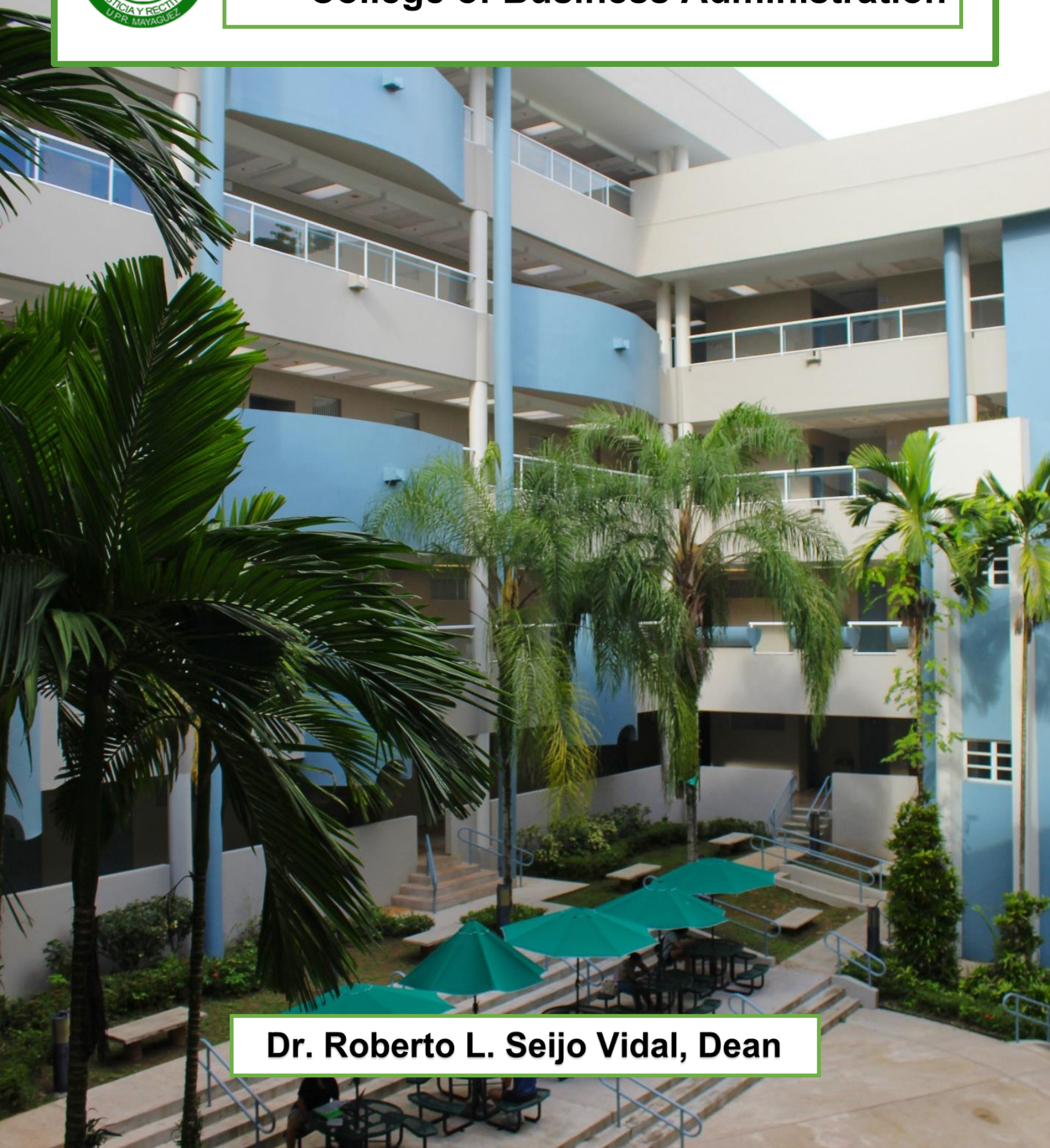




2024-2025 Annual Report

College of Business Administration



Dr. Roberto L. Seijo Vidal, Dean

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I. General Information of the Dean's Office and Associated Units

1. Mission and Vision

1. Mission and Vision of the Dean's Office

The College of Business Administration (CBA) has a horizontal structure as it does not have administrative departments for its academic programs. The Dean is Dr. Roberto L. Seijo Vidal. Reporting to the Dean as administrative faculty are Prof. David F. Muñoz González, Associate Dean for Academic Affairs; Dr. Edgar Soto Rodríguez, Associate Dean for Research and Graduate Affairs; and Dr. Yolanda Ruiz Vargas, Coordinator of the Accreditation and Assessment Office. Prof. Wanda Negrón Ríos was another administrative faculty reporting to the Associate Dean of Academic Affairs. She resigned effective January and Mrs. Ivette Escarfullery assumed the responsibility from that moment on. Non-teaching administrative staff reporting to the Dean are Mrs. Gloria Medina García, Executive Secretary; Mr. Edwin González Arcelay, Executive Officer; Mrs. Lisandra Pérez Rodríguez, Administrative Officer; and Mr. Daniel Rivera Laracuente, Coordinator of Technical Services.

CBA's mission, vision, and values are:

Mission: To impact society by transforming students, professionals, and organizations in the field of business through the provision of academic, practical, research, and community service experiences.

Vision: To be the best option in Puerto Rico for the best students, professors, and recruiters in Business Administration.

