College of Business Administration
University of Puerto Rico
Mayagüez Campus

UPDATED STRATEGIC PLANNING WITH 2022—2023 OUTCOMES[1]

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 all academic programs at least every five years.
                1.1.1.1.1. **OUTCOME – PARTIALLY DONE**: During 2022-2023, professors of computerized information systems, marketing, and operations management worked on the undergraduate and graduate curriculum reviews. The Academic Affairs Committee approved the Master of Science in Project Management.
                Main Responsible: Office of Academic Affairs, Office of Graduate Studies and Research, Academic Affairs Committee, and Graduate Committee.
            1.1.1.2. Create new courses and programs (including Continuing Education offers).
                1.1.1.2.1. **OUTCOME - DONE**: Eight (8) courses were created, four modified, and five (5) eliminated. EDUCON also created a new catalog of courses
                https://www.uprm.edu/programaeducon/catalogo/
                Main Responsible: EDUCON.
            1.1.1.3. Analyze the alignment of supply, demand, and resources available in academic offerings.
                1.1.1.3.1. **OUTCOME - DONE**: The Office of Student Affairs evaluated the academic needs of the student body. The Office of the Associate Dean of Academic Affairs found the needed teaching personnel to hire.
                Main Responsible: Office of Academic Affairs, Graduate Studies and Research, and the Office of Student Affairs.
            1.1.1.4. Assess to improve academic programs and achieve the desired graduate profile.

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

1.1.1.4.1. **OUTCOME – PARTIALLY DONE**: Professors, by discipline, work to close their area assessments.
Main Responsible: Office of Academic Affairs, Office of Graduate Studies and Research, Assessment Committee, Graduate Committee, Office of Accreditation, Assessment and Continuous Improvement.

1.1.2. Apply, obtain, and maintain accreditation of academic programs.
1.1.2.1. The number of accreditations in progress, obtained, and maintained.
1.1.2.1.1. **OUTCOME – DONE**: The CBA maintained the ACBSP accreditation and worked on the AACSB iSER. During 2022-2023, we had four accreditation retreats and received the visit of Dr. Robert Scherer, mentor for the AACSB accreditation. We participated in three AACSB meetings.
Main Responsible: Office of the Dean, Office of Academic Affairs, Office of Graduate Studies and Research, Accreditation Committee, Assessment 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.
1.1.3.1.1. **OUTCOME – PARTIALLY DONE**: During the monthly faculty meeting, the Dean acknowledged and disseminated achievements. Other outlets of dissemination are our social media.
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.
1.1.3.2.1. **OUTCOME – DONE**: Based on the teaching load programs and SEDONA, all the faculty carried out extra educational activities such as additional courses, teaching continuing education courses, and participating in professional development training.
Main Responsible: Office of Academic Affairs, Office of Accreditation, Assessment and Continuous Education - SEDONA, and Faculty.
1.1.3.3. Amount and results of incentives granted to research, publish, obtain certifications in the teaching discipline, and develop proposals annually.

1.1.3.3.1. **OUTCOME –DONE**: All semester professors were incentivized to research, publish, and obtain certifications. During 2022-2023, six (25%) tenured or tenure-tracked professors had bought time incentives. Four (17%) tenured or tenure-tracked professors got professional certifications in their teaching disciplines. **Main Responsible:** Office of Academic Affairs, Office of Accreditation, Assessment and Continuous Education - SEDONA, and Faculty.

1.1.4. Provide an appropriate and stimulating environment for the teaching-learning process, including spaces dedicated to teaching and research and facilities and support services such as computer centers, amphitheaters, and seminar rooms.

1.1.4.1. The number of students with enriching experiences, such as internships and Co-op.

1.1.4.1.1. **OUTCOME – PARTIALLY DONE:** We eliminated the expectation of 20% of the student body per year because the number was unrealistic. Assuming we started with 100 students in 2012-2013, by 2022-2023, 743 (75% of total students) had to have an enriching experience. While we can account for the students registered in the internship and Co-ops courses, we do not maintain the data of other experiences by individual students. **Main Responsible:** Office of Academic Affairs, Office of Graduate Studies and Research, and PIPC.

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.

1.1.4.2.1. **OUTCOME – PARTIALLY DONE**: There is no formal annual evaluation. Each administrative and academic unit provides the support services and educational space available. We offered counseling services, mentoring in Accounting and Finance, study areas, and extended hours at the computer center. **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.

1.1.5.1.1. **OUTCOME –DONE**: The Offices of Student Affairs and Academic Affairs have a semester and summer

procedure to evaluate the courses needed for the next academic period.
Main Responsible: Office of Student Affairs and the Office of Academic Affairs.

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.

1.1.5.2.1. **OUTCOME –DONE**: Units present a mid-year and a yearly report. In the case of EDUCON, it includes the courses given.
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.

