



Five-Year Strategic Plan with Strategic Budget & Strategic Institutional Effectiveness Assessment Plan

January 2019 to December 2023

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Introduction

Development and Approval of the Five (5) Year Strategic Plan

This five year Strategic Plan was developed during the Fall Semester of 2018. It was continued in 2019 by the Office of the Chancellor and the Office of the Dean of Academic Affairs.

This plan is aligned with the Mission, Vision, goals, and objectives of the Institution. The plan is oriented toward results.

Participation from the CEAPRC Community

Members of the CEAPRC Community participated in the development of the plan through a SWOT Analysis and Strategic Planning focus groups. The focus groups that participated were: office directors, non-faculty staff, faculty members, and students.

Final Approval:

This Strategic Plan was approved by the Board of Trustees on September 23, 2020. A Strategic Plan is an administrative tool which guides an institution and assures that its members work toward achieving the established goals and objectives.

INSTITUTIONAL OVERVIEW

Centro de Estudios Avanzados de Puerto Rico y el Caribe (CEAPRC for its Spanish acronym) is a private, not for profit institution offering Masters' degrees, and two Doctor of Philosophy degrees (Literature and History). The CEAPRC is a non-traditional, 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 a seven-member Board of Trustees, who represent the professional, social, and cultural sectors of the Island.

The Mission of the CEAPRC is to educate its students in the understanding and appreciation of Puerto Rican culture, 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 institutions. This places the CEAPRC among a select group of academic institutions in this hemisphere.

Institutional Leaders

Chancellor: Dr. Clara I. Segarra Román, DBA

Dean of Academic Affairs: Dr. Wanda Marrero, Ph.D.

Dean of Student Affairs= Prof. Clarissa Santiago Toro, MA

President of the Board of Trustees: Dr. Eduardo Rodríguez, MD

INSTITUTIONAL CONTEXT

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

External Context

Postgraduate 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 study by the Puerto Rico Council on Higher Education (now known as the Junta de Instituciones Postsecundarias-JIP) in 2006, concluded that more graduate programs and research are needed in Puerto Rico. To address this need, post-graduate educational institutions have 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 Institution. The goal is 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, new strategies, and firm actions to ensure the institutional financial stability necessary to fulfill its Mission.

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 aggressive decisions. These decision aimed 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, which will facilitate the 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. Other decisions will be permanent and have become part of the CEAPRC strategic management and assessment culture.

An organizational diagnosis and SWOT analysis were conducted in 2019. It demonstrated the strengths, weaknesses, and opportunities, and threats of the Institution. The strengths noted in the SWOT analysis were: (a) faculty prestige, preparation, and commitment, (b) quality of graduate programs and courses, (c) general prestige of the CEAPRC in Puerto Rico and abroad, and (d) the academic rigor of the programs, among others. The weaknesses reflected by the results of the SWOT analysis, were consistent with the findings of the MSCHE Team Visit Report. At the time of the completion of the SWOT Analysis (October 2019), the results demonstrated the need for a revision of the Strategic Plan

and the Institutional Effectiveness Plan of the CEAPRC, a 5-year budget aligned with the Strategic Plan, and a continuous update to the 5-year Recruitment and Marketing plan. These revisions should take into consideration: CEAPRC's culture and tradition, a definition of the new type of student that the institution wants to attract, new recruitment strategies, and new opportunities. The challenges or threats to the CEAPRC are shown in the SWOT analysis as financial aspects and external constraints. However, they are 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: (a) new academic programs (e.g. a Master's of Arts in History) and continuous education programs; (b) the location in a historic building of Old San Juan, and (c) the unique expertise of the professors. These characteristics provide opportunities for special projects; special activities; and unique agreements with the private sector, the public sector, and other educational institutions, particularly from the US that generate opportunities for students and faculty, and visibility for the Institution.

Strategic Context

The CEAPRC conducted a complete SWOT Analysis and developed a new 5 year Strategic Plan. The Strategic Plan includes the CEAPRC Mission and Vision. The CEAPRC Vision serves as a guide for the articulation of the branding process (including the development of logos, slogans, recruitment materials, and communication strategies). All these are used by the Recruitment Officer to develop and implement the recruitment campaigns, organizational positioning, and marketing strategy for the following five years.

CEAPRC 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, and International Relations. 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
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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.

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 CEAPRC's challenges and strengths that will guide the institutional development for the next 5 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 approaches. These new strategic goals and related initiatives are assigned to specific persons 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 goals.

COMPONENTS OF THE PLAN

The 5-year Strategic Plan presents six major goals. In 2019, two more goals were added to the original four as per recommendation of the Board of Trustees. For each of the major goals, the CEAPRC has devised strategies for their attainment. The strategies are operationalized through the implementation of major actions. For each major action, the Plan specifies: the target results, due dates, implementation challenges, and assigned resources.

GOALS OF THE PLAN

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

Strategic Goals

- Goal Number 1: Increase the number of students at the CEAPRC.
 - Goal Number 2: Develop and Strengthen Academic Programs, and Academic and Cultural activities.
 - Goal Number 3: Increase Student Enrollment and Retention with Best Practice Strategies.
 - Goal Number 4: Promote Institutional Effectiveness and Sustainability through Strategic Management.
 - Goal Number 5: Establish collaboration agreements with institutions in Puerto Rico, Latin America, the Caribbean, the United States, Europe, and other countries.
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- Goal Number 6: Develop the infrastructure to conduct online education.

These six strategic goals will guide the development of the CEAPRC for the next 5 years. The advancement of the CEAPRC on the attainment of each of the six goals will be evaluated through diverse methodology presented in the 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 a SWOT Analysis that summarized the strengths, weaknesses, opportunities, and challenges/threats that impact the development of the CEAPRC. 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.