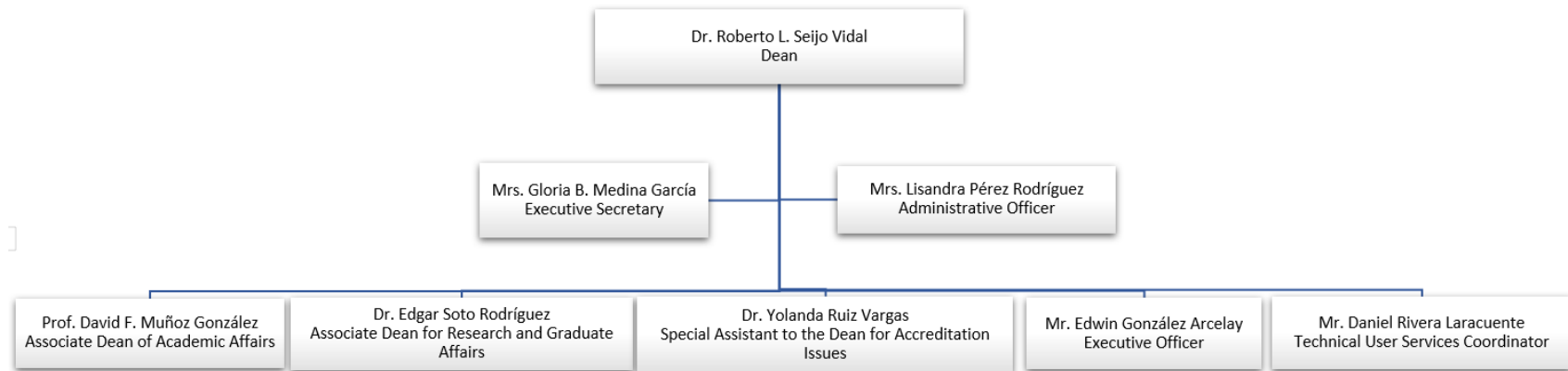
Values: Justice, Equity, Responsibility, Respect, Trust, and Integrity.

The CBA units are composed of:

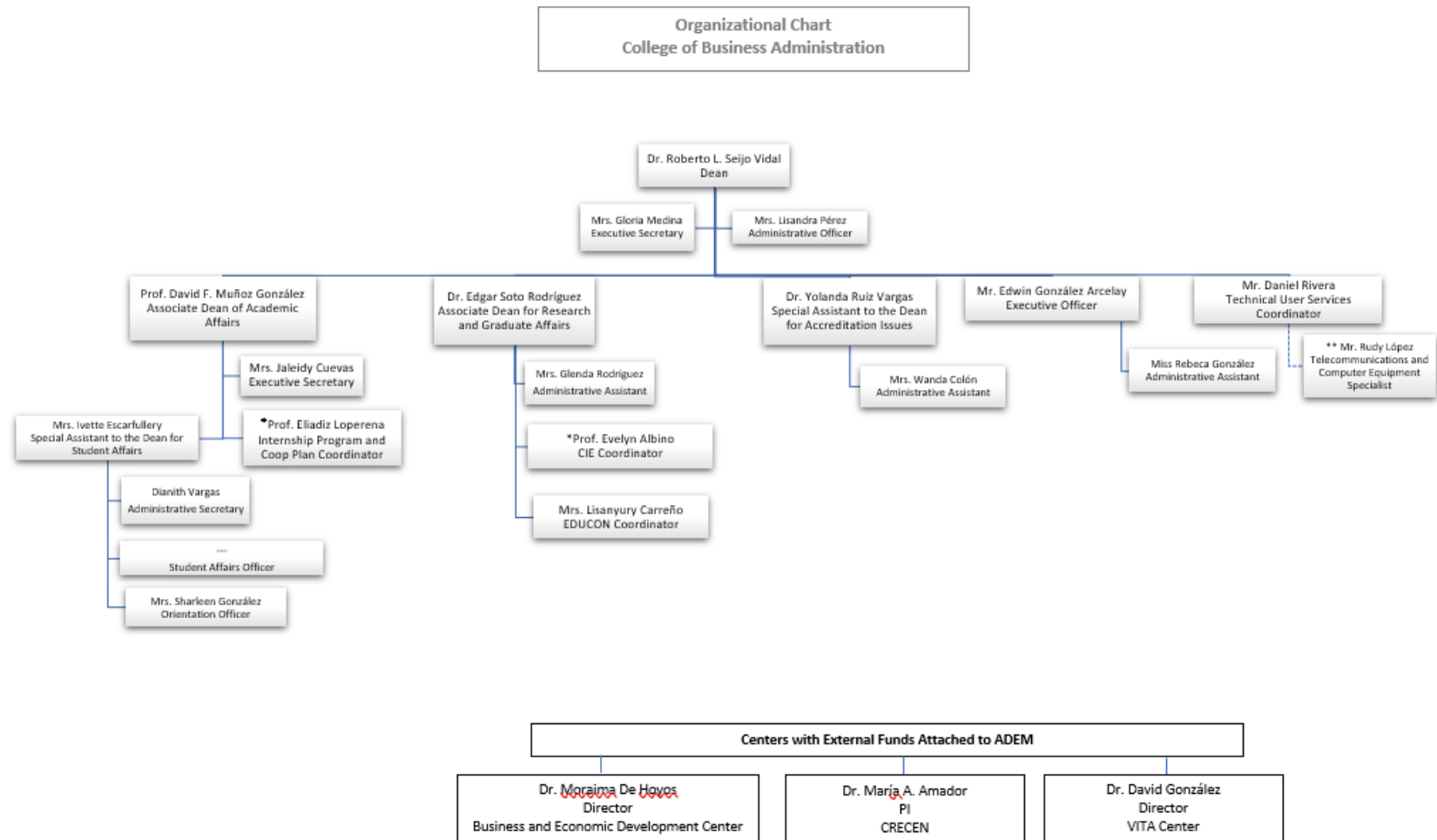
- Administrative offices – Deanship, Academic Affairs, Research and Graduate Affairs, Student Affairs, Career Development, Accreditation and Assessment, Administrative Affairs, Continuing Education and Business Services, and Information Systems
- Two (2) centers supporting the CBA's academic community - Business Research Center and Tutoring Center,
- One (1) ad-hoc Center for taxation support of the general community – VITA RUM which provides a practical experience to accounting students through the curricula and is run on a voluntary basis by the accounting faculty in collaboration with the CPA's Mayaguez Chapter and the IRS.
- Two (2) centers/projects - CRECEN and the Business and Economic Development Center which leads the entrepreneurial agenda at the UPRM through Area-E, NPO-SIED, E-Ship Network, etc.