1.2.1.1.1. **OUTCOME – DONE**: No faculty asked for credits paid by the CBA for research. Dr. Leila Marcano Nieves has three credits paid by the Chancellor's office. She finished a paper, sent it to a tier-one journal for publication, prepared a service/research proposal, and obtained the *Capital Semilla* grant.
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.

1.2.2.1.1. **OUTCOME – DONE**: An increase of 10% per year is not realistic, especially without indicating the quality or financial amount of the proposals. Six (25%) tenured or tenure-tracked faculty participate in sponsored research.
Main Responsible: Office of Graduate Studies and Research and the Business Research Center.

1.2.2.2. Increase the number of external resources obtained by faculty.

1.2.2.2.1. **OUTCOME – DONE**: An increase of 10% per year is not realistic, especially without indicating the quality or financial amount of the proposals. Eight (33%) tenured or tenure-tracked faculty bring external resources in grants and donations.
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.

    1.2.2.3.1. **OUTCOME – DONE**: Every semester, EDUCON has at least one course on the topic that CBA personnel can take free of charge. Also, the UPRM Professional Enrichment Center provides a shorter version each semester.

    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.

        1.2.3.1.1. **OUTCOME – PARTIALLY DONE:** Graduate program curriculum review approval was on 2021-2022. Still, human resources, marketing, and operations management need improvements. Marketing professors started working on restarting the MBA in marketing. The Office of Graduate Studies and Research is working on the required documentation to resume the MBA in marketing. Changes to the name of and code of operations management courses. Operation management courses started working on changing the focus to Supply Chain Management.

        Main Responsible: Office of Graduate Studies and Research, Graduate Committee, and Faculty.

    1.2.3.2. Increase the number of students enrolled and graduating from the program annually.

        1.2.3.2.1. **OUTCOME – DONE:** An increase of 10% per year is not realistic, mainly for two different areas (enrollment and graduation). In the last ten years, the enrolment of new students has decreased. We expect that the new curriculum will help change the trend. On a positive note, we have 17 new graduate students in 2023-2024, an increase of five (5) new students from the previous year. Since the creation of the Capstone course in 2019, graduation rates have increased, including the graduation of students who had previously left the program. In 2022-2023, 18 students graduated, an increase from 12 in 2021-2022.

        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.

        1.2.3.3.1. **OUTCOME – DONE**: MBA students have more financial aid than students applying from our program. In 2022-2023, CBA had 18 graduate assistantships and 15 part-time payroll students. They were paid by

the general fund (six assistantships for BRC and PIPC, and a part-time payroll student for PIPC), by EDUCON income (one assistantship and summer part-time payroll students), and by sponsored programs budgets (ten assistantships and ten part-time payroll students in CNDE, Área-E, NPO-SIED, and CRECEN).
Main Responsible: Office of the Dean, Office of Graduate Studies and Research, the Business Research Center, EDUCON, and CBA-sponsored projects.

1.2.3.4. Reach an increase in the annual number of research projects completed.

1.2.3.4.1. **OUTCOME – DONE**: An increase of 10% annually is unrealistic. Before the Capstone course, less than 10% of the students completed their research projects. In 2021-2022, none completed their research project or thesis. This academic year, one student completed her thesis.
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).

1.3.1.1.1. **OUTCOME – DONE**: The CBA website publishes the student metrics on the landing page https://www.uprm.edu/adem/ and the statistical data page https://www.uprm.edu/adem/estadisticas-adem/. Other statistical and institutional data are available at OPIMI.
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.

1.3.2.1.1. **OUTCOME – DONE**: At the January 2023 faculty meeting, the Dean started presenting the status of the strategic plan and its changes. This is the first and only update of the strategic plan. The Updated Strategic Plan and Annual Reports are published on the CBA website https://www.uprm.edu/adem/mision-vision-y-cultura/

Main Responsible: Office of the Dean, Planning Committee, and Webmaster.

1.3.3. The financial system allows for allocating 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.

        1.3.3.1.1. **OUTCOME – DONE**: The general account budget was partially aligned with the objectives and priorities of the strategic plan. There was no separate budget for the deanships in the last two years. Starting 2023-2024, CBA has again a budget from the general fund. Some of the objectives not paid for by the general account funds were covered by our external funds.
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.

        1.3.4.1.1. **OUTCOME – PARTIALLY DONE**: Not all areas obtained the level of required compliance. Also, the only operation assessed was PIPC. It receives the necessary level of compliance and satisfaction.
Main Responsible: Office of Accreditation, Assessment, Continuous Improvement, and PIPC.

