

APRIL 10, 2013 DRAFT.

**School of Fine Arts (EAP) Board Work Plan
2013-2015**

Priority area: I. INSTITUTIONAL QUALITY

Strategic Goal: To consolidate our position as a higher education institution by offering effective academic programs supported by a modern *technological infrastructure* and efficient *evaluation standards* that can strengthen the institutional identify and promote the appreciation for the fine arts.

Activities	Responsible parties	Institutional support	Beginning and ending dates	Indicators	Budget
1.1 Implement institutional objectives and review them according to the accrediting agencies' (AA) policies and requirements.	1.1 Board of Directors	1.1 Chancellor's Office, Deanships, External Advisors	1.1 According to accrediting agencies' requirements.	1.1 a. Standards and Periodic Reports required by accrediting agencies. 1.1 b. BD By Laws: Chapter. VIII-Art. 9.A, K. 1.1 c. One meeting per semester.	
1.2 Establish a monitoring and evaluation plan of the planning procedures.	1.2 Permanent Committees				
1.3 Support and facilitate the decision making procedures and the strengthening of the promotion of the EAP as an institution specialized in fine arts in Puerto Rico.	1.3 Board of Directors	1.3 Chancellor's Office, Deanships	1.3 Continuously during the academic year	1.3 Reaching the recruiting goal per academic year (575 students per academic year).	
1.4 Evaluate the Strategic Plan implementation through annual reports.	1.4 Board of Directors (each permanent committee respectively).	1.4 Chancellor's Office, Deanships, Academic Council	1.4 July – August of each year.	1.4 Once finalized each academic year.	
1.5 Collaborate in the accreditation process.	1.5 Board of Directors (each permanent	1.5 Chancellor's Office, Deanships,		1.5 Progress reports presented for that purpose for each EAP sector. Training and preparation (first year);	

	committee respectively).	Academic Council.		Planning, organization and design (second year); Researching and writing the report draft (third year); and final edition and preparation for the visit (fourth year).	

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Priority area: II. INSTITUTIONAL ASSESMENT					
Strategic goal: Optimize the assessment and documentation process for efficiency indicators through the systemization of the <i>Institutional Assessment Plan and the Learning Products Assessment Plan</i> to measure the compliance and development of the institutional programs.					
Activities	Responsible parties	Institutional support	Beginning and ending dates	Indicators	Budget
2.1 Review the EAP Strategic Plan and make the appropriate recommendations.	2.1 Board of Directors	2.1 Chancellor's Office, Deanships, Academic Council	2.1 June of each year.	2.1 Annual progress reports.	
2.2 Monitoring the needs and permanent improvements of the facilities for the EAP and support the administration effort in the funding request.	2.2 President	2.2 Chancellor's Office, Administration Deanship.	2.2 November of each year.	2.2 One meeting before the beginning of every semester.	
2.3 Review the changes submitted by the Academic Council so that they are in accordance with the EAP mission, vision and values.	2.3 Committee of Academic and Faculty Affairs.	2.3 Chancellor's Office, Deanship of Academic Affairs.		2.3 Each time they are submitted.	
2.4 Establish a periodic evaluation procedure of the activities of the person acting as Chancellor.	2.4 Ad Hoc Committee designated by the Presidency and then by the Board		2.4 Every two years.	2.4. a. BD By Laws: Chapter VIII-Art. 9. D. 2.4 .b. Submit the Chancellor's Performance Evaluation Sheet. 2.4.c. Portfolio of achievements	

	of Directors.			according to the Chancellor's Work Plan.	
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2.5 Plan workshops, training for the members of the Board of Directors	2.5 Board of Directors.	2.5 Deanships.	2.5 Annually.	2.5 One per semester.	
2.6 Have periodic meetings with the different EAP sectors (Faculty, Staff, Students)	2.6 President, Board of Directors and/or Permanent Committees.	2.6 Chancellor's Office, Deanships, Academic Council.	2.6 At least one meeting per academic year.	2.6 One per year.	
2.7 Discuss forms and/or different periodic reports with the Researcher .				<p>2.7 The Researcher will create questionnaires and bi-annual reports on comparative statistical data by year:</p> <ul style="list-style-type: none"> • registered students. • sections scheduled by course. • Partial withdrawals. • Total withdrawals. • Alumni opinion survey. <p>2.7 b. The researcher will discuss the requested reports with the Board.</p>	

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Priority area: III. ACADEMIC OFFER

Strategic goal: Keep a competitive and updated academic offer by: recruiting *regular faculty* for the academic programs in proportion to the increase in registration; *review the academic offer*, and the development of a *graduate program through a consortium with other Higher Education institutions*.