Table 1**Strengths, Weaknesses, Opportunities, Challenges/Threats (SWOT Analysis)**

Strengths	Weaknesses
<ul style="list-style-type: none"> • Prestige and Heritage of the CEAPRC • Quality, expertise, and prestige of faculty members • Location at historic building in Old San Juan • Availability of On-line registration • Future Professional Opportunities afforded to students by obtaining an M.A. or Ph.D. degree from the CEAPRC unique programs. • Satisfaction of students with faculty personnel at the CEAPRC • Commitment from CEAPRC's top leaders, faculty, and personnel • Source of expertise for media outlets on topics related to History, Literature, and Archeology of Puerto Rico and the Caribbean • Increased presence of the CEAPRC in the media 	<ul style="list-style-type: none"> • Recommendations to develop and implement new 5-year Financial, Strategic, Enrollment, and Assessment Plans • Strict adherence from CEAPRC personnel to the 5-year financial plan • Recommendations for staff training and development • Recommendation to conduct electronic assessment of course effectiveness • More students could take advantage of online registration and other technological tools • Recommendation to have a 100% Wireless Campus with strong WIFI Internet signal in the classrooms • Technological updates (hardware & software) • Recommendations for specific improvements related to infrastructure maintenance and classroom mobiliary • Recommendation to develop new academic and post Bachelor programs • Specific recommendations by students and faculty regarding student recruitment and retention strategies
Opportunities	Challenges / Threats
<ul style="list-style-type: none"> • Development of new graduate degree(s) • New student recruitment, enrollment, and retention strategies • Development and strict adherence to a 5-year financial plan • Administrative re-structuring of tasks conducted by each office to better meet the strategic needs of the Institution • Maximize the use and rental of the facilities • Potential for raising external funds • Development of Special Income Generating Projects • Continuous Service Improvements through Personnel Training and Development • Continuous Reinforcement of a Culture of Assessment • Technological Improvements at the CEAPRC 	<ul style="list-style-type: none"> • Economic Factors • 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 • Competition with other universities • Challenges related to parking in the Old San Juan area • Historic building is a strength but its maintenance and historic-building code limitations also present challenges. • Challenging times require the maximum of creativity, financial discipline and effort from all members of the CEAPRC community.

Goals and Strategies

1. Student Recruitment and Marketing:

CEAPRC Strategic Plan Goal #1: Increase the number of students at the CEAPRC.

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 Improved Recruitment and Marketing strategies

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 CEAPRC

Table 2

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

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
Development of the CEAPRC 5-year Recruitment and Marketing Plan	Office of Admission and Recruitment	5-year recruitment plan developed during 2019	Before December 2020	Technological issues	Resources assigned to the Admission Office and Recruitment
Implementation of the CEAPRC 5-year Recruitment and Marketing Plan	Office of Admission and Recruitment	5-year recruitment plan developed during 2019	Due dates and targets each semester	Technological issues	Resources assigned to the Office of Admission and Recruitment

Table 3

Strategy 1.2: Define the New Student Profile

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
Describe the New Student Profile based on assessment results and recruitment targets.	Office of Admission and Recruitment	Profiles of target student populations	Winter 2020	Technological issues	Tasked assigned to Admissions Officer
Elaborate specific recruitment strategies for the target group	Office of Admission and Recruitment	List of strategies for recruitment of target population that will be integrated into the 5-year recruitment plan	Winter 2020	Work already in progress	Tasked assigned to Admissions Officer

Table 4

Strategy 1.3: Increase the number of students each semester, through Improved Recruitment and Marketing Strategies.

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
Revise the Recruitment Strategies	Dean of Students Affairs	List of revised strategies	2019-2020 and annual list of recruitment strategies for the year	Work in process	Admission's Officer
Develop an Annual Calendar of Special Recruitment Activities at the CEAPRC	Dean of Students Affairs	Number of activities to be conducted	Annual List of Planned Activities due by September 1 of each year	Work in process	Admissions Officer/Use and maximization of existing cultural activities and CEAPRC sources
Implement the Annual Calendar of Special Recruitment Activities at the CEAPRC	Dean of Students Affairs	Number of activities to be conducted	Activities conducted throughout the Academic Year	Limited time and resources for activities due to COVID-19 lockdown	Admission's Officer

Table 5

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

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
Study and understand demographic and marketing trends related to CEAPRC areas of study	Admission's Officer	Report on Demographic and Student Recruitment and Marketing Trends related to CEAPRC's areas of study	Annually	Time for conducting tasks by Admissions Officer	Admissions Officer and Institutional Research Experts
Develop and present a unique branding and message of the CEAPRC's Academic Programs consistent with marketing and recruitment goals	Admissions Officer	Revision of Existing marketing materials and development of the new marketing campaign	2019-2020	Time for Admissions Officer	Admission's Officer
Regular Revision of Marketing Campaigns	Admissions Officer	Regular Revision of marketing materials and campaign details	2019-2020 and annually	Time for Admissions Officer	Admission's Officer
Implementation of Communications & Marketing Plan for the CEAPRC	Admissions Officer	Increased presence on media	Annually	Budget Constraints for paid marketing, need to maximize public relations opportunities	Admission's Officer and the Dean of Students Affairs
Maximize the use of technology in the CEAPRC marketing and recruitment efforts	Admissions Officer	Increase presence through online and electronic media	Annually	Technological resources need to be strengthened	Admissions Officer and the Dean of Students Affairs

Table 6

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
<p>Provide training orientations to the CEAPRC staff</p> <p>Provide promotion and application materials to each office</p>	Office of the Chancellor and Office of Admissions	Positive Assessment outcomes on CEAPRC Admissions Survey regarding the role of CEAPRC staff	Annually	<p>Work culture change among staff regarding their role in student recruitment</p> <p>Lockdown due to COVID-19</p>	Admission's Officer
Integration of faculty members from the Academic Dean and each program in the revision of recruitment materials	Office of the Chancellor and Office of Admissions	Updated recruitment and marketing materials that faithfully represent the academic offerings while presenting CEAPRC's unique branding	Annually	<p>Participation of Academic Staff and coordination among units</p> <p>Lockdown due to COVID-19</p>	Admission's Officer

Table 7**Strategy 1.6: Active participation in Undergraduate Studies Fairs, University Visits, and Organizations**