    1.3.4.2. Revision and publication, annual reviews, and publication of assessment plans and results.

        1.3.4.2.1. **OUTCOME – DONE**: Changes to the assessment plans and publications were published on the CBA website https://www.uprm.edu/adem/acreditacion-y-avaluo/.
Main Responsible: Webmaster, Office of Accreditation, Assessment, and Continuous Improvement, Assessment Committee, Graduate Committee, Office of Academic Affairs, Office of Graduate Studies and Research, and Faculty.

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.

                2.1.1.1.1. **OUTCOME – DONE**: More than ten critical processes were simplified:

2.1.1.1.1.1. **PIPC:** (1) Use Calendly to improve the process of providing in-person services, such as interview preparation. (2) Change the final report to a form to facilitate grading and comparison for assessment report writing.

2.1.1.1.1.2. **BEDC:** Simplification of operational processes led by an industrial engineering professor and her students.

2.1.1.1.1.3. **Assessment:** Decrease the number of courses and activities done for the MBA Assessment.

2.1.1.1.1.4. **Office of Academic Affairs:** (1) Develop Excel tables with up-to-date information on professors, curriculum changes, and professors' work plans to facilitate reports and decision-making. (2) Redesign the start-of-semester form for professors to obtain the required information for the UPRM work plan.

2.1.1.1.1.5. **Office of the Dean:** Creation of spreadsheets to facilitate reports and decision-making: (1) grants and donations, (2) CBA in the news, and (3) social impact activities. (4) Creation of email actividades.adem@uprm.edu and process to facilitate the communication of activities and minimize double bookings.

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.

2.1.1.2.1. **OUTCOME – PARTIALLY DONE**: The CBA does not have surveys for all critical administrative processes. The offices, centers, or projects with surveys for their main stakeholders are the Office of Student Affairs, PIPC, BEDC, VITA, and CRECEN. For example, PIPC surveys students on the final report of their internship or co-op courses and the companies after the job fair.

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).

2.1.2.1.1. **OUTCOME – DONE**: The UPRM has diverse offices that provide training and tools. Some are virtual, and others are face-to-face. The main offices are the

Center of Information Technology (CTI acronym in Spanish) and the Professional Development Office (CEP acronym in Spanish). At the CBA level, we provide in-person and virtual training in using technology in our classrooms[2]; and pay for in-house[3] or external training. The Centers and projects all have constant training for their personnel.

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.

            2.2.1.1.1. **OUTCOME**: **DONE**: 2022-2023 revenue was $109,251, an increase of $11,441 (11.7%) from the previous year.

            2.2.1.1.2. **Main Responsible**: EDUCON.

    2.2.2. Establish a Fundraising Committee.

        2.2.2.1. To reach an increase in annual funds for donations and fundraising activities.

            2.2.2.1.1. **OUTCOME – PARTIALLY DONE**: Although there is no Fundraising Committee, we increased the annual funds from donations. This was mainly due to fundraising efforts for Fiona-related projects, Job fair projects, and VITA U Conference.

                    Main Responsible: Office of the Dean, Office of Administrative Affairs, and Faculty.

    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.

            2.2.3.1.1. **OUTCOME – PARTIALLY DONE**: The only opportunity for which we have a complete record is PIPC. We promote diverse opportunities by email and social media, but do not always know whether they reach our students. If we find that information, we share it on social media, Faculty meetings, and reports.

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[2] Example of video https://www.youtube.com/watch?v=S4iMLmIRS5Q

[3] Example: EDUCON's Introduction to WordPress course

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.

    2.2.3.2.1. **OUTCOME – PARTIALLY DONE**: The only information on satisfaction is provided by the employers participating in PIPC. We do not know the level of hiring or satisfaction with regular employees. Suppose we assume the number of companies participating in job fairs indicates job satisfaction of employees hired. In that case, we conclude that it is high since, during 2022-2023, we had the most prominent job fairs with 39 organizations in the Fall of 2023 and 37 in the Spring of 2023. Usually, the Fall job fair had 20 to 30 employees, and the Spring had less than 20 employers.
Main Responsible: PIPC and UPR Colocaciones.

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.

            3.1.1.1.1. **OUTCOME – DONE**: Approximately over 50 projects. All student associations have social impact projects besides the regular social impact projects at the CNDE, Área-E, Capital Semilla, Innova, NPO-SIED, EDUCON, CRECEN, VITA, I Corps, and Student Money Solutions. Other social impact initiatives are projects in courses to help small and medium-sized enterprises (SMEs) and the RUM. We continue with the course New Venture Design, which promotes innovation. One of the most significant projects was marketing The Justas 2023 and promoting the collegiate spirit. We also created diverse initiatives to help before and after Hurricane Fiona, for example, CBA laundry.
Main Responsible: All social impact projects, EDUCON, Office of the Dean, student associations, CADEM, 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).