Activities	Responsible parties	Institutional support	Beginning and ending dates	Indicators	Budget
3.1 Support the academic program evaluation procedures.	3.1 Committee of Academic and Faculty Affairs.	3.1 Chancellor's Office, Deanship of Academic Affairs, Planning Office, Academic Council.	3.1 Every three years	3.1 Annual statistical report from the Academic Dean.	
3.2 Support the recruitment of competent and academically prepared faculty staff in their specialty area.	3.2 Committee of Academic and Faculty Affairs.	3.2 Chancellor's Office, Deanship of Academic Affairs, Office of Human Resources.	3.2 Every semester	3.2.a. Academic Affairs Dean annual report about the faculty (academic preparation, continuing education courses, publications, exhibits, awards.) 3.2.b. Ad to create a talent bank (print media, Internet).	
3.3 Review the Strategic Plan with the EAP academic community.	3.3 Committee of Academic and Faculty Affairs.	3.2 Chancellor's Office, Deanship of Academic Affairs, Academic Council.		3.3 Every two years.	
3.4 Establish a coordination plan of agreements with other Higher Education institutions for strengthening EAP's academic offer.	3.4 Presidency	3.4 Chancellor's Office		3.4 Two agreements every two years. In Puerto Rico, outside of PR.	
3.5 Encourage academic work by providing faculty tenure, reclassification, salary increase, academic incentives.	3.5 Board of Directors.	3.5 Chancellor's Office, Deanship of Academic	3.5.a. October of each year.	3.5 .a. Professor submits documentation to the Academic Council for permanency, raise in	

		Affairs, Human Resources Office.	3.5.b. November of each year. 3.5.c. December of each year. 3.5.d. March of each year. 3.5.e. May-June of each year.	rank, reclassification, sabbatical). 3.5.b. The Academic Council approves it or rejects it; The Academic Dean recommends it. 3.5.c. The Chancellor submits it in the budget request. 3.5.d. The Board of Directors endorses it. 3.5.e. Budget request to OGP, the Legislature and La Fortaleza. The Board of Directors ratifies it in June of each year.	
3.6 Approve the general education competency assessment plan.	3.6 Board of Directors.	3.6 Deanship of Academic Affairs, Planning Office.	3.6 every semester	3.6 Will be reflected in the syllabus of each course.	
3.7 Support faculty and student participation in art related activities.	3.7 Board of Directors.	3.7 Chancellor's Office, Deanships of Academic and Student Affairs	3.7 When the activity arises.	3.7 Fund assignment so they can participate in the activities.	
3.8 Promote the continuous improvement of the academic programs and teaching support service.	3.8 Committee of Academic and Faculty Affairs.	3.8 Chancellor's Office, Deanship of Academic Affairs.		3.8 Bi-annual report of improvement projects (workshops, conferences, seminars)	
3.9 Promote workshops about copyright and intellectual property	3.9 Committee of Academic and Faculty Affairs	3.9 Deanship of Academic Affairs	3.9 April of each year.	3.9 Do a workshop per year.	



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Priority area: IV. STUDENT AFFAIRS AND REGISTRATION

Strategic goal: Reach a *registration of (575)* students and *reduce the percentage of total and partial withdrawals* by *strengthening student recruiting and retention strategies, automation of procedures, and services* that promote student intellectual and professional development

Activities	Responsible parties	Institutional support	Beginning and ending dates	Indicators	Budget
4.1 Support recruiting efforts.	4.1 BD Student Affairs Committee.	4.1 Deanship of Student Affairs, Admissions Office	4.1 The whole year.	4.1.a. Reach 90 % registration of the projected students to be enrolled in the EAP each academic year. 4.1.b. Publication on the Internet, Publish one annual add in print media, one open house a year, educational institution supplements.	
4.2 Promote the development of cultural and extracurricular activities.	4.2 BD Student Affairs Committee.	4.2 Deanships.	4.2 The whole year.	4.2 Establish a “blog” to announce cultural and extracurricular activities.	
4.3 Support the activation of the AEA-EAP Alumni Association	4.3 Board of Directors.	4.3 Chancellor’s Office, Student Deanship.	4.3 The whole year.	4.3 Establish the AEA-EAP.	
4.4 Approve funding for the students to participate in artistic and educational activities outside of Puerto Rico.	4.4 Board of Directors.	4.4 Chancellor’s Office, Student Deanship.	4.4 When the opportunity arises.	4.4 Evidence of the student list that receive a grant for study travel (Lincoln Center), Biennials, Art Fairs.	
4.5 Establish the student loan program	Student Affairs Committee / Budget, Audit, and Development Committee	Deanship of Student Affairs	4.5 August 2013	4.5 Evidence of the agreement with the appropriate federal agencies.	
4.6 Identify the academic and personal needs of students and develop a mentoring plan to increase the retention and graduation indices.	Student Affairs Committee / Committee of Academic and	Deanship of Academic Affairs/ Deanship of Student Affairs/	4.6 July/August of each year.	4.6.a. The researcher will create a questionnaire to identify the academic and personal needs of the students.	