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
Establish an annual Calendar for the Active attendance of CEAPRC representatives at undergraduate school fairs and related activities	Admission's Officer	Increase the number of activities Increase number of students recruited	Annually	Admission's Officer The position is vacant. Task are being done by the Dean of Students Affairs	Admission's Officer Dean of Students Affairs
Implement the annual Calendar for active attendance of CEAPRC representatives at undergraduate studies fairs and related activities	Admission's Officer	Increase the number of Activities. Increase number of students recruited	Each semester	Admission's Officer The position is vacant. Task are being done by the Dean of Students Affairs	Admission's Officer Dean of Students Affairs
Establish & Implement an annual Calendar for Visit to Colleges by the Chancellor, the Admission's Officer, and Faculty Members to colleges, and around Puerto Rico.	Admission's Officer	Increase number of students recruited	Each semester	Admission's Officer The position is vacant. Task are being done by the Dean of Students Affairs	Admissions Officer and the Dean of Students Affairs
Actively participate in peer organizations to collaborate on ideas related to Student Recruitment and University Management	Chancellor and Admission's Officer	Membership and active participation in peer organizations	Each semester	Time to participate in activities and costs related to membership in organizations	CEAPRC's Chancellor, Admission's Officer and the Dean of Students Affairs

Table 8

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

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
Develop special strategies for recruitment for Post-Bachelor (non-degree) programs (e.g. Certifications)	Admission's Officer and the Dean of Students Affairs	Increase number of students in post Bachelor programs Meet minimum enrollment targets for each program	2019-2020	Interdepartmental Collaboration Required (e.g. Academic Dean with Recruitment and Marketing)	Admission's Officer and the Academic Dean
Establish and implement marketing and recruitment strategies of CEA Programs targeting Hispanic Students interested in CEAPRC programs	Admission's Officer and the Dean of Students Affairs	Increase number of students in post Bachelor programs Meet minimum enrollment targets for each program	2019-2020	Interdepartmental Collaboration Required (e.g. Academic Dean, Dean of Students Affairs with Admissions Officer)	Admissions Officer 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 Dean), Dean of Students Affairs, and Admission Officer	Meet minimum enrollment targets for each program	2019-2020	Interdepartmental Collaboration Required with the Dean of Students Affairs	Admissions Officer with the active input of the Academic Dean for information regarding the program and the Dean of the Students Affairs

Table 9

Strategy 1.8: Assess the effectiveness of Recruitment, Admissions, and Marketing Efforts

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
Ensure that recruitment efforts are included in the CEAPRC Strategic Plan and the Strategic Budget	Office of the Chancellor, Dean of Academic Affairs, and the Dean of Students 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, the Dean of Academic Affairs, and the Dean of Students 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 Admissions Officer Providing Data related to recruitment and admissions	Admissions Officer and the Dean of Students Affairs	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

Table 9a

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

Assessment Indicators	Evaluation Methods	Frequency of Evaluation	Assessment Calendar	Accountability for collecting and reporting assessment data
Number of students recruited (total, per type of recruitment activity, per academic program, per certificate program)	Frequency counts	Each semester	Beginning of each semester	Admission's Officer
Number of applicants	Frequency counts	Each semester	Beginning of each semester	Admission's Officer
Number of accepted students	Frequency counts	Each semester	Beginning of each semester	Admission's Officer
Number and list of recruitment activities (total and per type of recruitment activity)	Frequency counts and List of Activities	Each semester	Beginning of each semester	Admission's Officer
Number of leads per recruitment activities	Frequency counts	Each semester	Beginning of each semester	Admission's Officer
Percent change in number of students recruited	Frequency counts	Each semester	Beginning of each semester	Admission's Officer
Percentage change in number of students admitted	Frequency counts	Each semester	Beginning of each semester	Admission's Officer
Amount of free publicity	Frequency counts	Each semester	Beginning of each semester	Admission's Officer
Readership or Viewership of Advertising or Marketing Efforts	Frequency counts	Each semester	Beginning of each semester	Technology Assistant
Assessment Indicators	Evaluation Methods	Frequency of Evaluation	Assessment Calendar	Accountability for collecting & reporting assessment data

Table 9b

Assessment Indicators	Evaluation Methods	Frequency of Evaluation	Assessment Calendar	Accountability for collecting & reporting assessment data
Student Evaluations of Recruitment Efforts (Academic Programs and Certificates)	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.	Dean of Academic Affairs

2. Academic Programs, and Academic and Cultural activities

CEAPRC Strategic Goal #2: Develop and Strengthen Academic Program, and Academic and Cultural Activities

The Major Strategies for Goal #2:

- Strategy 2.1: Conduct needs' studies, develop and implement new academic programs including a Master of Arts in History and design Puerto Rico and the Caribbean.
 - Strategy 2.2: Strengthen Academic programs through the Development and Implementation of Curricular Revisions
 - Strategy 2.3: Revise Academic Policies that Significantly Impact Student Retention
 - Strategy 2.4: Develop of bachelor and postgraduate programs, certifications, and 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 of new and existing academic programs
 - Strategy 2.6: Continue to promote high quality academic research and publications of the CEAPRC
 - Strategy 2.7: Implement 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
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- Strategy 2.9: Continuous Implementation of the Learning Assessment Plan, the Assessment of the Effectiveness of Existing Academic Programs, and Regular Meetings to make decisions about academic programs, based on assessment outcomes
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Table 10 a

Strategy 2.1: Conduct needs' studies, develop and Implement New Academic Programs, including a Master of Arts in History and Design of Puerto Rico and the Caribbean.

