

# College of Business Administration

Río Piedras Campus  
University of Puerto Rico



## Strategic Plan 2017-2022

Revised 2<sup>nd</sup> sem. 2020-21



# I. Introduction

The School of Business Administration at the University of Puerto Rico in San Juan is the leading business school in the island. Exceptional scholars, educators, and practicing business professionals comprise the School's faculty. Our faculty has developed areas of teaching and research excellence in accounting, finance, marketing, management, innovation and entrepreneurship, management information systems, among others. Our faculty and staff contribute to the development, effectiveness, and innovation of our programs.

This document outlines the basic assumptions, commitments, and propositions about our activities and programs and constitutes our Strategic Plan. Much of what is included herein conveys what is generally called "work in progress," because it is through a continuous improvement process that problems are identified and addressed to improve our future performance.

**Vision:** To be recognized by our excellence in education and research at the service of Puerto Rico, the Caribbean, and the Americas.

**Mission:** Develop professional and academic leaders, through an education of excellence and research initiatives that will prepare them to serve in the business environment.

## To accomplish its Mission and Vision, the School will

- empower students with the general and specific knowledge, competencies, and skills pertinent to business management.
- reinforce the importance of ethical values, diversity, and social responsibility in both business and human context.
- promote research that contributes to the wealth of knowledge in the diverse areas of study within the field of business management.
- develop professionals capable of assuming leadership roles in organizations as well as academics who will contribute to generating and disseminating knowledge, within the different areas of study represented in the School of Business Administration.
- promote research and teaching practices that emphasize the importance of entrepreneurship and encourage the discussion of the possible solutions to the socioeconomic problems in Puerto Rico.

# FAE's Core Values

**Commitment**

**Cooperation**

**Academic  
Excellence**

**Transparency**

**Integrity**

**Respect**

**Inclusiveness**

**Responsibility**

# FAE's Core Values

## **Commitment**

We value loyalty, dedication, and perseverance in the pursuit of dignified goals and objectives.

## **Cooperation**

We value our relationships with the private sector community, government, and the social sector. We are committed to meet the expectations of our students, alumni, advisors, supporters, and all stakeholders in general, both within and outside the classroom.

## **Academic Excellence**

We believe in providing the preeminent business educational experience in Puerto Rico, and in the student's integral development from its recruitment to graduation and beyond.

## **Transparency**

We believe in honesty and disclosure. We have nothing to hide.

## **Integrity**

We value correctness and verticality. We encourage the adoption of business policies that are socially responsible and that encourage ethical behavior of managers.

## **Respect**

We respect individual liberty, value tolerance, promote the free expression of ideas, with the hope they serve as catalysts for positive change in Puerto Rico and beyond.

## **Inclusiveness**

We promote diversity, foster community involvement while educating conscious citizens fully integrated in the society in which they live and work.

## **Responsibility**

We always try to do our best. We accept, however, that human actions are imperfect.  
We will correct any failures that knock at our door.

## FAE's Strengths

- Over ninety years of teaching excellence – oldest, largest, and most prestigious business program in Puerto Rico.
- The School houses the premier Accounting Program in Puerto Rico. Our program has a long and successful relationship with the Big Four CPA firms, regional and local firms, the Puerto Rico Society of CPA, multinational and local companies, and federal and local government agencies. Almost two thirds of Puerto Rico CPA are FAE graduates and some of our professors provide continuous education at the local CPA chapter.
- Other FAE programs have also had successful relationships with multinational and local companies and federal and local government agencies.
- Quality of students – the main reason for the long and successful relationships with the business world is the reputation of our student body, both undergraduates and graduates. As the top undergraduate business school in the island, our students are sought after, not only by employers, but also by graduate programs of prestigious universities.
- A significant number of faculty with terminal degrees and involved in research and publications.