	Faculty Affairs	Academic Council		4.6.b. The researcher will develop the Mentoring Plan 4.6.c. The Academic Council will discuss and implement the Mentoring Plan (creation of volunteer bank).	

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Priority area: V. ADMINISTRATION AND INFRASTRUCTURE

Strategic goal: Have *adequate physical infrastructure* in terms of square footage and *appropriate facilities* for offering optimal administrative, academic and student services. *Establishing policies and administrative procedures* to guide the administrative effort, and *have the necessary human resources*

to keep the quality of the services.					
Activities	Responsible parties	Institutional support	Beginning and ending dates	Indicators	Budget
5.1 Collaborate with the Chancellor's Office in articulating the planning and budget procedures.	5.1 Budget, Audit, and Development Committee.	5.1 Chancellor's Office, Administration Deanship, Planning and Development Office.	5.1 October –November of each year.	5.1 Planning and development requirements stipulated by the accrediting agencies. 5.2 Budget planning requirements determined by OGP.	
5.2 Approve the budget	5.2 Budget, Audit, and Development Committee.	5.2 Chancellor's Office, Administration Deanship, Planning and Development Office.	5.2 February-March of each year.	5.2 The budget is presented before the Legislature in April of each year.	
5.3 Request a semester report of the facilities maintenance and technology efforts.	5.3 Board of Directors (Ad Hoc Committee).	5.3 Chancellor's Office, Administration Deanship.	5.3 July of each year.	5.3. a. Comply with the requirements of the accrediting agencies and government agencies, such as the Fire Department, etc. 5.3. b. Work Plan and Schedule prepared and delivered by the Dean of Administration.	
5.4 Request By Laws revision calendar.	5.4 Board of Directors (Ad Hoc Committee).	5.4 3 Chancellor's Office, Administration Deanship, Director of Planning.	5.4 August 2013/April 2014.	5.4 OEG Laws of Puerto Rico, State Comptroller, OGP.	
5.5 Constitute a committee to continually revitalize the administrative practices	5.5 Budget, Audit, and Development Committee.	5.5 Chancellor's Office, Administration Deanship.	5.5 Once during the academic year.	5.5 Annual report.	

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Priority area: VI. ORGANIZATIONAL CULTURE

Strategic goal: Keep an organizational culture of excellence, productivity and shared leadership sustained by the values of solidarity, honesty, tolerance and

inclusion, by establishing a motivational program, acknowledgement, training, and recurrent development for EAP employees.					
Activities	Responsible parties	Institutional support	Beginning and ending dates	Indicators	Budget
6.1 Reorganize the School of Fine Arts (EAP) Board of Directors (BD).	6.1 Puerto Rico Institute of Culture (ICP) Board of Directors.	6.1 EAP Board of Directors.	6.1 Every time there is a vacancy.	6.1. a. According to the stipulations of the EAP Board of Directors By Laws, Chapter IV-Article 6; and Law 54 of August 22, 1990, as amended. 1.1. b. The ICP BD ratifies the EAP BD members by recommending members from the ICP BD and/or the EAP BD.	N/A
6.2 Organize the EAP BD Headquarters and records.	6.2 President, Secretary	6.2 Chancellor's Office, Administration Dean	6.2 January, 2013	6.2 Establish the headquarters at the EAP facilities. BD By Laws: Chapter IV- Art. 5.	
6.3 Constitute the permanent work committees that support the Board of Directors (Academic and Faculty Affairs; Budget, Audit and Development; Student Affairs); and Ad Hoc (Accreditations, By Laws, and whichever else is necessary).	6.3 President		6.3 Every two years.	6.3 BD By Laws: Chapter X- Art. 14. A. According to the By Laws and the EAP Enabling Act there will be a new member every two years substituting whoever has finished their term, Chapter VI-Art. 7.	
6.4 Train the Board of Directors members on good administration ethical values.	6.4 President	6.4 EAP Human Resources Office (ORH).	6.4 Continuously (Every two years, as required by the Office of Government Ethics (OEG).	6.4 Every member of a government agency shall receive training from the Office of Government Ethics (OEG) and comply with the legal provisions from the Puerto Rico Office of the Comptroller (OC). BD By Laws: Chapter VII-Art. 8. C. Sabanés-Oxley Act of 2002.	