2. Organizational Structure

1. Organizational Chart of the Dean's Office



2. Organizational Chart of associated units under the Dean's Office



Amendment: July 8, 2025

*Employees perform duties via service discharge. Dr. Angela Ramos assumed the position from June 2025 to the present. ** The employee is part of the CTI staff, but is stationed in ADEM

II. Report on Initiatives, Activities, and Achievements in Accordance with the Strategic Plan and International Activity

1. Executive Summary

In 2024–2025, the College of Business Administration (CBA) at the University of Puerto Rico at Mayagüez (UPRM) made notable strides in strategic planning, academic innovation, student support, and financial sustainability.

The College advanced AACSB and ACBSP accreditation processes, supported by targeted faculty hiring and curricular updates. A new master's in sciences in Supply Chain Management (MSSCM) is scheduled to be launched by 2026. Student enrollment grew for a second consecutive year, and previously closed facilities—such as the Tutoring Center and Business Research Center—were restored for student use. New spaces were also created for graduate students and collaborative learning.

CBA reactivated its External Advisory Board and strengthened its regional impact through the Business and Economic Development Center (BEDC). A grant from Banco Popular supported the launch of the NeuroLab MindMarket Lab. Philanthropy efforts included an eight-year scholarship commitment for \$6.1M from Eli Lilly Company, and the first ADEM Charity Golf Tournament which helped fund programs like the STEAM Summer Camp.

Faculty research was supported with course releases and proposal guidance, and EDUCON diversified revenue through new funding streams. Faculty engagement increased, with notable recognition for Dr. Moraima De Hoyos, recipient of the Chancellor's Distinguished Faculty Research Award.

BEDC, Career Development Office (CDO), CRECEN, and EDUCON, amplified CBA's outreach through job fairs, resume-building workshops, radio appearances, distribution of over 470 professional clothing items via *El Ropero*, workforce development initiatives, seminars, and advising and financial support for small businesses. The STEAM Summer Camp reached more than 100 high school students, promoting early exposure to business education.

Efforts to foster school pride and engagement included student orientations, graduation events, and increased social media visibility. International student enrollment enriched the graduate experience and reinforced CBA's commitment to excellence, inclusion, and community transformation.

1. Objective 1: Institutionalize a culture of strategic planning and assessment

On June 23, 2025, the UPRM Board approved the institutional strategic plan under Certification Number 24-25-219. The College of Business Administration (CBA) extended the validity of its current strategic plan until December 31, 2025. The CBA Strategic Plan Committee is scheduled to meet during the first semester of the 2025–2026 academic year to finalize the updated strategic plan, which will cover the period from January 2026 through December 2030.

The **assessment process at the CBA**, University of Puerto Rico at Mayagüez, plays a vital role in our continuous pursuit of academic excellence, particularly as we progress through the AACSB accreditation process. Through systematic and ongoing assessment, we ensure that our academic programs align with international business education standards. Additionally, this process supports faculty development and resource alignment to improve student learning outcomes. It reinforces our commitment to delivering a high-quality education while meeting the expectations of students, faculty, and the broader industry. As part of these efforts, we recently revised the assessment plan for the Bachelor of Science in Business Administration and approved a new plan for the Bachelor of Office Administration program. The accreditation process not only serves as a benchmark but also acts as a catalyst for fulfilling our mission to promote leadership, innovation, and ethical business practices.

A key component of accreditation involves supporting faculty in producing high-impact research. To this end, we have prioritized providing faculty with the necessary resources and tools to publish in peer-reviewed academic journals. This initiative helps ensure that we meet the qualifications and standards set by our accrediting bodies.

The **Business & Economic Development Center (BEDC)**, a University Center at the University of Puerto Rico at Mayagüez (UPRM), serves as the lead institution of the Caribbean Regional University Center (CRUC), which also includes the University of the Virgin Islands (UVI-CELL). During this reporting period, the CRUC successfully completed all the activities outlined in its scope of work, including job creation (40), job retention (209), and total investment of \$959,011 at UPRM. The UVI-CELL also reported notable outcomes, with 15 jobs created, 92 jobs retained, and \$172,975 in investment. The CRUC proposes to continue providing targeted activities through both the BEDC at UPRM and UVI-CELL. These activities include offering technical assistance, conducting applied research, and disseminating information as part of broader regional economic development initiatives.

