- Strategy 3.2: Increase the Amount of Students Enrolled and Retained in Each Program through innovative initiatives targeted to each area of specialization.

<b>Major Actions</b>	<b>Accountability</b>	<b>Target Result</b>	<b>Due Date</b>	<b>Implementation Challenges</b>	<b>Assigned Resources</b>
Increase the Amount of Students Enrolled and Retained in Each Program through innovative initiatives targeted to each area of specialization	Academic Dean, Academic Advisors, & Retention Committee Members	Increased retention and graduation rates	Development: 2014-2015 Implementation 2014-2018	Coordination among units	Assigned Personnel and Assigned Committees

Strategy 3.3: Revise Institutional Policies that Impact Student Retention

<b>Major Actions</b>	<b>Accountability</b>	<b>Target Result</b>	<b>Due Date</b>	<b>Implementation Challenges</b>	<b>Assigned Resources</b>
Establish a Retention Committee to oversee implementation of the Retention Plan and to Revise Institutional Policies that Impact Student Retention	Academic Deanship	Establishment of Committee (composed of Academic Dean and Academic Advisors, key personnel, and student representation)	2014 and continuous implementation	Time Allocation by Committee Members	Time Allocation by Committee Members
Revise Institutional Policies that Impact Student Retention and edit the Catalog accordingly	Academic Deanship	Revised policies and catalog	Annually	Time Allocation by Committee Members	Time Allocation by Committee Members

Strategy 3.4: Conduct Co-Curricular Academic & Cultural Activities and Invite Visiting Speakers of Interest to Students

<b>Major Actions</b>	<b>Accountability</b>	<b>Target Result</b>	<b>Due Date</b>	<b>Implementation Challenges</b>	<b>Assigned Resources</b>
Establish an annual Calendar for Academic Activities and Visiting Speakers at the CEA	Academic Deanship	Increase in # of Activities. Increase in # of participants at Academic Activities Annual list of Visiting Speakers	Annually	Time Allocation by Assigned Personnel/ Coordinating Event Logistics	Time Allocation by Assigned Personnel/ Coordinating Event Logistics
Implement the annual Calendar for Academic Activities and visiting Speakers at the CEAPRC	Academic Deanship	Increase in # of Activities. Increase in # of participants	Annually	Time Allocation by Assigned Personnel/ Coordinating Event Logistics	Time Allocation by Assigned Personnel/ Coordinating Event Logistics
Establish an annual Calendar of Co-Curricular and Cultural Activities at the CEA	Office of the Chancellor / Administrative Deanship	Increase in # of Activities. Increase in # of participants	Annually	Time Allocation by Assigned Personnel/ Coordinating Event Logistics	Time Allocation by Assigned Personnel/ Coordinating Event Logistics
Implement the annual Calendar of Co-Curricular and Cultural Activities at the CEA	Office of the Chancellor/ Administrative Deanship	Increase in # of Activities. Increase in # of participants	Annually	Time Allocation by Assigned Personnel/ Coordinating Event Logistics	Time Allocation by Assigned Personnel/ Coordinating Event Logistics
Develop appropriate ways of advertising Academic and Co-curricular activities among students using traditional (flyers) and online methods	Activity Organizer	Increased Participation of Students	Annually	Time Allocation by Assigned Personnel	Time Allocation by Assigned Personnel

Strategy 3.5: Provide Proactive Financial Aid Office Orientation and Services

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
Offer scholarships to students, conduct efforts to attain financial aid for our students. Grants, loans, and external funds can make the institution more attractive to students	Financial Aid Office	# of credit hours enrolled by students with financial aid  Increased recruitment and retention	Annually	Coordination among units	Assigned Personnel and Assigned Committees
Proactively provide information to students regarding financial aid opportunities	Financial Aid Office	# of credit hours enrolled by students with financial aid  Increased recruitment and retention	Annually	Coordination among units	Assigned Personnel and Assigned Committees