## FAE's Strengths

- FAE has local and national reputation that employers appreciate. A jam-packed career fair each year, a carefully tended network of employer partners and alumni supporters, and a career center, ENLACE Program, to guide and advise students through the process, we ensure our students get the experiences that are critical to launching their careers.
- FAE's ideal location, the metropolitan area in San Juan, provides students the opportunity to master, not only the theoretical aspects of business management, but to apply this knowledge in practical experiences available to them through our Internships and COOP Programs.
- Over a dozen student organizations, recognized within the campus and outside, that foster an environment in which students, faculty and practitioners interact and collaborate.
- A strong involvement with the local business community helping SME (PyMEs in Spanish) and with an active participation with the Global Entrepreneurship Monitor (GEM) in Puerto Rico.
- An increasing number of faculty certified for distance education: online and hybrid courses.

## FAE's Opportunities

- Viability of an Online MBA degree to address the needs of Puerto Ricans in the mainland and students from the Caribbean and Central American countries.
- Recruit the best high school students from public and private schools who want an education in Business Administration, without limiting ourselves to the metropolitan area.
- Recruit more graduate students from the Caribbean and Latin America.
- Pursue agreements, alliances, and academic events with universities in the Caribbean and Latin America who have the potential to promote and increase student and faculty mobility.
- Continue developing relationships within and outside Puerto Rico to provide more and better internship and job opportunities for our students.
- Work on increasing student exchange opportunities. Encouraging students to participate.
- Improve our relationship with the business community through advisory board and Enlace Program.



## FAE's Challenges

- Puerto Rico's economic situation and Oversight Governing Board directly impacts the financial resources for the UPR system, the Río Piedras Campus and FAE.
- Centralization of budgetary decisions; UPR System and Río Piedras Campus
- Lack of tenure track openings limits the replacement of retiring faculty.
- Some deteriorated physical facilities occasionally affect operations and other services.
- Development of more effective fund-raising strategies.

# The Five Pillars of FAE's Mission

The commitment of the College of Business Administration at the University of Puerto Rico in San Juan is the continuous progress on eight strategic goals that secure our five mission pillars.