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
Development of a Master of Arts in History and Design	Office of the Dean of Academic Affairs	Submit the Program for Administrative and Academic Council for approval	2020-2021	Address all the Requirements established by the Junta de Instituciones Postsecundarias (JIP) prior to submittal to the Administrative and Academic Council Coordinate a variety of Academic and Administrative resources (physical space, faculty members, among others) to effectively serve the needs of the new program	Dean of Academic Affairs Office Development work conducted as part of the NEH Grant related to this topic
Implementation a Master of Art in History of Puerto Rico and the Caribbean	Office of the Dean of Academic Affairs	Submittal of Program to the Junta de Instituciones Postsecundarias (JIP for its Spanish acronym), prior to implementation	2019-2020	Address all the Requirements established by the JIP prior to submittal Coordinate a variety of Academic and Administrative Resources (physical space, faculty members, among other) to effectively serve the needs of the new program	Dean of Academic Affairs Office Development work conducted as part of the NEH Grant related to this topic

Table 10 b

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
Update the knowledge base of Faculty members and recruitment of specialized faculty for the development of new Academic Programs following feasibility studies	Dean of Academic Affairs Office	List of potential faculty members with specializations	Study Feasibility of Potential New Programs 2019-2021	Active participation from faculty members knowledgeable in the selected topic Time Allocation for feasibility study by Academic Dean 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 Junta de Instituciones Postsecundarias (JIP)	Each office needs to conduct the analysis Coordination among offices is required	Director of Each CEAPRC Office

Table 11**Strategy 2.2: Strengthen Academic programs through the Development and Implementation of Curricular Revisions**

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
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.	Dean of Academic Affairs Office	Revised Curriculum Submittal and Approval by the Administrative and Academic Council, prior to submitted to the JIP	2020-2021	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	Dean of Academic Affairs Office	Offering of the Revised Curriculum	2020-2021	Coordinate a variety of Academic and Administrative Resources	Academic Dean and Faculty Members
Review, Revision, and Update of Course Syllabi for existing programs	Dean of Academic Affairs Office and Faculty Members	Updated Syllabi	Continuous	Faculty	Academic Dean and Faculty Members

Table 12

Strategy 2.3: Revise Academic Policies that Significantly Impact Student Retention.

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
Revise Academic Policies that Significantly Impact Student Retention	Dean of Academic Affairs Office	Revised policies in the General catalog Increased enrollment, retention, and graduation rates	2020 - 2021 - 2022	Coordination among units	Assigned staff and Committees
Take into consideration potential and current student input when revising curricula, developing new programs, or strengthening current programs	Dean of Academic Affairs Office and Institutional Research	Student Perceptions	Annually	Coordination among units	Academic Dean and Institutional Researcher

Table 13 a**Strategy 2.4: Development of Post-Bachelor Certifications and Continuous Education Activities**

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
Study the feasibility and demand for PostBachelor (non-degree programs) Certificate programs at the CEAPRC	Dean of Academic Affairs Office	New Post-Bachelor Certificate programs at the CEAPRC	2021-2023	Time Allocation by Committee members	Establish a Committee
Development of PostBachelor Certificate programs with high demand and found to be feasible for the CEA	Dean of Academic Affairs Office	# of new certification programs	2020-2023	Time Allocation for Development by Academic Dean and Faculty Members	Dean of Academic Affairs Office and Faculty Members
Development of Graduate Study Certificate Program for Teachers	Dean of Academic Affairs Office	# of new certification programs	2020-2023	Time Allocation for Development by Academic Dean and Faculty Members	Dean of Academic Affairs Office and Faculty Members
Assessment of the effectiveness of Post Bachelor Certificate programs	Dean of Academic Affairs Office 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	Dean of Academic Affairs Office and Faculty Members

Table 13 b

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
Offer short certificate programs that target specific groups (e.g. Tourist Guide Certification - Tourism Company)	Academic Dean	Number of students # of certificate programs Program income	Development 2021-2023	Time Allocation for Development by Academic Dean and Faculty Members	Academic Dean and Faculty Members
Study the feasibility and demand for Continuous Education programs at the CEAPRC	Academic Dean and Institutional Research	New Post-Bachelor Certificate programs at the CEAPRC	2020-2023	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 Dean and Institutional Research	Number of new certification programs	2020-2023	Time Allocation for Development by Academic Dean and Faculty Members	Academic Dean and Faculty Members
Develop Special Academic Projects that can attract students in the 9-5 schedule to maximize the use of facilities	Academic Dean	Number of Special Projects	2020-2023	Time Allocation for Development by Academic Dean and Faculty Members	Academic Dean and Faculty Members

Table 13 c

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
Develop Special Academic Projects that can attract external funds to the institution	Academic Dean and Faculty	Number of Special Projects of funds attracted	2020-2023	Time Allocation for Development by Academic Dean and Faculty Members	Academic Dean and Faculty Members
Assessment of the effectiveness of Post Bachelor Certificate programs and Continuous Education Programs	Academic Dean 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 Dean

Table 14 a

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

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
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 number of Activities Increase number 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

Table 14 b

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
Develop and Implement a Faculty Recognition Program	Office of the Chancellor and Academic Dean	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 Dean	Assessment outcomes in Faculty perceptions survey	Annually	Time Allocation Chancellor, Academic Dean, and Faculty Members	Time Allocation Chancellor, Academic Dean, and Faculty Members

Table 15**Strategy 2.6: Continue to offer high quality Academic Research and Publications of the CEAPRC**

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
Mentorship for Required Theses and Dissertations	Academic Dean, Faculty Advisors	Number of students 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 (online or printed))	Academic Dean	New editorial board, new volumes of "La Revista"	2021-2023	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	Number 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

Table 16

Strategy 2.7: Increase the Integration of Technology in Academic Programs to Advance Academic Goals and Student Retention

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
Establish a Plan to Increase the Integration of Technology in Academic Programs	Dean of Academic Affairs Office	Technology Integration Plan	2020-2021	Time Allocation Academic Dean of Academic Affairs Office	Time Allocation Dean of Academic Affairs Office
Establish the 100% Wireless campus	Administrator's Office	Reliable wireless internet service with strong signal in every classroom	2020-2021 and continuous	Budgetary Concerns	An examination of technology allocations at the CEAPRC to redirect needed resources to the 100% CEAPRC initiative
Development of On-line Courses by CEAPRC Faculty	Dean of Academic Affairs Office	Increase in the number of online and hybrid courses	2020-2021 and continuous	Time Allocation Dean of Academic Affairs Office and Faculty Members	Committee has been assigned to work on this matter
Increase the Number of Faculty using Edu 2.0	Dean of Academic Affairs Office and Edu 2.0 Committee Members	Number of courses using Edu 2.0	Each semester	Time Allocation Dean of Academic Affairs Office	Time Allocation of the Dean of Academic Affairs Office
Technology Workshops and Support for Faculty interested in on-line or hybrid courses and for staff who are interested in the technology	Dean of Academic Affairs and Edu 2.0 Committee Members (including Library Director)	Number of workshops and persons impacted by workshops		Dependent on Faculty Interest Identification or Contract with New Faculty may be required for certain courses	Time Allocation from Edu 2.0 Committee Members