Strategy 3.6: Continuously Improve Academic Services to Students

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
Continuously Improve Academic Services to Students such as: ensuring faculty availability during office hours, effectiveness of the academic advising process, examine feasibility and preferences for the times in which courses are offered, examine hours of service, satisfaction with other academic services.	Academic Deanship	Increased satisfaction with Academic Services to Students	Annually	Commitment from faculty and non-faculty personnel involved	Assigned Personnel

Strategy 3.7: Improve Administrative Services to Students through Human Resource Development and the Formalization of Protocols and Processes

<b>Major Actions</b>	<b>Accountability</b>	<b>Target Result</b>	<b>Due Date</b>	<b>Implementation Challenges</b>	<b>Assigned Resources</b>
Continuously Improve Administrative Services to Students provided by each Office	Each Office	Increased satisfaction with Administrative Services to Students	Annually	Commitment and protocol adherence from non-faculty personnel involved	Assigned Personnel
Human Resource Training and Development Activities aimed at continuously improving the Administrative Services to Students provided by each office	Administrative Deanship with technical assistance from the Organizational Consultant	Increased satisfaction with Administrative Services to Students	Annually	Commitment and protocol adherence from non-faculty personnel involved	Assigned Personnel

Strategy 3.8: Assessment of Effectiveness of Student Enrollment and Retention Initiatives

<b>Major Actions</b>	<b>Accountability</b>	<b>Target Result</b>	<b>Due Date</b>	<b>Implementation Challenges</b>	<b>Assigned Resources</b>
Implement the plan to assess the effectiveness of retention and student services initiatives	Retention Committee and Institutional Researcher	Assessment Outcomes and Data	Annually	Time Allocation by Assigned Personnel	Time Allocation by Assigned Personnel
Make Decisions based on Results of Assessment Outcomes of Enrollment, Retention, and Quality of Services to Students provided by each office	Retention Committee	Decisions made as a result of Assessment Outcomes	Annually	Time Allocation by Assigned Personnel	Time Allocation by Assigned Personnel



**Assessment Plan & Main Assessment Indicators for Goal #3: Student Retention and Graduation**

<b>Assessment Indicators</b>	<b>Measurement Methods</b>	<b>Frequency of Measurement</b>	<b>Assessment Calendar</b>	<b>Accountability for collecting &amp; reporting assessment data</b>
<b># of students enrolled per semester (total , per type of recruitment activity, per academic program, per certificate program)</b>	Frequency counts	Each semester	Beginning of each semester	Office of the Registrar
<b># of credit hours students enrolled per semester (total &amp; per academic program)</b>	Frequency counts and List of Activities	Each semester	Beginning of each semester	Office of the Registrar
<b>% change in # of enrolled students</b>	Frequency counts	Each semester	Beginning of each semester	Office of the Registrar
<b>% change in # of credit hours of enrolled students</b>	# of new or updated syllabi	Each semester	End of each semester	Office of the Registrar
<b>Retention Rates (total &amp; by cohort in percentages)</b>	Frequency counts	Each semester	Beginning of each semester	Academic Deanship with collaboration from the Office of the Registrar
<b>Graduation Rates (in percentages)</b>	Frequency counts	Each semester	Beginning of each semester	Academic Deanship with collaboration from the Office of the Registrar
<b>Student Perceptions on Quality of Services to Students as measured through Student Survey Questions</b>	Questionnaires + Student Services questions on evaluation forms	Each semester for evaluation forms; 3 times in 5-year cycle for Student surveys (administered electronically)	End of each semester for questions in evaluation forms; Student Questionnaires: three times in the 5-year assessment cycle	Assessment Consultant
<b>Quantity and Types of Student Services</b>	Frequency counts	Each semester	Beginning of each semester	Academic Deanship & Office of Student Affairs