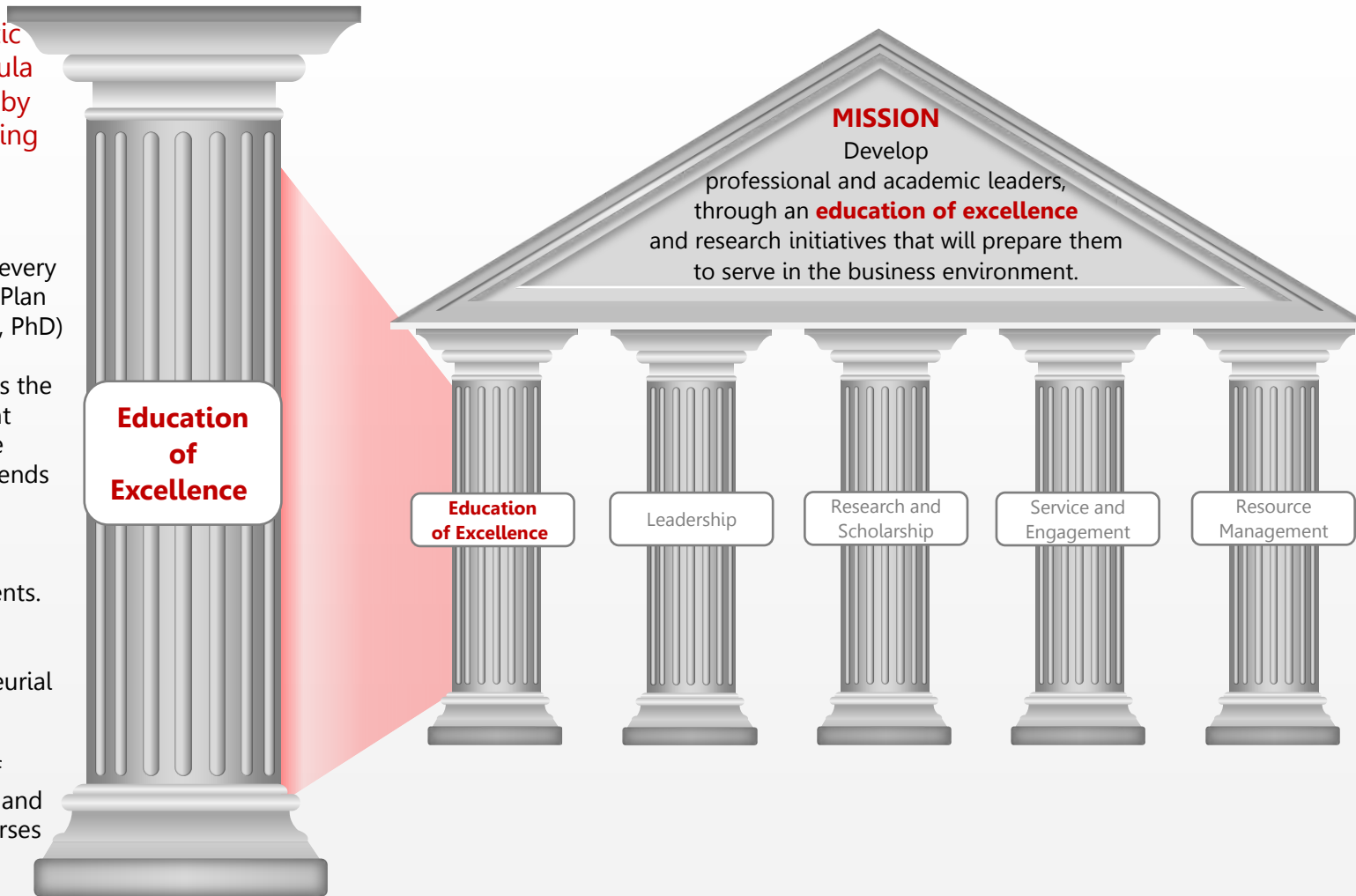
# The Five Pillars of FAE's Mission

## Goal 01

Implement a systematic and continuous curricula development, guided by the assurance of learning plan.

### Objectives

1. Implement and Revisit every 3 years an Assessment Plan for all levels (BBA, MBA, PhD)
2. Improve the curricula as the result of the assessment analysis, transformative actions, and relevant trends in business disciplines.
3. Encourage research experience for all students.
4. Increase all students' exposure to entrepreneurial topics.
5. Increase the number of online and hybrid core and specialized (major) courses and programs.