6.5 Develop a transparent communication procedure between the Board of Directors and the different EAP sectors. (Administration, Faculty, Students).	6.5 President and/or BD members.	6.5 Chancellor's Office, Deanships.	6.5 Continuously (One meeting per academic year with each sector).	6.5 Meetings, Assemblies, written communications, web; BD By Laws: Chapter VIII- Art. 9.L.	
6.6 Establish a self evaluation procedure for the Board of Directors members.	6.6 Board of Directors.	6.6 Board of Directors.	6.6 Continuously.	6.6 BD By Laws: Chapter III-Art. 4; Chapter VI-Art. 7; Chapter VIII-Art. 9. A-O.	
6.7 Support EAP's development and autonomy.	6.7 Board of Directors	6.7 Puerto Rico Legislature, La Fortaleza	6.7 January 2013- April 2014.	6.7 Lobby in favor of an amendment to EAP's Enabling Act for its autonomy and that the nominations for its Board of Directors not depend on the ICP Board of Directors.	

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Priority area: VII. FINANCIAL STRENGTHENING

Strategic goal: Provide the School of Fine Arts with the necessary financial resources for fulfilling its mission by: *augmenting the trust fund, developing fundraising strategies and establishing university companies through strategic alliances and innovative projects with the private sector.*

Activities	Responsible parties	Institutional support	Beginning and ending dates	Indicators	Budget
7.1 Recommend the appointment of a member of the Board who has knowledge in Finances.	7.1 President		7.1 When the term expires for that appointment.	7.1 The approval of that member with knowledge in Finances.	
7.2 Review, recommend and approve the budget prepared by the Administration Deanship to be submitted to the Office of Management and Budget (OGP).	7.2 Budget, Audit and Development Committee	7.2 Planning and Development Office , Deanship of Administrative Affairs	7.2 February -March of each year.	7.2 .a. Decisions of the Board according to law requirements.	
7.3 Approve financial statements from external auditors.	7.3 Budget, Audit and Development Committee.	7.3 Chancellor's Office, EAP Finance Office, External Auditors.	7.3 September - November of each year.	7.3. a. Requirements from the Puerto Rico Commonwealth Treasury Department. 7.3. b. Report from certified External Auditors.	
7.4 Approve a fundraising plan for external funding developed by EAP personnel.	7.4 Budget, Audit and Development Committee. Alumni Association, Friends of the School.	7.4 Chancellor's Office, Planning and Development Office	7.4 .a. August- October 2013. 7.4.b. November – December 2013. 7.4.c. \$25,000 for 2013; \$40,000 for 2014; \$60,000 for 2015.	7.4 .a. Recruitment of personal for the Office of Development. 7.4. b. Activity plan and fundraising schedule for external funding (auctions, dinners, others, annually). 7.4.c. Minimum fundraising of \$125,000.	

				7.4. d. Get sponsors for the Amphitheater, Library, Exhibit Hall, and Design Center.	
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7.5 Actively support the Alumni Association, and Friends of the School (AEAP) in fundraising campaigns for external funding.	7.5 Board of Directors.	7.5 Chancellor's Office, Planning and Development Office.	7.5 August 2013-June 2015.	7.5 Minimum fundraising of \$125,000 for the Trust Fund.	
7.6 Write by laws on the ethical requirements for the Alumni Association and for the Friends of the EAP.	7.6 Board of Directors.	7.6 EAP Legal Advisor.	7.6 December 2013.	7.6 Establishing By Laws for these purposes. Also monitoring, observation and compliance with the applicable legal requirements established by the government of Puerto Rico.	
7.8 Lobby in favor of the EAP so that special provisions are granted regarding tax exemptions to their donors.	7.8 Board of Directors.	7.8 Chancellor's Office, Legislature.	7.8 April 2014.	7.8 Get the EAP included in the tax exemption la won donations.	
7.9 Develop auxiliary businesses to raise funds.	7.9 Board of Directors, Budget, Audit and Development Committee.	7.9 Chancellor's Office, Design Center.	7.9 August 2013-June 2014.	7.9 That the Design Center generates a minimum of \$30,000 a year.	