3.1.1.2.1. **OUTCOME – DONE**: Nine (9) regular social impact projects impact SMEs at the CNDE, Área-E, Capital Semilla, Innova, NPO-SIED, I Corps, EDUCON, CRECEN, and VITA. During 2022-2023, 29 students (45% of total participants) did internships in SMEs.
Main Responsible: Office of the Dean and Office of Administrative Affairs.

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

3.1.2.1.1. **OUTCOME – DONE**: While we do not have the exact number in each discipline, there are at least service-learning projects. Marketing, project management, and entrepreneurship are the areas with more projects. During 2022-2023, Dr. Edgar Soto's capstone students worked first on evaluating the strategic bases of CBA and, in the second semester, on the Justas 2023 and campus spirit campaigns.
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.

3.1.2.2.1. **OUTCOME – DONE**: Sixty-five students participated in the internship and Coop Plan program.
Main Responsible: PIPC.

3.1.2.3. The number of community service activities/projects with student participation.

3.1.2.3.1. **OUTCOME – DONE**: Although we do not have the exact number of service activities/projects with student participation, we have student participation in all nine (9) regular social impact projects impact SMEs at the CNDE, Área-E, Capital Semilla, Innova, NPO-SIED, I Corps, EDUCON, CRECEN, and VITA. Other activities and projects are done as part of courses, as in the case of Dr. Mari Luz Zapata's New Venture Design course. Also, each student association and CADEM did community service activities and projects.
Main Responsible: All social impact projects, EDUCON, Office of the Dean, student associations, CADEM, 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.

- 3.1.3.1.1. **OUTCOME – DONE**: While we did not have the exact number, we had courses, training, and activities. The topics are covered in core courses and courses in all disciplines. One example is the course ADMI3009 – Introduction to Business, Management, and Ethics. Yearly, multiple training courses include our values. An example of extracurricular activities was Dr. Yolanda Ruiz, who accompanied a group of finance students to participate in the CFA Ethics Challenge. In this competition, they obtained first and third place.
  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.
  - 3.1.3.2.1. **OUTCOME – PARTIALLY DONE**: The results of the assessments show that in some areas, we must focus more on topics and scenarios.
    Main Responsible: Assessment Committee, Graduate Committee, 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.
    - 3.1.4.1.1. **OUTCOME – DONE**: While we did not have the exact number, we had courses, training, and activities. The topics are covered in core courses and the entrepreneurship minor. The CNDE every month has training and extracurricular activities. They publish *La Revista – eShip* focused on entrepreneurship. Also, student associations do activities and training on the topics.
      Main Responsible: Office of the Dean, Office of Academic Affairs, Office of Graduate Studies and Research, CNDE, Student Associations, and Faculty.
  - 3.1.4.2. Assessment of results demonstrates students' understanding of the entrepreneurial mindset and leadership scenarios.
    - 3.1.4.2.1. **OUTCOME - PARTIALLY DONE:** The results of the assessments show that in some areas, we must focus more on topics and scenarios.
      Main Responsible: Assessment Committee, Graduate Committee, 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.

  3.2.1.1.1. **OUTCOME – PARTIALLY DONE**: On the PIPC final report, all students indicated that they were very satisfied with the services provided by PIPC (Professor Dr. María Amador-Dumois and her two graduate assistants).
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.

  3.2.1.2.1. **OUTCOME – DONE**: One of the main problems of the CBA is that everyone wants to use our facilities during non-business hours. Even with the lack of maintenance and cleaning personnel, our facilities are used by our personnel, professors, students, associations, and the internal and external community. Examples of activities during the weekend are the Lions Club of the Western Region, Math Olympics, and Boy Scouts. To facilitate its use and prevent the problem of overbooking, Mrs. Gloria Medina, secretary of the Dean, created the UPRM account actividades.adem@uprm.edu, the instructions, and the calendar link https://calendar.google.com/calendar/embed?src=actividades.adem%40uprm.edu&ctz=America%2FPuerto_Rico
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.

  3.2.2.1.1. **OUTCOME – DONE**: Every semester, we had the CBA Association Fair. Over 200 CBA students are part of our seven student associations.
Main Responsible: Office of Students Affairs.

 3.2.2.2. The annual number of student associations established or restructured.

  3.2.2.2.1. **OUTCOME – DONE**: During 2022-2023, the CBA had seven student associations and the CADEM.
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.

    3.2.3.1.1. **OUTCOME – PARTIALLY DONE**: We eliminated the percentage because it is unrealistic and refers to multiple variables. We only have part of the data to answer the metric. During 2022-2023, we received donations and had job fair participants, members of advisory boards, and other extracurricular activities from alumni, companies, and the community.
Main Responsible: Office of the Dean, Office of Academic Affairs, Office of Graduate Studies and Research, Committees, PIPC, projects, Faculty, and Student Associations.