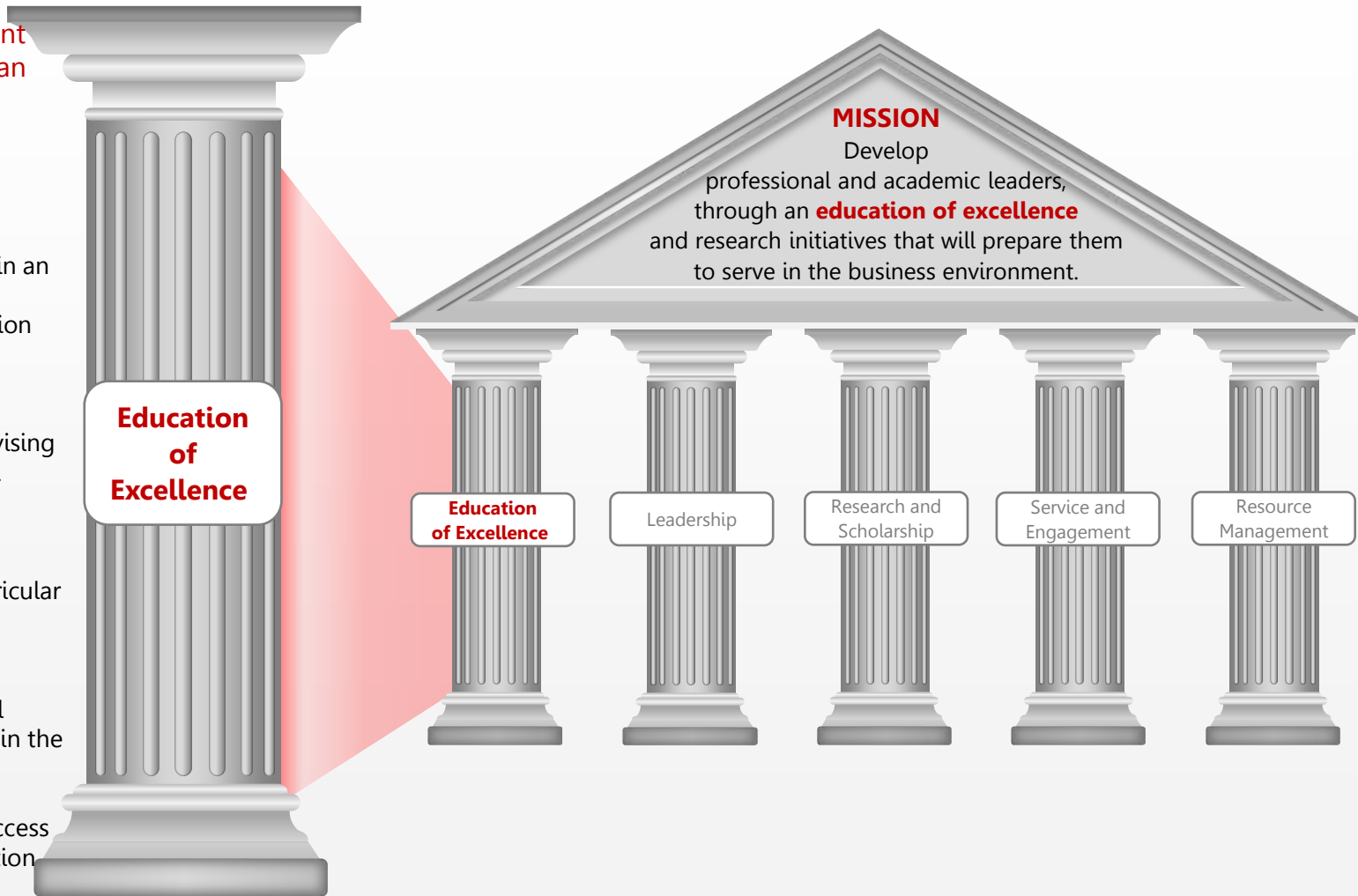
# The Five Pillars of FAE's Mission

## Goal 02

Develop and implement a student retention plan that includes recruitment and advising.

### Objectives

1. Implement and maintain an updated Recruitment, Retention and Graduation Plan.
2. Strengthen professional/career advising and academic advising.
3. Promote student participation in core curricular and extracurricular activities.
4. Encourage student exchange, international activities, and diversity in the student body.
5. Measure graduates' success based on their satisfaction and performance.



