



College of Business Administration

Strategic Plan

Updated version as of June 30, 2023¹



1. Provide high-quality education and innovation.

1.1. Be the vanguard of education in Puerto Rico.

1.1.1. Update and strengthen academic programs through curriculum reviews and the creation of new courses and programs.

1.1.1.1. Review of all academic programs at least every five years. Main Responsible: Office of Academic Affairs and Office of Graduate Studies and Research.

1.1.1.2. Create new courses and programs (including Continuing Education offers). Main Responsible: Office of Academic Affairs, Office of Graduate Studies and Research, and Office of Continuing Education and Business Services (EDUCON acronym in Spanish).

1.1.1.3. Analyze the alignment of supply, demand, and resources available in academic offerings. Main Responsible: Office of Academic Affairs, Office of Graduate Studies and Research, and the Office of Student Affairs.

1.1.1.4. Perform assessment to improve academic programs and achieve the desired graduate profile. Main Responsible: Office of Accreditation, Assessment and Continuous Improvement, Assessment Committee, and Graduate Committee.

1.1.2. Apply, obtain, and maintain accreditation of academic programs.

1.1.2.1. The number of accreditations in progress, obtained, and maintained. Main Responsible: Office of the Dean, Accreditation Committee, and Office of Accreditation, Assessment, and Continuous Improvement.

1.1.3. Stimulate and recognize the commitment to teaching and the performance of excellence of the teaching staff.

1.1.3.1. The quantity and results of the acknowledgment activities, achievements dissemination, and training carried out annually. Main Responsible: Office of the Dean, Office of Academic Affairs, and Office of Graduate Studies and Research.

1.1.3.2. The number of educational activities carried out by the faculty in addition to their academic load. Main Responsible: Office of Academic Affairs, Office of Graduate Studies and Research, and Faculty.

1.1.3.3. Amount and results of incentives granted to research, publish, obtain certifications in the teaching discipline, and develop proposals

¹ **Legend:** Goal: #, Objective: ##, Activity: ###, Metrics: ####, & #####: Outcomes at June 30, 2023, and responsible unit, person, or project. The outcome areas for the academic year are: Done, Partially Done, and Not Done. The metrics were also Updated or Eliminated; both are strikethrough.

- annually. Main Responsible: Office of Academic Affairs, Office of Graduate Studies and Research, and Faculty.
- 1.1.4. Provide an appropriate and stimulating environment for the teaching-learning process, including spaces dedicated to teaching and research, as well as facilities and support services such as computer centers, amphitheatres, and seminar rooms.
 - 1.1.4.1. The number of students with enriching experiences, such as internships and Co-op. Main Responsible: Office of Academic Affairs, Office of Graduate Studies and Research, and Internship and Coop Program (PIPC, acronym in Spanish).
 - 1.1.4.2. To obtain positive results in the annual evaluation of infrastructure, service schedules, and quantity and relevance of support services and academic spaces. Main Responsible: Office of Administrative Affairs, Office of Students Affairs, Office of Information Systems, and PIPC.
 - 1.1.5. Maintain an updated academic offer through an agile system to create and maintain courses and develop ties with the private, government, and community sectors to know their needs.
 - 1.1.5.1. Conduct a semi-annual evaluation of the mix of face-to-face, hybrid, and online courses, depending on the need. Main Responsible: Office of Student Affairs, the Office of Academic Affairs, and the Office of Graduate Studies and Research.
 - 1.1.5.2. Conduct a semi-annual evaluation of the Continuing Education offer, including courses in non-traditional modalities and schedules (e.g., Saturday or online courses) and certifications. Main Responsible: EDUCON.
 - 1.2. Strengthen research and creative labor.
 - 1.2.1. Support and provide resources to efficiently perform creative and research work with local and international impact.
 - 1.2.1.1. Quantity and production achieved by the credits granted for research. Main Responsible: Office of Graduate Studies and Research.
 - 1.2.2. Increase external funding sources for research and creative work by facilitating the preparation of proposals and requesting funds from the Central Administration, encouraging publications in refereed journals as part of the accreditation processes.
 - 1.2.2.1. Increase the number of proposals submitted and approved. Main Responsible: Office of Graduate Studies and Research.
 - 1.2.2.2. Increase the number of external resources obtained by faculty. Main Responsible: Office of the Dean, Office of Graduate Studies and Research, and the Business Research Center.
 - 1.2.2.3. Offer at least one biannual workshop to facilitate the preparation of proposals. Main Responsible: Business Research Center and EDUCON.