## 4. Strategic Management & Institutional Effectiveness

### CEAPRC Strategic Goal #4: Strategic Management and Institutional Effectiveness

#### Major Strategies for Goal #4:

- Strategy 4.1: Implementation of the New Strategic Plan of the Institution
- Strategy 4.2: Development and Strict Adherence to a 5-year Financial Plan
- Strategy 4.3: Establish an Institutional Development Plan to Attract Funds to the Institution through the Assertive Pursue and Promotion of Special Activities, Special Projects, Grants, Facilities Rental, and Donations to the Institution
- Strategy 4.4: Implementation of the 5-year Infrastructure and Physical Facilities Plan
- Strategy 4.5: Develop and Implement Activities for Human Resource Development and Performance Management for Non-Faculty Personnel
- Strategy 4.6: Ensure continuous compliance with Institutional Licensing, Accreditation, and Administrative Requirements
- Strategy 4.7: Improve Technological Infrastructure and Strategically use Information Systems and Technologies to Advance Organizational Goals
- Strategy 4.8: Development and Implementation of the New Institutional Effectiveness Assessment Plan and Institutional Research Plan of the CEAPRC

Strategy 4.1: Implement the new CEAPRC Strategic Plan

<b>Major Actions</b>	<b>Accountability</b>	<b>Target Result</b>	<b>Due Date</b>	<b>Implementation Challenges</b>	<b>Assigned Resources</b>
Development of the new CEAPRC Strategic Plan	Office of the Chancellor	Plan Developed & Approved	Annually	Time Allocation by Assigned Personnel, Participation from members of the CEAPRC community	Consultant Contracted
Development of the Strategic Budget	Administrative Dean and Accountant with Chancellor's Approval	Strategic Budget Approved by Chancellor	2013-14	Time Allocation by Assigned Personnel	Accountant's Time
Implementation of the new CEAPRC Strategic Plan	Office of the Chancellor & Strategic Management Deanship	Goal Attainment	Annually	Time Allocation by Assigned Personnel, Participation from members of the CEAPRC community	Consultant Contracted
Assessment of the Strategic Indicators of the 4 Goals of the Strategic Plan	Office of the Chancellor & Strategic Management Deanship	Assessments Conducted	Annually	Time Allocation by Assigned Personnel, Participation from CEAPRC members	Consultant Contracted

Strategy 4.2: Development and Strict Adherence to a 5-year Financial Plan

<b>Major Actions</b>	<b>Accountability</b>	<b>Target Result</b>	<b>Due Date</b>	<b>Implementation Challenges</b>	<b>Assigned Resources</b>
Implementation and Strict adherence to the 5-year Financial Plan	Administrative Deanship	Improvement in Financial Indicators	Annually	Time Allocation by Assigned Personnel	Administrative Deanship
Implementation of Assertive Debt Collection Program to collect student and external funds owed to the institution	Administrative Deanship	Increase in Funds Collected	Annually	Time Allocation by Assigned Personnel	Administrative Deanship

Strategy 4.3: Establish an Institutional Development Plan to Attract Funds to the Institution through the Assertive Pursue and Promotion of Special Activities, Special Projects, Grants, Facilities Rental, and Donations to the Institution

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
Development of Special Projects, Capital Campaigns, Institutional Grant Proposals, Location Rentals and Special Activities to attract external funds to the institution	Administrative Deanship	Income from of External Funds	Annually	Time Allocation by Assigned Personnel	Chancellor, Deans, & the Board of Trustees

Strategy 4.4: Implementation of the 5-year Infrastructure and Physical Facilities Plan

<b>Major Actions</b>	<b>Accountability</b>	<b>Target Result</b>	<b>Due Date</b>	<b>Implementation Challenges</b>	<b>Assigned Resources</b>
Development & Implementation of The new Infrastructure Plan	Administrative Deanship	Improvements to Physical Activities	5 year plan	Budgetary Limitations	Administrative Deanship & Infrastructure Budget
Immediate Implementation of Engineer Plan for Physical Facilities Improvements related to Compliance with Governmental Requirements	Administrative Deanship	Improvements to Physical Activities	2014	Budgetary Limitations	Administrative Deanship & Infrastructure Budget

Strategy 4.5: Develop and Implement Activities for Human Resource Development and Performance Management for Non-Faculty Personnel