Table 17

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

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

Table 18

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

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
Revision of the Learning Assessment Plan during development of the new Institutional Effectiveness Assessment Plan	Dean of Academic Affairs Office	Revised Plan as part of the new Institutional Effectiveness Assessment Plan	2020-2021 and continuously thereafter	Time Allocation Academic Dean of Academic Affairs Office	Time Allocation Dean of Academic Affairs Office
Development of On-line version of Learning Assessment Surveys	Dean of Academic Affairs Office	New Online versions of Surveys	2020-2021 and continuously thereafter	Time Allocation Dean of Academic Affairs Office	Time Allocation Dean of Academic Affairs Office
Development of On-line Evaluations of Faculty by Students	Dean of Academic Affairs Office	New Online versions of Surveys	2020-2021 and continuously thereafter	Dean of Academic Affairs Office	Time Allocation Dean of Academic Affairs Office
Implementation of the Learning Assessment Plan	Dean of Academic Affairs Office	Collected Learning Assessment Data through diverse assessment tools and measures	Annually	Dean of Academic Affairs Office	Time Allocation Dean of Academic Affairs Office

Table 19

Assessment Plan and Main Assessment Indicators for Goal #2: Develop and Strengthen Academic Programs, and Academic and Cultural activities.

Assessment Indicators	Evaluation Methods	Frequency of Evaluation	Assessment Calendar	Accountability for collecting & reporting assessment data
Number of students enrolled in new programs (total , per type of recruitment activity, per academic program, per certificate program)	Frequency counts	Each semester	Beginning of each semester	Office of the Registrar
List and number of New Programs (Certificate Programs and Academic Programs)	Frequency counts and List of Activities	Each semester	Beginning of each semester	Dean of Academic Affairs Office
Number of New, Approved, and/ or Revised Program Curricula	Frequency counts	Each semester	Beginning of each semester	Dean of Academic Affairs Office
Updated Syllabi	Number of new or updated syllabi	Each semester	End of each semester	Dean of Academic Affairs Office and faculty
Implementation of the Learning Assessment Plan	Frequency counts	Each semester	Beginning of each semester	Dean of Academic Affairs Office
Total number of theses and dissertations	Frequency counts	Each semester	Beginning of each semester	Dean of Academic Affairs Office
Satisfaction of Faculty with Faculty Recruitment, Development, Compensation, & Support Activities measured through Faculty Perceptions Questionnaires	Questionnaire	Twice during assessment 5 year cycle	Continuously	Dean of Academic Affairs Office

3. Student Enrollment and Retention

CEAPRC Strategic Goal #3: Increase Student Enrollment and Retention with Best Practice Strategies

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 and Cultural Activities and Invite Visiting Speakers of Interest to Students
 - Strategy 3.5: Provide Proactive Financial Aid Office Orientation and Services
 - Strategy 3.6: Improve Academic Services to Students on a continuous basis
 - Strategy 3.7: Improve Administrative Services to Students through Human Resource Development and the Formalization of Protocols and Processes
 - Strategy 3.8: Assess the Effectiveness of Student Enrollment and Retention Initiatives
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Table 20 a

Strategy 3.1: Increase Enrollment & Retention Rates through the Development and Implementation of a 5-year Enrollment and 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).	Dean of Academic Affairs Office, Academic Advisors, and Retention Committee Members	Increased retention and graduation rates	Development: 2019-2020	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, and faculty referral for students who are absent 3 or 4 times to the classroom, and activate the Retention Committee with student representation, follow-up phone calls at the time of registration).	Dean of Academic Affairs Office , Academic Advisors, & Retention Committee Members	Increased retention and graduation rates	Implementation: 2019-2023	Coordination among units	Assigned Personnel and Assigned Committees
Conduct New Student Welcome and Orientation Activities and Semester Meeting with Students at the CEAPRC	Dean of Students Affairs Office	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 number of students enrolled	Each Semester	Coordination among units	Assigned Personnel

Table 20b

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
Continuously Implement Academic Advising (for example following the model used by the Archeology Advisor), Early Intervention, and Academic Support Activities	Dean of Academic Affairs Office	Increased retention and 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, and related activities	Dean of Academic Affairs Office and the 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

Table 21

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

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
Increase the number of Students Enrolled and Retained in Each Program through best practices initiatives targeted to each area of specialization	Dean of Academic Affairs Office, Academic Advisors, and Retention Committee Members	Increased retention and graduation rates	Development: 2019-2020 Implementation 2019-2023	Coordination among units	Assigned Personnel and Assigned Committees

Table 22

Strategy 3.3: Revise Institutional Policies that Impact Student Retention

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
Establish a Retention Committee to oversee implementation of the Retention Plan and to Revise Institutional Policies that Impact Student Retention	Dean of Academic Affairs Office	Establishment of Committee (composed of Dean of Students Affairs and Academic Advisors, key personnel, and student representation)	2019 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	Dean of Academic Affairs Office	Revised policies and General Catalog	Annually	Time Allocation by Committee Members	Time Allocation by Committee Members

Table 23

Strategy 3.4: Conduct Co-Curricular Academic and Cultural Activities, and Invite Visiting Speakers who will encourage students to participate

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
Establish an annual Calendar for Academic Activities and Visiting Speakers at the CEA	Dean of Academic Affairs Office	Increase in number of activities. Increase in number 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	Dean of Academic Affairs Office	Increase in number of activities. Increase in number 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/ Dean of Academic Affairs Office	Increase in number of activities. Increase in number 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/ Dean of Academic and Students Affairs	Increase in number of activities. Increase in number 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 Cocurricular activities among students using traditional (flyers) and online methods	Dean of Academic Affairs Office	Increased Participation of Students	Annually	Time Allocation by Assigned Personnel	Time Allocation by Assigned Personnel