- 1.2.3. Increase the projection and importance of Graduate Studies.
 - 1.2.3.1. Complete review of the graduate program and its curriculum. Main Responsible: Office of Graduate Studies and Research.
 - 1.2.3.2. Increase the number of students enrolled and graduating from the program annually. Main Responsible: Office of Graduate Studies and Research and Office of Students Affairs.
 - 1.2.3.3. Increase the number of assistantships and other financial aid granted to students annually. Main Responsible: Office of the Dean, Office of Students Affairs. And Graduate Studies and Research.
 - 1.2.3.4. Reach an increase in the annual number of research projects completed. Main Responsible: Office of Graduate Studies and Research.
- 1.3. Instill a culture of strategic planning and evaluation.
 - 1.3.1. Keep updated and visible the statistics and institutional data related to the student body.
 - 1.3.1.1. Publications of semi-annual metrics updates on the College of Business Administration (CBA) website. (e.g., tuition, graduation and retention rates, number of applications, admissions, ability in study programs, and minimum IGS required for entry, among others. Main Responsible: Webmaster
 - 1.3.2. Annually review the Strategic Plan by evaluating the environment and the institutional assessment.
 - 1.3.2.1. Update and publication of the Strategic Plan on the CBA website. Main Responsible: Office of the Dean, Planning Committee, and Webmaster.
 - 1.3.3. The financial system allows for the allocation of resources according to the priorities established in the Strategic Plan.
 - 1.3.3.1. Develop a budget aligned with the objectives and priorities of the Strategic Plan. Main Responsible: Office of the Dean and Office of Administrative Affairs.
 - 1.3.4. Implement an Assessment Plan that covers the execution of teaching-learning and administrative processes.
 - 1.3.4.1. We are approaching the level of compliance required by the assessment plans. Main Responsible: Office of Accreditation, Assessment, Continuous Improvement.
 - 1.3.4.2. Revision and publication, annual reviews, and publication of assessment plans and results. Main Responsible: Webmaster, Office of Accreditation, Assessment, and Continuous Improvement.

2. Implement continuous improvement processes at the College of Business Administration's operations.

2.1. Implement agile and effective administrative processes.

2.1.1. Simplify and automate (online) critical internal processes.

2.1.1.1. The number of critical processes, such as academic orientation appointments and course assignments per semester, is simplified based on the number of steps or time involved. Main Responsible: All offices, units, and projects.

2.1.1.2. Measure the level of satisfaction through a survey of the CBA community (teachers, non-teachers, and students) on critical administrative processes. Main Responsible: All offices, centers, and projects.

2.1.2. Facilitate that CBA's teaching and non-teaching staff receive training and have the tools, including technological and educational, to exercise the work and responsibilities entrusted to them effectively.

2.1.2.1. The quantity and results of training and resources dedicated to providing tools to perform the tasks (equipment, scheduled, among others). Main Responsible: Office of Academic Affairs, Office of Administrative Affairs, and Information Systems Office.

2.2. Increase and diversify our income sources.

2.2.1. Conduct income-generating activities such as proposals to the federal government, state government, and private sector, CBA faculty intramural practice, facility rentals, short courses, and solicitation of donations to corporations, foundations, and former students to support the faculty's strategic objectives.

2.2.1.1. Increase CBA's net EDUCON service revenue by 10% per year. Main Responsible: EDUCON.

2.2.2. Establish a Fundraising Committee.

2.2.2.1. To achieve an increase in annual funds for donations and fundraising activities. Main Responsible: Office of the Dean.