<b>Major Actions</b>	<b>Accountability</b>	<b>Target Result</b>	<b>Due Date</b>	<b>Implementation Challenges</b>	<b>Assigned Resources</b>
Development & Implementation of a new Human Resources Plan that formalizes new strategies for Personnel Recruitment, Development, Evaluation, & Performance Management.	Office of the Chancellor and Administrative Deanship	New HR Plan	Begin 2014-15	Time Allocation by Consultant and Committee	Administrative Deanship and Management Consultant
Development & Implementation of Human Resources Training and Development	Recruitment & Marketing Officer	# of trained personnel	Annually	Time Allocation by Recruitment Officer	Administrative Deanship and Management Consultant

- Strategy 4.6: Ensure continuous compliance with Institutional Licensing, Accreditation, and Administrative Requirements

<b>Major Actions</b>	<b>Accountability</b>	<b>Target Result</b>	<b>Due Date</b>	<b>Implementation Challenges</b>	<b>Assigned Resources</b>
Renew License of the Puerto Rico Council of Education	Academic Deanship	Submission of Documentation	2013	New Puerto Rico Council of Education Requirements  Compliance by each office	Organizational Consultant & Collaboration from each office
Ensure continuous compliance with Accreditation Requirements of the Middle States Commission on Higher Education	Academic Deanship	Continuous Compliance	5-year plan	Collaboration from each office	Organizational Consultant & Collaboration from each office
Ensure continuous compliance with Institutional Requirements by External Agencies	Administrative Deanship	Continuous Compliance	5-year plan	Compliance by Administrative Deanship	Administrative Deanship



Strategy 4.7: Improve Technological Infrastructure and Strategically use Information Systems and Technologies to Advance Organizational Goals

<b>Major Actions</b>	<b>Accountability</b>	<b>Target Result</b>	<b>Due Date</b>	<b>Implementation Challenges</b>	<b>Assigned Resources</b>
100% Wireless Campus	Administrative Deanship	100% Wireless Access	2-year plan	Budgetary Limitations	Technology Budget from technology fee
Technological Updates to Hardware and Software Used by Students	Administrative Deanship	Updated Hardware and Software	5-year plan	Budgetary Limitations	Technology Budget from technology fee
Update technology as needed to facilitate use of Institutional Data to Make Decisions	Administrative Deanship	Facilitated Access to the COBOL Database and conversion into MS Access Database	5-year plan	Time Allocation by Assigned Personnel/ External Technology Consultants	Time Allocation by Assigned Personnel/ External Technology Consultants
Develop online surveys	Academic Deanship	Online versions of Surveys	2-year plan	Time Allocation by Assigned Personnel/ External Technology Consultants	Time Allocation by Assigned Personnel/ External Technology Consultants
Facilitate electronic online access of Academic Information and Tools to Students at the library and remotely	Administrative Deanship	Facilitated Access to the COBOL Database and conversion into MS Access Database/ Availability of	Continuous	Time Allocation by Assigned Personnel/ External Technology	Time Allocation by Assigned Personnel/ External Technology Consultants

		Database outside of campus		Consultants	
Create administrative electronic forms and reports that facilitate administrative and academic functioning at the CEA	Administrative Deanship	Facilitated Access to the COBOL Database and conversion into MS Access Database	Continuous	Time Allocation by Assigned Personnel/ External Technology Consultants	Time Allocation by Assigned Personnel/ External Technology Consultants

Strategy 4.8: Development and Implementation of the New Institutional Effectiveness Assessment Plan and Institutional Research Plan to inform Decisions