In terms of direct client services, the BEDC received 175 new service requests and delivered approximately 197 hours of individualized assistance. A group of 31 student interns—15 of whom were graduate students—provided technical support to businesses across various sectors, working under the guidance of faculty members and business specialists. The BEDC continues to serve as the central hub of the UPRM E-Ship Network. As an ecosystem builder, we actively support initiatives aimed at expanding and strengthening the entrepreneurial ecosystem in the region. Our key partners include the Mayagüez Chamber of Commerce, the NSF I-Corps Site at UPRM, Banco Popular's Echar Pa'lante initiative, Engine 4, PRIMEX, West Gravitel Agency, the Patent and Trademark Resource Center at UPRM, and Colmena 66, a program of the Puerto Rico Science, Technology and Research Trust (PRTRUST).

Additionally, during this reporting period, the NPO-SIED Program concluded after two years, having successfully supported over 40 nonprofit organizations. In September 2024, we also launched a new initiative—the Post-Award Grants Management Technical Assistance Program (PAGM-TAB)—funded by the Economic Development Administration (EDA), which will run for the next two years. Finally, the BEDC received and distributed a \$200,000 grant awarded by Banco Popular of Puerto Rico during the previous period for its Seed Fund Program. These funds directly supported 25 existing businesses annually, contributing to sustained economic impact in the region.

As part of its efforts, Área E—an initiative within the BEDC—produced 113 outreach materials and received 58 applications during the reporting period. For Cohort 5 of the Acceleration Program, 52 businesses began the program in September 2024. The cohort runs for approximately six months, and by its conclusion, 43 businesses successfully completed the program. Out of these, 23 businesses demonstrated measurable improvements. These improvements included, but were not limited to: the development or enhancement of websites, business plans, marketing or financial plans, the creation of business social media pages, acquisition of business permits, and increases in customers, revenue, or staffing. A total of 16 mentors supported the program, including intern students from Área E, UPRM staff and faculty, as well as external experts. During Cohort 4, mentors provided 41.25 hours of one-on-one mentoring. In Cohort 5, personalized mentoring increased to 74.25 hours, all delivered under the supervision of administrative staff. In addition, technical specialists provided approximately 16.5 hours of targeted technical assistance during Cohort 5.

The following are examples of key metrics tracked by the CBA administrative offices to monitor *progress* and support the achievement of strategic plans and objectives. Specifically, the **Office of Student Affairs** maintains up-to-date data related to student enrollment:

2024-2025 Undergraduate and Graduate Enrollment Data by Academic Program

Undergraduate Programs	First Semester			Second Semester		
	Total	Freshmen	Prof. Dev.	Total	Freshmen	Prof. Dev.
Accounting	241	42	1	225	1	1
Finance	168	46	0	169	0	0
Computerized Info. Systems	124	18	0	122	1	1
Operations Management	111	16	0	107	0	1
Marketing	234	49	1	224	0	0
Human Resources Mgmt.	52	5	0	56	0	0
Office Administration	53	18	0	45	0	0
Total	983	194	2	948	2	3

Graduate Programs	First Semester		Second Semester	
	Total	Freshmen	Total	Freshmen
General	4	2	9	5
Finance	6	0	6	2
Industrial Management	9	3	13	4
Human Resources Mgmt.	13	1	12	0
Total	32	6	40	11

When comparing the total number of students (both undergraduate and graduate) enrolled at the CBA, the 2024-2025 academic year marked an increase for the second consecutive year. The total enrollment for the 2022-2023 second semester was 922, and the enrollment for the academic year 2023-2024 was 953 for the first semester and 943 for the second semester.

c. Objective 2: To lead higher education throughout Puerto Rico while guaranteeing the best education for our students

We are committed to maintaining curricula that are continuously updated and aligned with the evolving needs of the business environment. Through an ongoing

process of review and adjustment, we ensure our academic programs incorporate emerging trends, new technologies, and current labor market demands. This approach equips our students with the knowledge, tools, and skills necessary to thrive in a dynamic and rapidly changing business landscape.

As an example of this commitment, the following courses have been developed to strengthen our academic offerings and address emerging industry needs:

- ADOF 3015 – Professional Communication with Deaf Individuals
- SCMA 6XXX – Supply Chain Management Fundamentals
- SCMA 6XXX – Global Supply Chain Management
- SCMA 6XXX – Technology in Supply Chain Management
- SCMA 6XXX – Compliance & Risk Management in Supply Chain
- SCMA 6XXX – Supply Chain Quality & Continuous Improvement
- SCMA 6XXX – Finance for Supply Chain Managers
- SCMA 6XXX – Distribution Excellence
- SCMA 6XXX – Capstone: Supply Chain Simulation
- SCMA 6XXX – Supply Chain Management Final Project
- SCMA 6XXX – Demand Planning
- SCMA 6XXX – Strategic Procurement and Sourcing in Supply Chain Management
- SCMA 6XXX – Inventory Management
- ADMI 5XXX – Data Science for Business

Additionally, the following courses have been updated to ensure their content remains current and aligned with industry standards:

- ADMI 4039 – Business Research Methods
- ESTA 3001 – Business Statistics I
- CONT 4117 – Service Learning Through Voluntary Income Tax Assistance (VITA)

To promote the institution's academic offerings and engage prospective students, the following orientation sessions were conducted. These sessions aimed to provide valuable information about available programs, career opportunities, and the unique educational experiences our institution offers:

Type of Orientation	Audience	Date/Comments
Undergraduate Offerings	High School Students	September 5-6, 2024 October 3-4, 2024 October 11, 2024 October 24, 2024 February 12, 2025 March 11, 19 & 28, 2025

		June 9 & 18, 2025 June 16 – 20, 2025 Through office visits, email, social media promotions, and continuous use of our webpage.
Minors Offerings	RUM Students	February 11, 2025 March 18, 2025 April 22, 2025 Through office visits, email and social media promotions, and continuous use of the webpage designed for that purpose
MBA Offerings	Community	Through office visits, email and social media promotions, and continuous use of the webpage designed for that purpose
Internal Transfers	RUM Students	February 13, 2025 March 18, 2025 Through office visits, email and social media promotions, and continuous use of the webpage designed for that purpose
Internship & Coop Program	ADEM Students	November 21, 2024 February 6, 2025
STEAM Business Summer Camp	Students from 9th to 11th grade	June 16-20, 2025

During the 2024–2025 academic year, significant progress was made in developing a proposal for the creation of a **Master of Science in Supply Chain Management** (MSSCM) program, to be delivered in a distance learning format. This proposal includes the development of the corresponding course offerings under the MSSCM course code. The proposal was approved by the UPRM Academic Senate through Certification 25-39 (2024–2025) and is currently under review by the Administrative Board for budgetary evaluation. Following this step, it will be submitted to the Vice Presidency for Academic Affairs of the Central Administration (VP-AACA) for final approval. The program is expected to launch in the 2026–2027 academic year. In addition, a letter of intent to develop a **Master of Science in Digital Marketing** (MSDM) was submitted and approved by the VP-AACA.

The **External Advisory Board of the College of Business Administration** was also reestablished during this period. At its inaugural meeting, three subcommittees were formed to focus on key strategic areas: Philanthropy, Accreditation and Curriculum Development, and Practical Experiences. This

initiative directly supports Objective 2 by strengthening external engagement and enhancing the relevance of both academic and co-curricular initiatives.

Aligned with this objective, several important **accreditation-related activities** took place. On September 15, 2024, the Initial Self-Evaluation Report (iSER) was submitted to AACSB, and the Quality Assurance Report (QAR) was submitted to ACBSP. On November 13, 2024, the AACSB Initial Accreditation Committee (IAC) accepted the iSER and requested a first progress report to be submitted by September 15, 2025. From March 30 to April 2, 2025, Dr. Robert Scherer, the assigned AACSB Mentor, visited the institution to review and discuss the IAC's decision letter with members of the Ad-Hoc Accreditation Committee. During his visit, Dr. Scherer conducted a comprehensive evaluation of each accreditation standard and provided detailed feedback. He concluded his visit with closing remarks addressed to faculty, administrative personnel, and students.

Between May and June 2025, faculty members actively participated in several key professional development events aimed at **strengthening strategic planning and societal** impact initiatives. On May 21, 2025, Dr. Yolanda Ruiz attended the AACSB VS-2025 Societal Impact Seminar, which focused on integrating societal impact into strategic planning, effective measurement practices, stakeholder communication, and international best practices. The insights gained from this webinar contributed meaningfully to the development of our institutional societal impact plan. On June 16–17, 2025, Dr. Ruiz also participated in the AACSB VS-2025 Strategic Planning Seminar (Americas), which explored agile planning methodologies, goal setting, key performance indicators (KPIs), and micro-planning within broader strategic frameworks.

In addition, from June 19–22, 2025, Dr. Roberto Seijo and Dr. Luz Gracia represented our institution at the ACBSP Annual Conference, *"Bridges Across Borders: Collaborative Strategies for Academic and Professional Success,"* in Las Vegas, Nevada. The conference emphasized global collaboration in business education, strategic planning, impact measurement, and stakeholder engagement.

In support of our ongoing commitment to continuous improvement, staff from the **Office of Accreditation and Assessment** implemented updates to the Excel template used for reporting assessment results, streamlining data collection and analysis.

The **Career Development Office** (Internship and Co-op Program) implemented several initiatives throughout the semester to better prepare students for real-world work experiences. In collaboration with the **Office of Student Affairs**, classroom orientation sessions were conducted to explain participation procedures, program benefits, and application deadlines. These efforts aimed to

raise student awareness and promote engagement in experiential learning opportunities. To further enhance student preparedness, mock interviews were organized with human resources professionals. These sessions provided students with the opportunity to practice their interview skills and receive real-time feedback on communication, posture, and overall personal presentation—critical components for success in actual job interviews.

Throughout the semester, companies such as Eli Lilly, Boeing, the Naval Surface Warfare Center, Pharos Solutions, and Bank of America interacted directly with ADEM students through information sessions, lobby tables, and classroom presentations. As part of its summer internship program, Pharos Solutions awarded \$3,000 scholarships to three ADEM students. Additionally, on March 18, 2025, representatives from the Naval Nuclear Laboratory visited classrooms to discuss career opportunities in the energy sector. To promote these opportunities and strengthen professional readiness, the office deployed a comprehensive communication strategy that included targeted emails, posters, classroom visits, and social media outreach. This was complemented by resume referrals and personalized student support, all contributing to students' career development and job market competitiveness.