Table 24

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	Office of the Chancellor and the Dean of Academic Affairs 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

Table 25

Strategy 3.6: Continuously Improve Academic Services to Students on a Continuous Basis

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.	Dean of Academic Affairs Office	Increased satisfaction with Academic Services to Students	Annually	Commitment from faculty and involved non-faculty staff	Assigned staff

Table 26

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

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
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 involved non-faculty staff	Assigned staff
Human Resource Training and Development Activities aimed at continuously improving the Administrative Services to Students provided by each office	Administrative Dean with technical assistance from the Organizational Consultant	Increased satisfaction with Administrative Services to Students	Annually	Commitment and protocol adherence from involved non-faculty staff	Assigned staff

Table 27**Strategy 3.8: Assessment of Effectiveness of Student Enrollment and Retention Initiatives**

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
Implement the plan to assess the effectiveness of retention and student services initiatives	Dean of Academic Affairs Office and Retention Committee	Assessment Outcomes and Data	Annually	Time Allocation by assigned staff	Time allocation by assigned staff
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 staff	Time allocation by assigned staff

Table 28

Assessment Plan and Main Assessment Indicators for Goal #3: Increase Enrollment and Student Retention with Best Practice Strategies

Assessment Indicators	Evaluation Methods	Frequency of Evaluation	Assessment Calendar	Accountability for collecting & reporting assessment data
Number of students enrolled per semester (total, per type of recruitment activity, per academic program, per certificate program)	Frequency counts	Each semester	Beginning of each semester	Office of the Registrar
Number of credit hours students enrolled per semester (total & per academic program)	Frequency counts and List of Activities	Each semester	Beginning of each semester	Office of the Registrar
Percentage change in number of enrolled students	Frequency counts	Each semester	Beginning of each semester	Office of the Registrar
Percentage change in number of credit hours of enrolled students	Number of new or updated syllabi	Each semester	End of each semester	Office of the Registrar
Retention Rates (total & by cohort in percentages)	Frequency counts	Each semester	Beginning of each semester	Academic Dean with collaboration from the Office of the Registrar
Graduation Rates (in percentages)	Frequency counts	Each semester	Beginning of each semester	Academic Dean with collaboration from the Office of the Registrar
Student Perceptions on Quality of Services to Students as measured through Student Survey Questions	Questionnaires + Student Services questions on evaluation forms	Each semester for valuation 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
Quantity and Types of Student Services	Frequency counts	Each semester	Beginning of each semester	Academic Dean & Office of Student Affairs

4. Strategic Management and Institutional Effectiveness

CEAPRC Strategic Goal #4: Promote Institutional Effectiveness and Sustainability through Strategic Management

Major Strategies for Goal #4:

- Strategy 4.1: Implement the new CEAPRC Strategic Plan
 - Strategy 4.2: Develop and Adhere 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: Develop and Implement Activities for Human Resource Development and Performance Management for Non-Faculty Staff
 - Strategy 4.5: Ensure continuous compliance with Institutional Licensing, Accreditation, and Administrative Requirements
 - Strategy 4.6: Improve the Technological Infrastructure and Strategically use Information Systems and Technologies to Advance Organizational Goals
 - Strategy 4.7: Revise and Implement the New Institutional Effectiveness Assessment Plan and Institutional Research Plan of the CEAPRC
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Table 29

Strategy 4.1: Implement the new CEAPRC Strategic Plan

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
Development of the new CEAPRC Strategic Plan	Office of the Chancellor and Dean of Academic Affairs Office	Plan Developed and approved by the Board of Trustees	Annually	Time Allocation by Assigned Personnel, Participation from members of the CEAPRC community	Chancellor and Deans
Development of the Strategic Budget	Administrative Dean and Accountant with Chancellor's Approval	Strategic Budget Approved by Chancellor	2020-2021 and annually thereafter	Time Allocation by Assigned Personnel	Accountant
Implementation of the new CEAPRC Strategic Plan	Office of the Chancellor and the Academic Dean	Goal Attainment	Annually	Time allocation by assigned staff, participation from members of the CEAPRC community	Chancellor and Deans
Assessment of the Strategic Indicators of the 4 Goals of the Strategic Plan	Office of the Chancellor and the Academic Dean	Assessments Conducted	Annually	Time allocation by assigned staff participation from CEAPRC members	Chancellor and Deans

Table 30

Strategy 4.2: Develop and Adhere to a 5-year Financial Plan

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
Implementation and Strict adherence to the 5year Financial Plan	Dean of Academic Affairs Office	Improvement in Financial Indicators	Annually	Time allocation by assigned staff	Dean of Academic Affairs Office and Accountant
Implementation of Assertive Debt Collection Program to collect student and external funds owed to the institution	Dean of Students Affairs Office	Increase in Funds Collected	Annually	Time allocation by assigned staff	Dean of Students Affairs Office

Table 31

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.

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	Dean of Administration Office	Income from external funds	Annually	Time allocation by assigned staff	Chancellor, Deans, and the Board of Trustees

Table 32

Strategy 4.4: Develop and Implement Activities for Human Resource Development and Performance Management for Non-Faculty Staff

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
Development and Implementation of a new Human Resources Plan that formalizes new strategies for Personnel Recruitment, Development, Evaluation, and Performance Management.	Office of the Chancellor and the Administrator	New HR Plan	Begin 2021	Time Allocation by Consultant and Committee	Administrator
Development and Implementation of Human Resources Training and Development	Recruitment and Marketing Officer	Number of trained personnel	Annually	Time Allocation by Recruitment Officer	Administrator

Table 33

Strategy 4.5: Ensure continuous compliance with Institutional Licensing, Accreditation, and Administrative Requirements