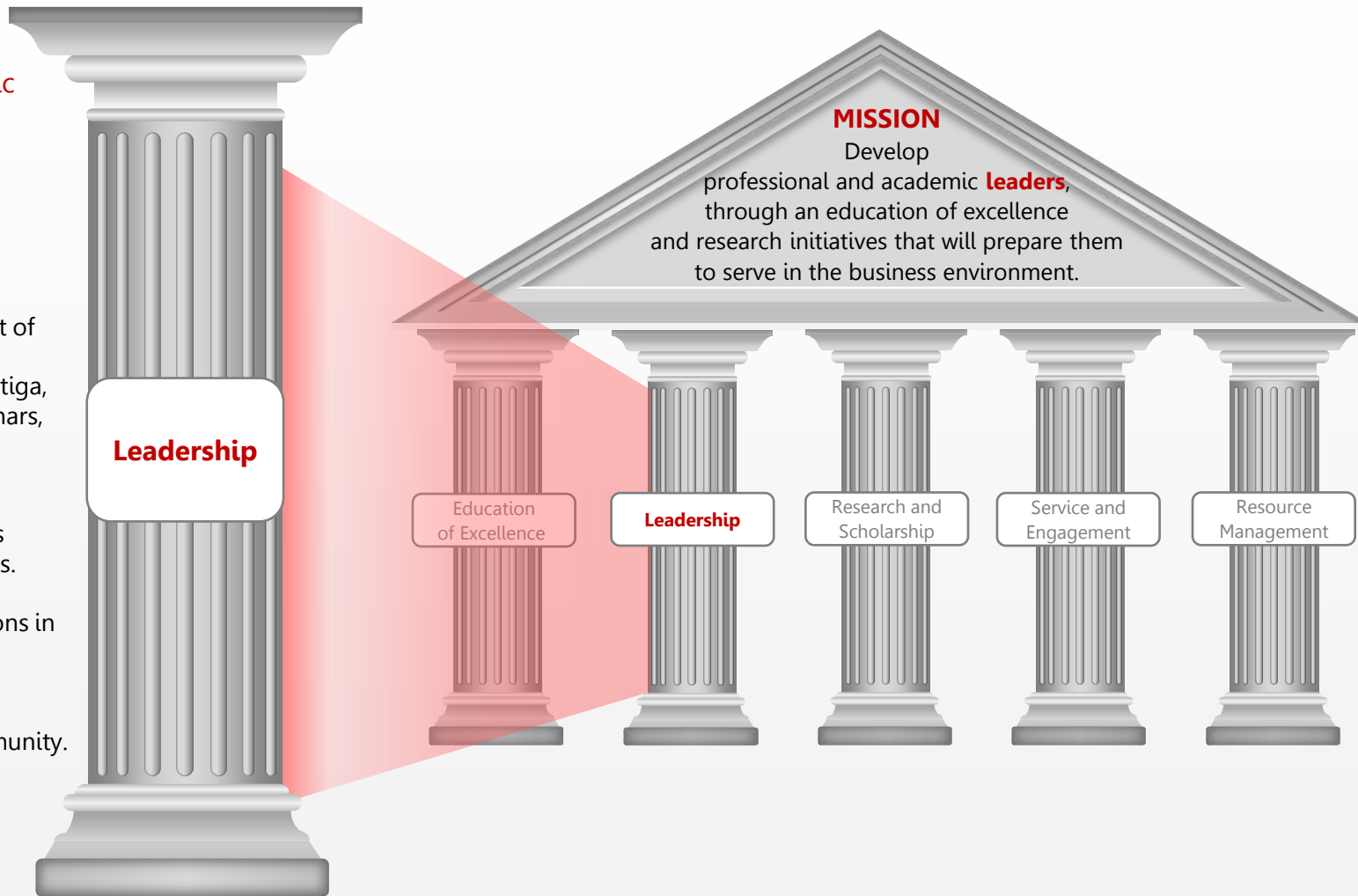
# The Five Pillars of FAE's Mission

## Goal 03

Demonstrate academic and professional leadership through diverse initiatives.

### Objectives

1. Disseminate the impact of faculty research and publications (FAE Investiga, Faculty Research Seminars, "Faculty Research and others)
2. Be recognized by peers among the best schools.
3. Hold leadership positions in organizations.
4. Recognize learners' leadership in the community.