The **Career Development Office** continued to ensure the smooth operation of the internship program by managing student enrollment, tracking performance, coordinating employer evaluations, and reviewing final reports. This year, new assessment forms were introduced to improve data accuracy and support ongoing continuous improvement efforts. These enhancements demonstrate a strong commitment to data-driven decision-making and strategic evaluation across all program initiatives.

In line with our dedication to fostering student success and academic advancement, scholarships awarded through Lilly Company have enabled students to pursue their university studies, promoting both professional and personal growth. Since last semester, the College of Business Administration has coordinated the Lilly Scholar and Lilly Makes Life Better scholarships, which have benefited 80 students across the fields of Engineering, Sciences, and Business Administration. The total Lilly donation for these scholarships amounted to \$516,000 for the 2024–2025 academic year from a commitment of \$6.1M in eight years.

In the **Graduate Program**, various initiatives were implemented using social media, the Brevo platform, and the institutional email system (*Cartero*) to promote the school's courses and academic programs. As a result, over 30 admission requests have been received, with 29 approved by the Graduate Committee. Currently, only 2 students have requested deferrals, which means approximately 27 new students are expected to begin their master's studies in August 2025, increasing total graduate program enrollment to 52. If this projection materializes,

it will represent a 108% increase in enrollment. Additionally, an alliance has been established with the Department of Business Administration at the University of Puerto Rico in Ponce (UPR-Ponce), allowing active undergraduate Business Administration students at UPR-Ponce to enroll in graduate-level courses at UPR-Mayagüez.

CRECEN (*Capacitación Estratégica mediante Resiliencia, Competitividad y Expansión en los Negocios*) is a job-training and workforce development initiative at the University of Puerto Rico at Mayagüez (UPRM), operating under the College of Business Administration (CBA). CRECEN continued to promote student-centered learning by integrating active methodologies such as Lego Serious Play workshops and subsidizing professional courses. The program acquired 200 Coursera licenses, benefiting over 600 students who completed nearly 1,000 hours of instruction with an 89% completion rate. Additional initiatives, including targeted cohorts in Sports Management, the acquisition of FaceReader software, and professional development workshops like the “AI for Entrepreneurs” webinar, further enriched the educational offerings. CRECEN also actively supported “El Ropero de ADEM,” encouraging donations of professional attire.

As part of efforts to enhance the academic infrastructure of the graduate program, the AE-350 classroom at the College of Business Administration has been designated as a dedicated study room for graduate students. This space is equipped with seven computers, one projector, and space for meetings exclusively for their use, offering a conducive environment for studying, developing academic projects, and accessing digital resources.

To enhance the quality of education, a total of 28 new computers were installed and configured with Windows 11 and all necessary academic software in classroom AE-106. Additionally, 58 new computers were acquired, installed, and programmed with Windows 11 and the required software for student use in the AE-102 and AE-105 computer laboratories. This technological upgrade represents a strategic investment aimed at improving the learning environment and supporting student success.



Room AE-102

EDUCON reached a total of 366 participants, including 233 sponsored by CRECEN. The average participation per course was approximately 9 individuals, reflecting a steady demand for continuing education.

d. Objective 3: To increase and diversify the Institution's sources of revenue

With the goal of increasing and diversifying revenue sources, the staff of the **Business Center** submitted several proposals between August and December 2024. The following proposals were approved:

- BEDC (funded by EDA): September 2024 – August 2025, for a total of \$265,313.26
- BPPR Seed Fund: Approved in December 2024, for \$200,000
- PAGM-TAP (funded by EDA): September 2024 – March 2026, for \$830,932
- AREA-E (with Housing Fund): Funded through September 2025, with \$613,732 annually

In addition, a Build 2 Scale proposal was submitted in October 2024 and is currently pending review. The proposal outlines a two-year project with a total budget of \$3,054,000, including \$500,000 in matching funds from the Puerto Rico Science, Technology and Research Trust (PRTRUST) and \$100,000 from an industrial partner, CytolImmune.

In January 2025, Dr. De Hoyos began serving as Co-Principal Investigator (Co-PI) on a funded project titled *Collaborative Research: EPIIC – Strategic University Practices to Expand Research (SUPER)*, in collaboration with Dr. Ubaldo Cordova and Dr. Ingrid Padilla. The proposal was awarded for a three-year term, with a total budget of **\$400,000**. As part of this initiative, two MBA graduate students received

scholarships and are currently working on their master's theses under the supervision of Dr. De Hoyos.

The **Faculty's Philanthropy Committee** has actively worked to secure external funding in support of several key initiatives, including the Honor Roll Celebration, the STEAM Business Summer Camp, the Tutoring Center, and the development of a recreational area for students. The 2025 Honor Roll Celebration was held on Thursday, April 24, 2025, at the College of Business Administration. During the event, ADEM students with outstanding academic performance during the academic year were formally recognized. As part of the celebration, scholarships were awarded to the top-performing students in each academic area, totaling **\$3,500.00**. These scholarships were made possible through the efforts of a retired faculty member who coordinated with several companies with which he maintains strong professional ties.