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
License renewal by the JIP	Dean of Academic Affairs Office	Submission of Documentation	2023	JIP Compliance by each office	Organizational Consultant & Collaboration from each office
Ensure continuous compliance with Accreditation Requirements of the Middle States Commission on Higher Education	Dean of Academic Affairs Office	Continuous Compliance	2020-2021	Collaboration from each office	Organizational Consultant & Collaboration from each office

Table 34

Strategy 4.6: Improve the Technological Infrastructure and Strategically use Information Systems and Technologies to Advance Organizational Goals

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
Updated 100% Wireless Campus	Dean of Academic Affairs Office	Access by the academic continuous affairs community	Continuous	Budgetary Limitations	Technology Budget from technology fee
Technological Updates to Hardware and Software Used by Students	Dean of Academic Affairs Office	Updated Hardware and Software	Continuous	Budgetary Limitations	Technology Budget from technology fee
Develop online surveys	Dean of Academic Affairs Office	Online versions of Surveys	Continuous	Time allocation by assigned staff	Assigned staff
Facilitate electronic online access of Academic Information and Tools to Students at the library and remotely	Dean of Academic Affairs Office	Facilitated access to the database	Continuous	Time allocation by assigned staff	Assigned staff
Create administrative electronic forms and reports that facilitate administrative and academic functioning at the CEA	Administrator	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

Table 35**Strategy 4.7: Revise and Implement the New Institutional Effectiveness Assessment Plan and Institutional Research Plan**

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
Revise the New Institutional Effectiveness Assessment Plan of the CEAPRC	Office of the Chancellor and the Dean of Academic Affairs Office	Goal Attainment	Annually	Time allocation of the Dean of Students Affairs Office	Dean of Academic Affairs Office
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 and The Dean of Academic Affairs Office	Assessment Tools Developed	Annually	Time allocation of the Dean of Students Affairs Office	Dean of Academic Affairs Office
Implementation of the Institutional Effectiveness Assessment Plan of the CEAPRC	Office of the Chancellor and the Dean of Academic Affairs Office	Assessments Conducted	Annually	Dean of Academic Affairs Office	Dean of Academic Affairs Office
Implementation of Calendar for Making Decisions based on Assessment Outcomes	Office of the Chancellor and the Dean of Academic Affairs Office	List of Actions Taken	Annually	Dean of Academic Affairs Office	Dean of Academic Affairs Office
Establish an annual Calendar for institutional research activities according to the Institutional Effectiveness Plan	Dean of Academic Affairs Office	Conduct planned research surveys and analyses	Annually	Dean of Academic Affairs Office	Dean of Academic Affairs Office
Implement the annual Calendar for institutional research activities according to the Institutional Effectiveness Plan	Dean of Academic Affairs Office	Conduct planned research surveys and analyses	Annually	Dean of Academic Affairs Office	Dean of Academic Affairs Office

Table 36

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

Assessment Indicators	Evaluation Methods	Frequency of Evaluations	Assessment Calendar	Accountability for collecting & reporting assessment data
Fiscal Indicators	Financial indicators	Each semester	Beginning of each semester	Administrator
Balanced Budget	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.	Administrator
Results of Internal and External Audits	Audited Financial Statements & additional audits as required	Annually	Summer	Administrator
Debt Collections	\$ of debt collected during the FY	Annually	End of FY	Administrator
External Funds mounts	External income by source of funding	Annually	End of FY	Administrator
Implementation of Institutional Effectiveness Assessment Plan	% of implementation	Annually and 5-year total	End of FY	Office of the Chancellor with technical assistance from Assessment Consultant
Institutional effectiveness Assessment measures per office	% of implementation	Annually and 5-y ear total	End of FY	Office of the Chancellor with technical assistance from Assessment Consultant

5. Collaboration Agreements

CEAPRC Strategy Goal #5: Establish collaboration agreements with institutions in Puerto Rico, Latin America, the Caribbean, the United States, Europe, and other countries

The Major Strategies Goal #5:

Strategy 5.1: Develop the 5-year Collaboration and Agreements Plan

Strategy 5.2: Implement the Collaboration Agreements

Strategy 5.3: Increase the number of collaboration agreement in Puerto Rico, Latin America, the Caribbean, the United States, Europe, and other countries

Strategy 5.4: Promote participation in professional and social activities, which will facilitate access to new collaboration agreements

Table 37

- Strategy 5.1: Develop the 5-year Collaboration and Agreements Plan

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
Develop the collaboration agreement plan.	Chancellor Office and the Dean of Academic Affairs	Plan will be ready by December 2020	December 2020	Time and staff limitation due to COVID-19 lockdown	Chancellor and the Dean of Academic Affairs
Submit the Plan to the Board of Trustees for approval.	Chancellor Office and the Dean of Academic Affairs	Submittal to the Board of Trustees in January 2021	January 2021	Time and staff limitation due to COVID-19 lockdown	Chancellor

Table 38

Strategy 5.2: Implement the Collaboration Agreements Programs

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
Draft a memorandum of understanding	Chancellor and the Dean of Academic Affairs	Prepare the elements that will be included in the agreements	December 2020		Chancellor at the involved institutions Dean of Academic Affairs
Prepare the collaboration agreements to be submitted to the intended institutions	Chancellor and the Dean of Academic Affairs	Send the collaboration agreements to the intended institutions for consensus	January 2021		Chancellor at the involved institutions Dean of Academic Affairs
Sign collaboration agreements with several institutions of higher education	Chancellor	Sign collaboration agreements	January 2021		Chancellor
Make agreements operational	Chancellor Dean of Academic Affairs	Establish the exchange program in areas of interest and benefit to the institutions that are involved in the collaboration	January 2021	Lockdown due to COVID-19 staff limitation A person to coordinate agreements is needed availability of funds and the involved institutions	Chancellor and the Dean of Academic Affairs

Table 39

Strategy 5.3: Increase the number of collaboration agreement in Puerto Rico, Latin America, the Caribbean, the United States, Europe, and other countries