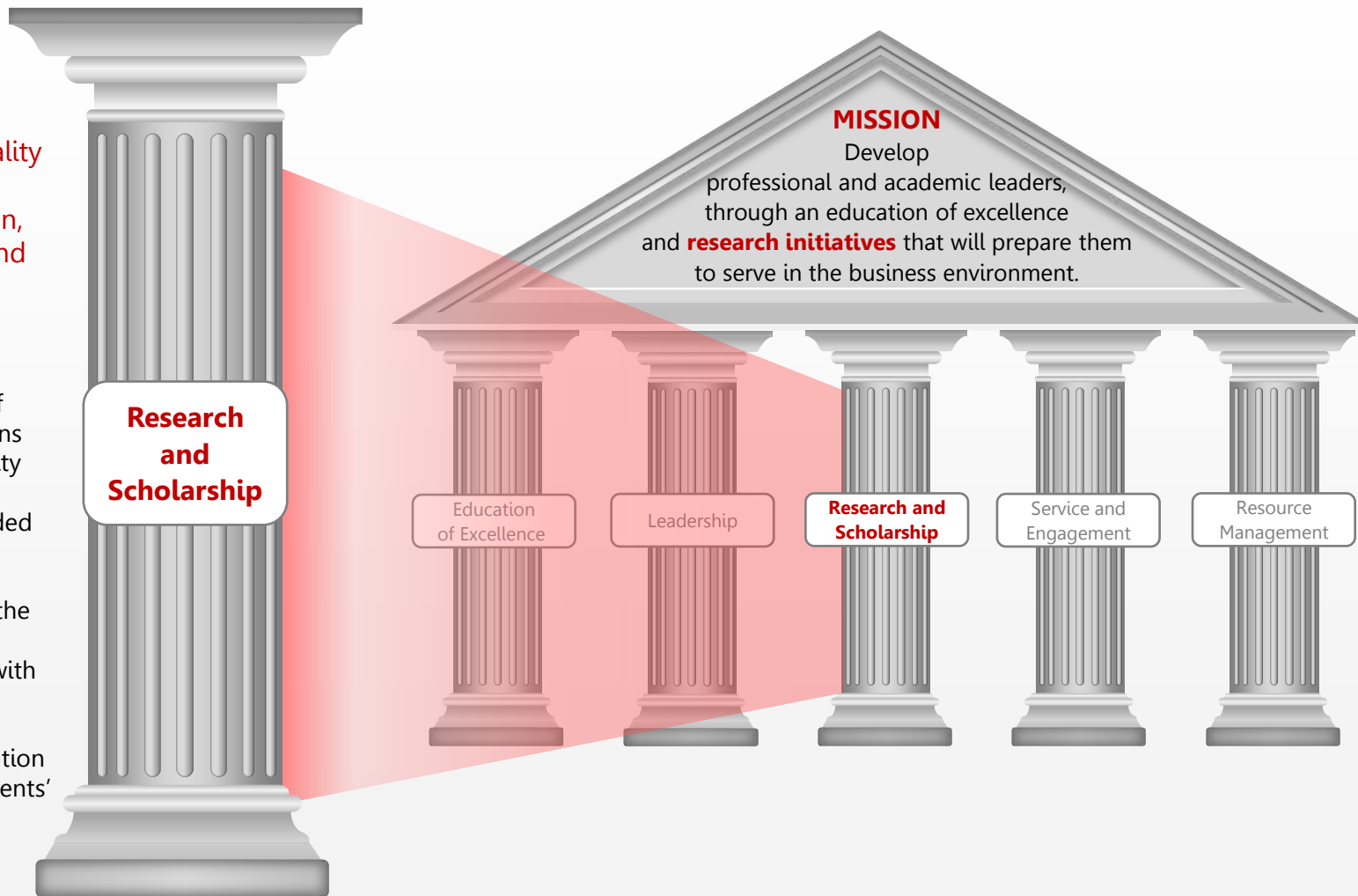
# The Five Pillars of FAE's Mission

## Goal 04

Require intellectual contributions that demonstrate high quality and impact, as well as alignment with mission, expected outcomes and strategies.

### Objectives

1. Increase the number of intellectual contributions published in high quality journals (including recognized, well regarded and lead journals).
2. Promote and increase the number of intellectual contributions aligned with the School's Mission.
3. Promote the dissemination of professors' and students' research work and publications.