2.2.3. Promote and facilitate among graduate students and undergraduates the opportunities for paid experiences such as applying for scholarships from external sources, Internships and Co-op, temporary jobs, and participation in research or service projects.

2.2.3.1. Reach an annual increase in students who benefit from this opportunity. Main Responsible: Office of Student Affairs, PIPC, and Office of the Dean.

2.2.3.2. The number of companies hiring CBA students per year and their level of satisfaction with their performance. Main Responsible: PIPC and UPR Placement Office.

3. Generate a Positive Impact on the Community

3.1. Impact positively on the Puerto Rican community.

3.1.1. To promote the faculty expertise to meet the needs of the Campus and the country by strengthening the existing infrastructure to facilitate the creation, administration, and control of projects.

3.1.1.1. The number of projects for the Campus or the community where students and professors participated in social impact initiatives. Main Responsible: All social impact projects, Office of the Dean, student associations, and faculty.

3.1.1.2. The number of projects, entrepreneurs served by the Business Center, and students doing internships in Small and Medium-Sized Enterprises (SMEs). Main Responsible: Business Research Center and PIPC.

3.1.2. Promote student participation in community projects by providing space for these activities in CBA courses.

3.1.2.1. Number of graduate and undergraduate courses with service-learning projects. Main Responsible: Office of Academic Affairs and Office of Graduate Studies and Research.

3.1.2.2. The number of students participating in internships and Coop Plan. Main Responsible: PIPC.

3.1.2.3. The number of community service activities/projects with student participation. Main Responsible: All social impact projects, Office of the Dean, student associations, and faculty.

3.1.3. Strengthen students, teaching, and non-teaching staff the fundamental values of ethics, justice, and honesty.

3.1.3.1. The number of courses, training, and co-curricular and extracurricular activities addressing or integrating ethics, justice, and honesty. Main Responsible: Office of the Dean, Office of Academic Affairs, Office of Graduate Studies, Student Associations, and Faculty.

3.1.3.2. Assessment of the results that demonstrate students' understanding of ethical, justice, and honesty scenarios. Main Responsible: Office of Accreditation, Assessment, Continuous Improvement, and Faculty.

3.1.4. Promote an entrepreneurial and leadership mentality among our students.

3.1.4.1. The number of courses, training, and co-curricular and extracurricular activities or experiences promoting leadership and entrepreneurial mentality. Main Responsible: Office of the Dean, Office of Academic Affairs, Office of Graduate Studies and Research, Business and Economic Development Center, and Faculty.

3.1.4.2. Assessment of results demonstrates students' understanding of the entrepreneurial mindset and leadership scenarios. Main Responsible: Office of Accreditation, Assessment, Continuous Improvement, and Faculty.

3.2. Strengthen the sense of belonging and pride in the university.

3.2.1. Provide support services and infrastructure of excellence to our students and the university community.

- 3.2.1.1. Student satisfaction survey results regarding different support services. Main Responsible: Office of Student Affairs, Office of Accreditation, Assessment, and Continuous Improvement, and PIPC.
- 3.2.1.2. The level of use of CBA facilities by student associations and other dependencies of the university community. Main Responsible: Office of Administrative Affairs.
- 3.2.2. Encourage student participation in student organizations.
 - 3.2.2.1. The number and proportion of students participating in student organizations. Main Responsible: Office of Students Affairs.
 - 3.2.2.2. The annual number of student associations established or restructured. Main Responsible: Office of Students Affairs.
- 3.2.3. Establish links with graduates, their companies, and communities by promoting their participation as collaborators in academic work.
 - 3.2.3.1. Increase the number of graduates, companies, and community entities participating in advisory bodies, job fairs, conferences, and other extracurricular activities. Main Responsible: Office of the Dean, Office of Academic Affairs, Office of Graduate Studies and Research, Committees, PIPC, projects, faculty, and Student Associations.