<b>Major Actions</b>	<b>Accountability</b>	<b>Target Result</b>	<b>Due Date</b>	<b>Implementation Challenges</b>	<b>Assigned Resources</b>
Development of the New Institutional Effectiveness Assessment Plan of the CEAPRC	Office of the Chancellor, Academic Deanship, Institutional Researcher	Goal Attainment	Annually	Time Allocation by Recruitment Officer	Consultant Contracted
Development of the New Assessment Tools and Online Surveys for measuring Institutional Effectiveness Assessment as described in the new Assessment Plan of the CEAPRC	Office of the Chancellor, Academic Deanship, Institutional Researcher	Assessments Tools Developed	Annually	Time Allocation by Recruitment Officer	Consultant Contracted
Implementation of the New Institutional Effectiveness Assessment Plan of the CEAPRC	Office of the Chancellor, Academic Deanship, Institutional Researcher	Assessments Conducted	Annually	Time Allocation by Recruitment Officer	Consultant Contracted
Implementation of Calendar for Making Decisions based on Assessment Outcomes	Office of the Chancellor, Academic Deanship, Institutional Researcher	Conduct of Regular Meetings/ List of Actions Taken	Annually	Time Allocation by Recruitment Officer	Consultant Contracted
Establish an annual Calendar for institutional	Academic Deanship and Institutional	Conduct planned	Annually	Time Allocation by Recruitment Officer	Contracting of Consultant

research activities according to the Institutional Effectiveness Plan	Research	research surveys and analyses			
Implement the annual Calendar for institutional research activities according to the Institutional Effectiveness Plan	Academic Deanship and Institutional Research	Conduct planned research surveys and analyses	Annually	Time Allocation by Recruitment Officer	Contracting of Consultant

**Assessment Plan & Main Assessment Indicators for Goal #4: Strategic Management & Institutional Effectiveness**

<b>Assessment Indicators</b>	<b>Measurement Methods</b>	<b>Frequency of Measurement</b>	<b>Assessment Calendar</b>	<b>Accountability for collecting &amp; reporting assessment data</b>
<b>Fiscal Indicators</b>	Financial indicators	Each semester	Beginning of each semester	Administrative Deanship
<b>Balanced Budget</b>	Budget variations	Each year (monthly variation reports to the Chancellor and trimester variation reports to the Board of Trustees)	Monthly report to Chancellor; Trimester Report to Board of Trustees' Finance Committee; Semester and/or Annual Report to Board of Trustees.	Administrative Deanship
<b>Results of Internal and External Audits</b>	Audited Financial Statements & additional audits as required	Annually	Summer	Administrative Deanship
<b>Debt Collections</b>	\$ of debt collected during the FY	Annually	End of FY	Administrative Deanship
<b>External Funds Amounts</b>	External income by source of funding	Annually	End of FY	Administrative Deanship
<b>Implementation of Institutional Effectiveness Assessment Plan</b>	% of implementation	Annually and 5-year total	End of FY	Office of the Chancellor with technical assistance from Assessment Consultant
<b>Institutional Effectiveness Assessment measures per office</b>	% of implementation	Annually and 5-year total	End of FY	Office of the Chancellor with technical assistance from Assessment Consultant

# **STRATEGIC BUDGET**

**(BUDGET ALLOCATED TO REACHING EACH OF THE FOUR  
STRATEGIC GOALS)**

# 3yrs Strategic Plan with Strategic Budget Projected

Amendments / October 2016

Centro de Estudios Avanzados de Puerto Rico y el Caribe

<b>Strategic Budget for Goal #1: Student Recruitment and Marketing</b>			
Strategies Goal #1	2016-17	2017-18	2018-19
7% Recruiter's Time	2367.56625	2367.56625	2367.56625
10% Chancellor's time	5415	5415	5415
	<u>7782.56625</u>	<u>7782.56625</u>	<u>7782.56625</u>
1.2 Assertive Recruitment			
25% Recruiter's Time	8,455.59	8,455.59	8,455.59
5% Chancellor Time	2,707.50	2,707.50	2,707.50
	<u>11,163.09</u>	<u>11,163.09</u>	<u>11,163.09</u>
1.3 Marketing. Preparation of Marketing Recruitment Materials and Campaings			
25% Recruiter's Time	8,455.59	8,455.59	8,455.59
98% Marketing and advertising expenses	24,500.00	27,440.00	27,440.00
	<u>32,955.59</u>	<u>35,895.59</u>	<u>35,895.59</u>
1.4 Continuous Integration of CEAPRC Community in Recruitment Efforts			
2% of Back Office Personnel	9,568.82	9,554.42	9,554.42
1.5 Conduct special recruitment activities at the CEA			
1% of Back Office Personnel	4,784.41	4,777.21	4,777.21
2% of Recruiter's Time	1,352.90	1,352.90	1,352.90
	<u>6,137.31</u>	<u>6,130.11</u>	<u>6,130.11</u>