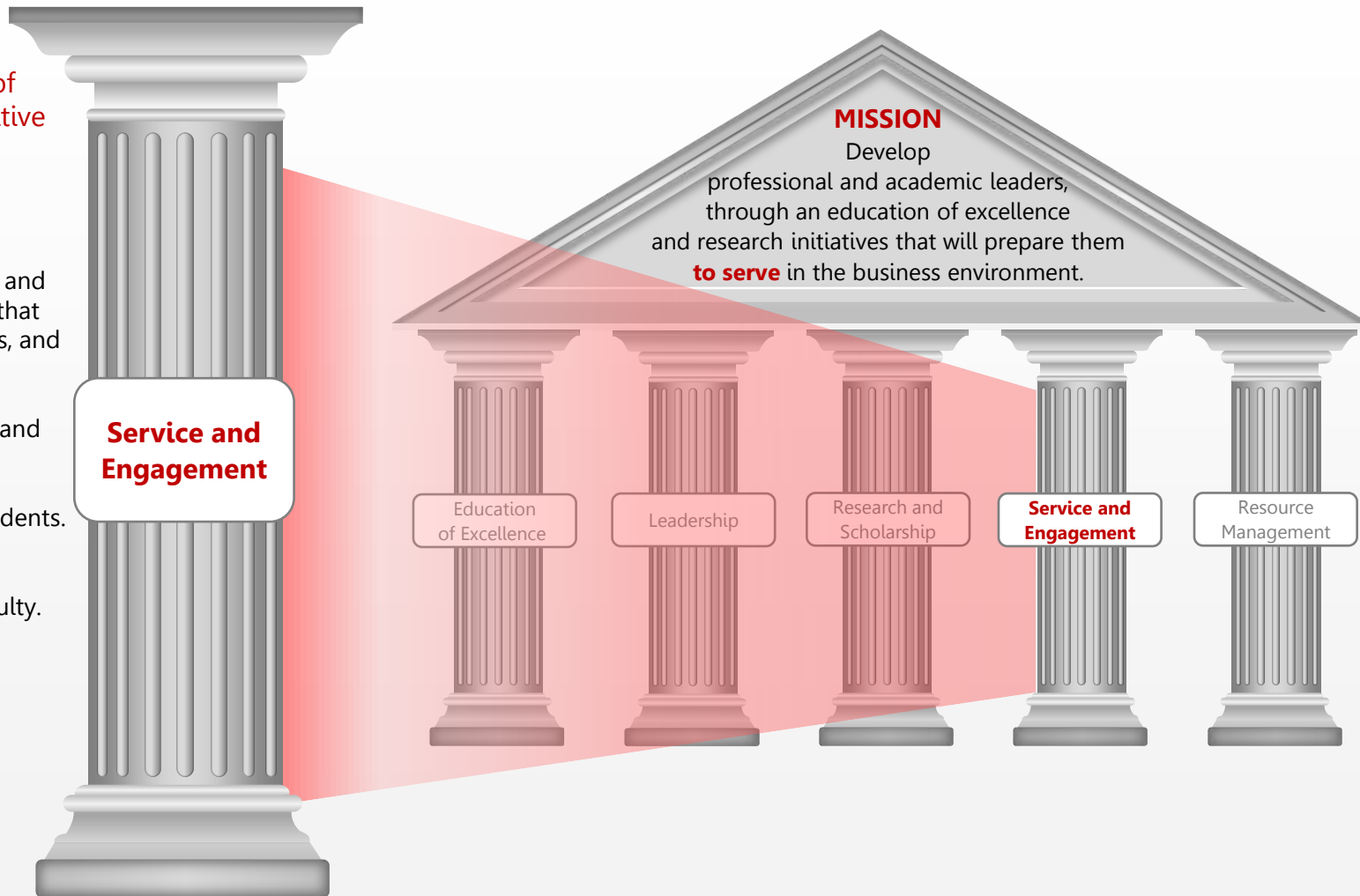
# The Five Pillars of FAE's Mission

## Goal 05

Potentiate initiatives of engagement and positive societal impact.

### Objectives

1. Organize social impact and engagement activities that include faculty, learners, and professional staff.
2. Promote social impact and engagement activities organized by the departments or the students.
3. Promote service to the community among faculty.