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
Continue the outreach to institutions, for possible collaboration.	Chancellor Dean of Academic Affairs, and the Board of Trustees	Add, at least, 4 or 5 agreements by the due date	December 2022	Allocation of funds for travel	Chancellor and Dean of Academic Affairs of all involved institutions
Develop a Visits Plan for Puerto Rico, Latin America, the Caribbean, the United States, Europe, and other countries.	Chancellor Dean of Academic Affairs	Plan developed and approved	Annually	Coordination with other educational institutions	Chancellor
Implementation of the Visits Plan for Puerto Rico, Latin America, the Caribbean, the United States, Europe, and other countries.	Chancellor	Achieve at least one collaboration agreement annually	Annually	Coordination with other educational institutions	Chancellor

Table 40

Strategy 5.4: Promote participation in professional and social activities, which will facilitate access to new collaboration agreements

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
Participation in professional and social activities in various educational institutions and other agencies	Chancellor, Dean of Academic Affairs Dean of Students Affairs Administrator	Networking to attract institutions to enter in collaboration agreements	Annually	Budget-limitations Travel restrictions due to the COVID-19 lockdown	Chancellor, Dean of Academic Affairs Dean of Students Affairs Administrator

Table 41

Assessment Plan & Main Assessment Indicators for Goal #5: Establish collaboration agreement with institutions in Puerto Rico, Latin America, the Caribbean, the United States, Europe, and other countries

Student Recruitment and Marketing

Assessment Indicators	Evaluation Methods	Frequency of Evaluation	Assessment Calendar	Accountability for collecting & reporting assessment data
Number of signed agreements	At least two agreements for year	Every six months	December 2020	Office of the Chancellor
Number of contacts per intended agreements	At least three intended agreements	Every six months	January 2021	Office of the Chancellor

6. Technology and Online Education

CEAPRC Strategic Plan Goal #6: Develop the infrastructure to conduct online education.

Major Strategies for Goal #6:

- Strategy 6.1: Select one program to begin online education and establish all the process.
 - Strategy 6.2: Provide a strong connectivity for continuous access to high-speed Internet at the CEAPRC.
 - Strategy 6.3: Provide access to mobile devices that connect learners and educators.
 - to the vast resources of the Internet, to facilitate communication and collaboration.
 - Strategy 6.4: Offer a high-quality digital learning content and tools that result in the delivery of meaningful learning experiences.
 - Strategy 6.5: Develops Responsible Use Policies (RUPs) or guidelines, to ensure that the infrastructure is used to support learning.
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Table 42

Strategy 6.1: Select one program to begin online education and establish all the required processes

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
Select a program	Chancellor Dean of Academic Affairs Faculty	Program is selected	November 2020	COVID-19 lockdown	Chancellor Dean of Academic Affairs Faculty
Submit the program to the Board of Trustees	Chancellor Dean of Academic Affairs	Obtain approval from the Board of Trustees	December 2020	None	Chancellor
Submit the application of the program to the JIP	Chancellor Dean of Academic Affairs	Obtain approval from the JIP	January 2021	Time that the JIP takes to process the approval	Chancellor Dean of Academic Affairs
Begin program in the online modality	Chancellor Dean of Academic Affairs Faculty	Program started	August 2021	Technological infrastructure	Dean of Academic Affairs Faculty

Table 43

Strategy 6.2: Provide a strong connectivity for continuous access to high-speed Internet at the CEAPRC.

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
Update the technological infrastructure	Chancellor Dean of Academic Affairs Administrator	Provide a strong technological infrastructure	In progress	Budget restrictions Connectivity issues with poor electronic and electrical infrastructure in Puerto Rico	Chancellor Dean of Academic Affairs Administrator

Table 44

Strategy 6.3: Provide access to mobile devices that connect learners and educators to the resources of the Internet, to facilitate communication and collaboration.

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
Ensure that faculty and students have access to all the portals/links used in the learning process.	The academic community	The entire academic community has access to the needed Internet resources	December 2020	Budget restrictions Staff limitations	Chancellor Deans Administrator Faculty
Digitalize the entire library collection.	Dean of Academic Affairs Director of the Library	All the collection digitalized for easy access by the academic community	December 2020	Staff limitation due to COVID-19 lockdown	Director of Library

Table 45

Strategy 6.4: Offer a high-quality digital learning content and tools that result in the delivery of meaningful learning experience.

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
Ensure that the classes are well planned and goals are set.	Dean of Academic Affairs Faculty	Classes are ready to be imparted	Continuously	None	Faculty and students
Ensure that the strategies are conducive to learning and are demonstrated by modeling.	Faculty	Use of “best practice” strategies like modeling demonstration and mentoring	Continuously	None	Faculty
Use collaborative learning approaches that involves students in active participation	Faculty	Students work in teams	Continuously	None	Faculty students
Expose students to multiple opportunities to encounter, engage, and elaborate on new knowledge and concepts.	Faculty	Use of different strategies and techniques that provokes students to learn	Continuously	None	Faculty and students
Provide formative and summative feedback that redirects or refocuses professor and students’ actions, to align effort and activity with achieving a learning goal.	Faculty	Every student receives formative and summative feedback, including classroom assessment techniques	Continuously	None	Faculty

Table 46

Strategy 6.5: Develop Responsible Use Policies (RUPs) or guidelines, to ensure that the Infrastructure is used to support learning

Major Actions	Accountability	Target Result	Due Date	Implementation Challenges	Assigned Resources
Develop a handbook of acceptable and responsible use policies	Chancellor Dean of Academic Affairs Administrator	Have a responsible use policy that will help govern what students or employees can or cannot do on the organization's Internet connection	February 2021	None	Chancellor Deans Administrator
Ensure that the handbook is available to the academic community	Chancellor Dean of Academic Affairs Dean of Student Affairs	Ensure that the Policy Handbook is distributed electronically to the academic community	March 2021	None	Chancellor Deans

Table 47

Develop the Infrastructure to Conduct Online Education

Assessment Indicators	Evaluation Methods	Frequency of Evaluation	Assessment Calendar	Accountability for collecting & reporting assessment data
Granted by the JIP	Verify the JIP approval	April 2021	April 20221	Dean of Academic Affairs
Start program of International Relations in the Online modality.	Compliance with all requirements to begin the program	As needed	August 2021	Dean of Academic Affairs