1.6 Active Participation at Graduate School Fairs, Continuous Education Outreach, and Related Activities 17% of Recruiter's Time	5,749.80	5,749.80	5,749.80
1.7 Increase the number of visits by the Chancellor, the Recruitment Officer, and Faculty Members to schools and colleges, and around Puerto Rico for recruitment activities 17% of Recruiter's Time 2% Chancellor Time	5,749.80 1,083.00 <u>6,832.80</u>	5,749.80 1,083.00 <u>6,832.80</u>	5,749.80 1,083.00 <u>6,832.80</u>
1.8 Marketing and recruitment of students outside of Puerto Rico 2% Of Marketing and advertising expense	500.00	560.00	560.00
1.9 Link Student Recruitment and Retention Strategies	Refer to retention budget Goal 3	Refer to retention budget Goal 3	Refer to retention budget Goal 3
1.10 Asses the effectiveness of Recruitment, Admissions, and Enrollment Efforts at the CEA	See Strategic Mgmt Budget Goal 4	See Strategic Mgmt Budget Goal 4	See Strategic Mgmt Budget Goal 4

<b>Strategic Budget for Goal #2: Development and Strengthening of Academic Programs</b>			
	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>
<b>2.1 Development and Implementation of New Academic Programs in Archeology, Urban Studies, Art, &amp; Art Management or Related Areas</b>			
15% of Academic Dean time	6,480.	6,480.00	6,480.00
Payment to professors assigned to New Program Development and Implementation (3 professors)	7,500.00	7,500.00	7,500.00
	<b>13,980.00</b>	<b>13,980.00</b>	<b>13,980.00</b>
<b>2.2 Strengthening Academic programs through Development and Implementation of Curricular Revisions</b>			
15% of Academic Dean time	6,480.00	6,480.00	6,480.00
10% of Advising Professors time	1,600.00	2,000.00	2,000.00
10% of Library budget	11,548.86	11,548.86	11,548.86
	<b>19,628.86</b>	<b>20,028.86</b>	<b>20,028.86</b>
<b>2.3 Linkage of Strategies for Strengthening Academic Programs to Retention Strategies</b>			
5% of Academic Dean time	2,160.00	2,160.00	2,160.00
5% of Advising Professors time	1,600.00	2,000.00	2,000.00
	<b>3,760.00</b>	<b>4,160.00</b>	<b>4,160.00</b>
<b>2.4 Development of non-degree programs or certifications (based on the cost of recent non-degree programs)</b>			
5% of Academic Dean time	2,160.00	2,160.00	2,160.00

2.5 Continuous Implementation of the Learning assessment Plan, the Assessment of the Effectiveness of Existing Academic Programs, & Regular Meetings to Make Decisions about Academic Programs Based on Assessment Outcomes			
5% of Academic Dean time	2,160.00	2,160.00	2,160.00
10% of Academic Deanship administrative assistant time	2,865.52	2,865.52	2,865.52
10% time of Institutional Research Consultant	2,000.00	2,000.00	2,000.00
	7,025.52	7,025.52	7,025.52
2.6 Recruitment, Recognition and Support of Faculty well-established in their field of knowledge and committed of teaching, scholarship, artistic creation and research consistently with the Development Plans of New and Existing Academic Programs			
Professors	143,287.23	227,996.77	260,040.23
25% Academic Deanship administrative assistant	7,163.79	7,163.79	7,163.79
	150,451.02	235,160.57	267,204.02
2.7 Continue to offer high quality Academic Research & Publications of the CEAPRC			
	88,880.00	56,533.75	57,955.47