Among the fundraising efforts, the College of Business Administration (CBA) hosted its inaugural Golf Tournament on May 18, 2025, at the Aguadilla Golf Course. Organized by the College staff, the primary objective of the event was to raise funds for the STEAM Business Summer Camp, which took place from June 16 to 20, 2025. This camp offered 100 students from 9th, 10th, and 11th grades a unique opportunity to explore the field of Business Administration through a variety of educational and developmental activities. The tournament was a resounding success, raising a total of \$29,380.19 through participant registration fees, cash sponsorships, and in-kind donations.

Although no direct revenue-generating activities were conducted by the **Career Development Office**, it strengthened relationships with key employers and scholarship sponsors, such as Pharos Solutions. These strengthened ties have the potential to lead to institutional support, industry partnerships, and long-term funding opportunities that can help diversify revenue sources.

EDUCON generated a total revenue of \$149,020.00. This income is broken down as follows:

- \$42,918.00 from direct participant payments.
- \$64,962.00 from participants sponsored by CRECEN.
- \$180.00 from inter-institutional account billing.
- \$3,600.00 from office rental to the CRECEN Cluster
- \$37,360.00 from agreements with Team 1144 for the delivery of professional certifications.

Total expenses amounted to \$110,769.71, distributed among salaries, materials, technology platforms, and instructor compensation. This resulted in a net income of \$38,250.29, reflecting efficient and sustainable financial management.

While 100% grant-funded, **CRECEN** significantly diversified the College of Business Administration's (CBA) revenue by attracting and managing nearly \$4 million in federal resources. These funds support academic innovation, infrastructure, and student services. We also help build CBA's capacity for competitive future grants and projects, with \$2,226,882.87 of the awarded grant utilized from July 2021 to June 2025.

e. **Objective 4: To implement efficient and expedient competitive creative endeavors**

Among the achievements, the Business Administration School received a grant from Banco Popular de Puerto Rico for the establishment of an innovation and competitiveness program, NeuroLab MindMarket Lab, affiliated with the **Business and Economic Development Center (BEDC)**.



Banco Popular's contribution ceremony

The efficient execution of two large-scale job and internship fairs, as well as the coordination of multiple outreach activities with employers, reflects operational creativity. Managing logistics, communications, and stakeholder participation within limited resources highlights a model of competitive, creative execution that aligns with institutional priorities.

With the aim of enhancing the operational efficiency and ensuring quality administrative management of the **Research and Graduate Affairs Assistant Deanship at CBA**, several initiatives were implemented:

1. A standardized process was established for evaluating time buyout requests submitted by professors seeking external funding or engaging in academic research, such as writing articles for peer-reviewed journals or preparing conference presentations.

2. Forms related to academic leave for research purposes were reviewed and updated, including the form used by professors to report the outcomes of work conducted during their leave.
3. Processes at the Business Research Center were standardized to better support academic research activities involving graduate student collaboration.
4. To more effectively manage information requests and provide guidance to prospective graduate students, a new email account (orientaciongrad.adem@uprm.edu) was created. Communications sent to this account are directed to the advisors in the Office of Student Affairs.
5. To ensure the integrity and accessibility of all work conducted within the graduate program, the activities of the research committee, the graduate committee, and committees tasked with developing new program proposals are now stored in designated master files on the Graduate School's shared drives and Microsoft Teams.

CRECEN enhanced operational efficiency by promoting automation, simplification, and standardization of administrative processes. Eight student program assistants contributed to developing guides, manuals, and SOPs. Key student-led projects from the ININ 4090 course optimized participant enrollment, reducing processing time by 10% and minimizing errors through Google Workspace tools, and developed an AI-powered chatbot for the CRECEN website, aiming to significantly reduce email response times and improve efficiency.

f. Objective 5: To strengthen research and competitive creative endeavors

During this academic year, several faculty members were identified and granted research course releases.

Two faculty members published scholarly articles during the academic year:

1. **Marcano Nieves, L. M., Sosa Varela, J. C., Ortiz, M., & Montalvo, F. (2024).** *Networking capabilities on organizational networking in entrepreneurial SMEs. Management Research: The Journal of the Iberoamerican Academy of Management.*

<https://doi.org/10.1108/MRJIAM-11-2023-1485>

2. **Villavicencio Mattos, J., Palomino Lescano, V. R., & Torrez, J. (2024).** *CEO compensation and gender pay gap. Journal of International Finance and Economics, 24(4), 19–28.*

<https://dx.doi.org/10.18374/JIFE-24-4.2>

During the second semester, the **Business Research Center** (CIE, by its Spanish acronym) organized and facilitated a range of developmental and scholarly activities:

Date	Type	Title	Presenter(s)
2/25/25	Seminar	Ongoing Research Seminar Series	Dr. John Villavicencio & Dr. Maritza Soto
3/26/25	Webinar	Artificial Intelligence for Academic Research (CLADEA)	Dr. Carlos Osorio Toro, Mariano Gentilin, Dr. Carlos Loperaza
4/4/25	Workshop	Research Statistics: Useful Tools	Dr. Rosario Ortiz
4/24/25	Workshop	AI Tools for Literature Reviews	Dr. Anidza Valentín
4/29/25	Seminar	Ongoing Research Seminar Series	Dr. Luz Gracia
5/7/25	Webinar	Strengthening Forum for Authors (CLADEA)	Dr. Nicolás Núñez

In total, 15 faculty members utilized the CIE's services, many on multiple occasions. The most common request was assistance with literature reviews. Data collection support was also significant, and budget or proposal assistance was provided to three faculty members. One proposal, submitted by Dr. Moraima de Hoyos, was sent to EDA's Build to Scale program. Two other proposals were postponed due to delays in announcements from the federal funding agency.

In recognition of exemplary research contributions, Dr. Moraima De Hoyos Ruperto was honored on Friday, May 9, during the **1st Chancellor's Distinguished Faculty Research & Creative Endeavor Award** event. This distinction was granted in acknowledgment of her outstanding contributions to academic research and creative work. The event celebrated faculty members who have demonstrated excellence in scholarship, innovation, and impact within their respective fields.

CRECEN promotes research and dissemination, and are developing two project management articles by the academic team. The article "*Enhancing Research*

Administration Service Quality with Artificial Intelligence and Neuromarketing" was also finalized and submitted for publication. Student involvement was key. Program assistants contribute to updated project documentation and ININ 4090 teams leading projects like workflow optimization and chatbot development, integrating practical experience with scholarly contribution.

g. Objective 6: To impact our Puerto Rican society

Held in October 2024 and February 2025, the Job Expos brought together over 60 employers and hundreds of students, strengthening Puerto Rico's workforce pipeline by connecting students with job and internship opportunities at financial institutions, pharmaceutical firms, and engineering agencies. Complementing these efforts, the Professional Clothing Bank (El Ropero) provided free professional attire to over 170 students across both events, distributing nearly 470 clothing items to help them dress professionally and access employment opportunities with confidence and dignity.

Throughout the 2024–2025 academic year, **CRECEN** actively contributed to the social and professional development of Puerto Rican society by supporting youth, students, and disadvantaged communities. Highlights included participation in the UPRM STEAM Summer Camp, where 100 high school students engaged in interactive learning through a LEGO® Serious Play® workshop led by CRECEN, and a resume-writing session at Eugenio María de Hostos High School. CRECEN also collaborated on community radio programs such as *Foro Colegial* and the APRUM radio program (WPRA 990 and Radio Universidad), growing public awareness of its initiatives. In addition, the program organized professional development workshops on resumé building, LinkedIn optimization, and career leadership. Undergraduate and graduate students were facilitators and assistants, gaining hands-on experience while contributing to the community. Throughout the year, CRECEN also used its social media platforms to share workforce development tips and highlight the personal success stories of program participants.

As an example of activities that positively impact Puerto Rican society, the STEAM Business Summer Camp took place from June 16 to 20, 2025, providing a unique educational experience for high school students in 9th, 10th and 11th grades. The camp was designed to introduce participants to the field of Business Administration through interactive activities, hands-on workshops, collaborative projects, and talks with industry professionals. Beyond skill-building, the camp serves as a strategic initiative to spark students' interest in pursuing university studies in Business Administration. It also functions as an effective recruitment tool for identifying and attracting potential future students to the ADEM program. Moreover, the STEAM Business Summer Camp reflects the institution's

commitment to community engagement by providing a high-quality, accessible learning opportunity. It promotes educational equity, youth leadership, and contributes to the broader goal of regional economic and social development.

h. **Objective 7: To strengthen school spirit, pride, and identity**

The College of Business Administration has placed great emphasis on strengthening school spirit, pride, and identity, recognizing the vital role these elements play in fostering a sense of belonging and community among students, faculty, and alumni. By cultivating a strong school identity, we not only enhance the overall student experience but also create an environment where collaboration, motivation, and a shared vision thrive, ultimately contributing to the success and reputation of the school.

We have also actively participated in activities to promote our programs, reaching out to prospective students and showcasing the unique opportunities we offer. Additionally, we have coordinated visits to schools to provide guidance and information to students who may be interested in applying to our programs. These initiatives aim to raise awareness and attract talented individuals who are eager to pursue a high-quality education in business administration.



Visit to Pedro Perea Fajardo School

The **Sports Management Certificate** program (FIFA/CIES) expanded internationally and, this year, enrolled its first cohort comprising participants from Santo Domingo and the United States.

Specific activities were organized for graduating students to strengthen school spirit, pride, and identity, including:

1. Welcome and integration for incoming students.

2. Participation in the Graduate Programs Fair, where students led presentations, gave proposals, and promoted their programs.
3. Development of an exit survey for graduating students to assess their levels of satisfaction with the education and services received.

CRECEN strengthened CBA and UPRM's school spirit, pride, and identity through strategic initiatives and outreach. We did it with the CRECEN UPRM website and extensive social media presence (Facebook, X, Instagram, LinkedIn) to highlight successes. CRECEN also promoted active learning workshops and celebrated student-led projects (e.g., process improvements and chatbot development). Externally, we participated in several activities, such as co-hosting the "*AI for Entrepreneurs*" webinar to engage the broader community. CRECEN personnel also participated in radio programs, such as Radio Colegial, amplifying the "*colegial*." We continued to promote and obtain clothing for "*El Ropero de ADEM*." CRECEN's achievements show its significant impact and commitment to CBA and UPRM's strategic objectives and Puerto Rico.

I. International Activities

During the 2024-2025 academic year, the graduate program admitted 19 students. Of these, six were international students from the following countries:

- 1 student from the Dominican Republic
- 2 students from Colombia
- 1 student from Peru
- 1 student from Spain
- 1 student from Italy

This international representation enriches the academic experience, fosters intercultural exchange, and strengthens the program's international profile.