<b>Strategic Budget for Goal #3: Retention and Student Services</b>			
<b>Strategies Goal #3</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>
<b>3.1 Implement a 5 year Retention Plan</b>			
80% time of Advising Professors	12,800.00	16,000.00	16,000.00
10% of Academic Dean time	4,320.00	4,320.00	4,320.00
10% of Chancellor Time	5,415.00	5,415.00	5,415.00
	<b>22,535.00</b>	<b>25,735.00</b>	<b>25,735.00</b>
<b>3.2 Revision of Institutional Policies that Impact Student Retention</b>			
10% Library budget	11,548.86	11,548.86	11,548.86
5% Academic Dean Time	2,160.00	2,160.00	2,160.00
	<b>13,708.86</b>	<b>13,708.86</b>	<b>13,708.86</b>
<b>3.3 Academis Activities and Visiting Speakers</b>	<b>500.00</b>	<b>1,000.00</b>	<b>1,000.00</b>
<b>3.4 Co-Curricular Activities</b>	<b>(100.00)</b>	<b>500.00</b>	<b>500.00</b>
<b>3.5 Stimulate Student Participation in Academic and Co-Curricular Activities</b>			
5% Academic Deanship administrative assistant	1,432.76	1,432.76	1,432.76
5% of Recruiter's Time	1,691.12	1,691.12	1,691.12
20% of person assigned to the task	4,467.48	4,467.48	4,467.48
	<b>7,591.35</b>	<b>7,591.35</b>	<b>7,591.35</b>
<b>3.6 Research and Management of Student Financial Aid</b>			
100% time of Financial Aid Person	33,176.48	33,176.48	33,176.48
10% Administrative Dean	4,668.30	4,668.30	4,668.30
5% Chancellor Time	5,415.00	5,415.00	5,415.00
	<b>43,259.78</b>	<b>43,259.78</b>	<b>43,259.78</b>

3.7 Assessment of Effectiveness of Retention and Student Services Initiatives	Refer to Strategic Management Goal 4	Refer to Strategic Management Goal 4	Refer to Strategic Management Goal 4
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<b>Strategic Budget for Goal #4: Strategic Management and Institutional Effectiveness</b>			
Strategies Goal #3	2016-17	2017-18	2018-19
3.1 Implement a 5 year Retention Plan			
80% time of Advising Professors	12,800.00	16,000.00	16,000.00
10% of Academic Dean time	4,320.00	4,320.00	4,320.00
10% of Chancellor Time	5,415.00	5,415.00	5,415.00
	22,535.00	25,735.00	25,735.00
3.2 Revision of Institutional Policies that Impact Student Retention			
10% Library budget	11,548.86	11,548.86	11,548.86
5% Academic Dean Time	2,160.00	2,160.00	2,160.00
	13,708.86	13,708.86	13,708.86
3.3 Academic Activities and Visiting Speakers	500.00	1,000.00	1,000.00
3.4 Co-Curricular Activities	(100.00)	500.00	500.00
3.5 Stimulate Student Participation in Academic and Co-Curricular Activities			
5% Academic Deanship administrative assistant	1,432.76	1,432.76	1,432.76
5% of Recruiter's Time	1,691.12	1,691.12	1,691.12

20% of person assigned to the task	4,467.48	4,467.48	4,467.48
	7,591.35	7,591.35	7,591.35
3.6 Research and Management of Student Financial Aid			
100% time of Financial Aid Person	33,176.48	33,176.48	33,176.48
10% Administrative Dean	4,668.30	4,668.30	4,668.30
5% Chancellor Time	5,415.00	5,415.00	5,415.00
	43,259.78	43,259.78	43,259.78
3.7 Assessment of Effectiveness of Retention and Student Services Initiatives	Refer to Strategic Management Goal 4	Refer to Strategic Management Goal 4	Refer to Strategic Management Goal 4