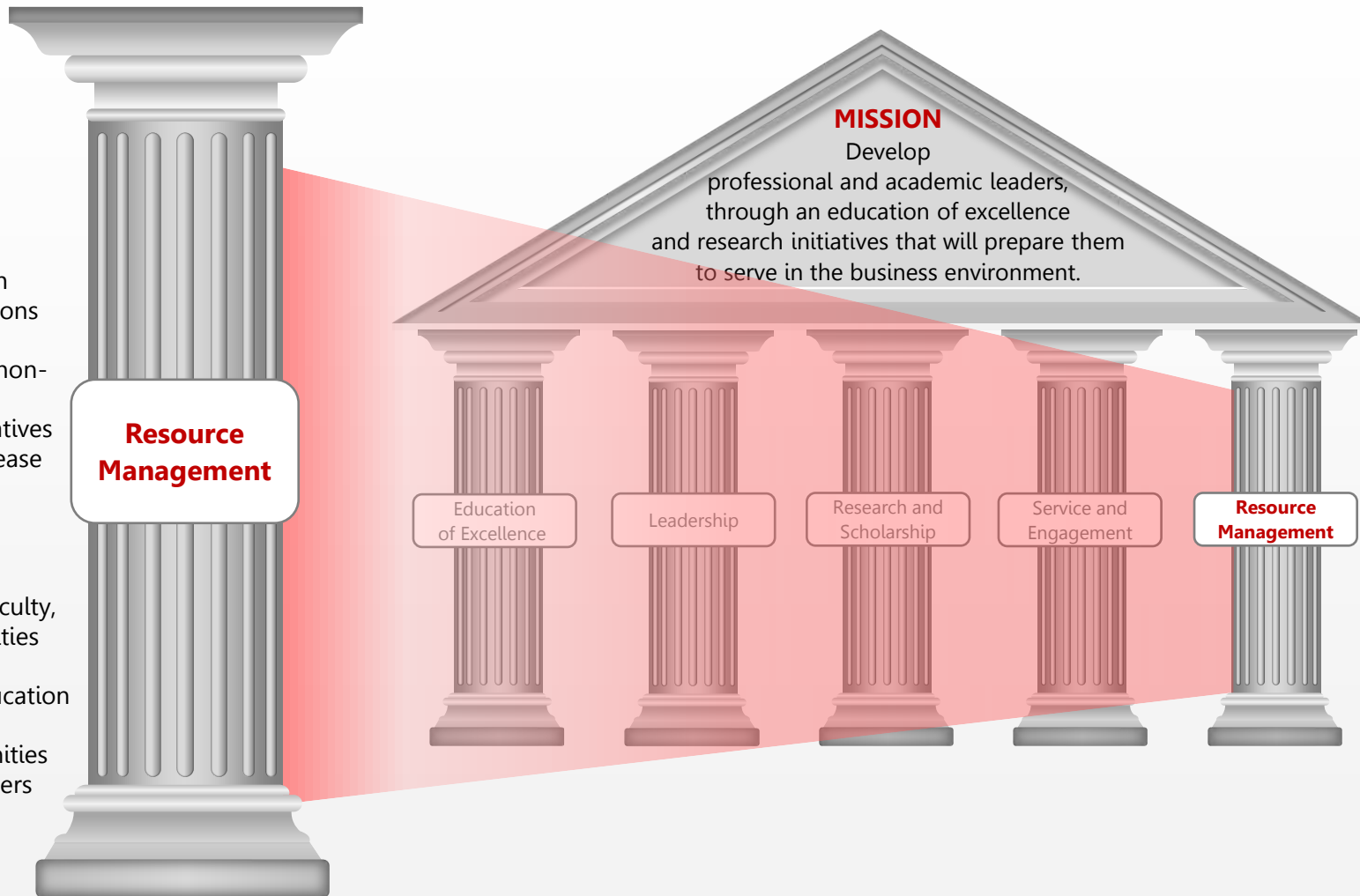
# The Five Pillars of FAE's Mission

## Goal **06**

Recruit and develop qualified faculty and support staff

### Objectives

1. Assure compliance with FAE's faculty qualifications requirements when recruiting (tenure and non-tenure track).
2. Promote research initiatives through incentives, release time and collaboration among scholars and professors.
3. Sponsor international participation among faculty, through different activities and initiatives.
4. Support continued education and professional development opportunities for FAE's faculty members and professional staff.





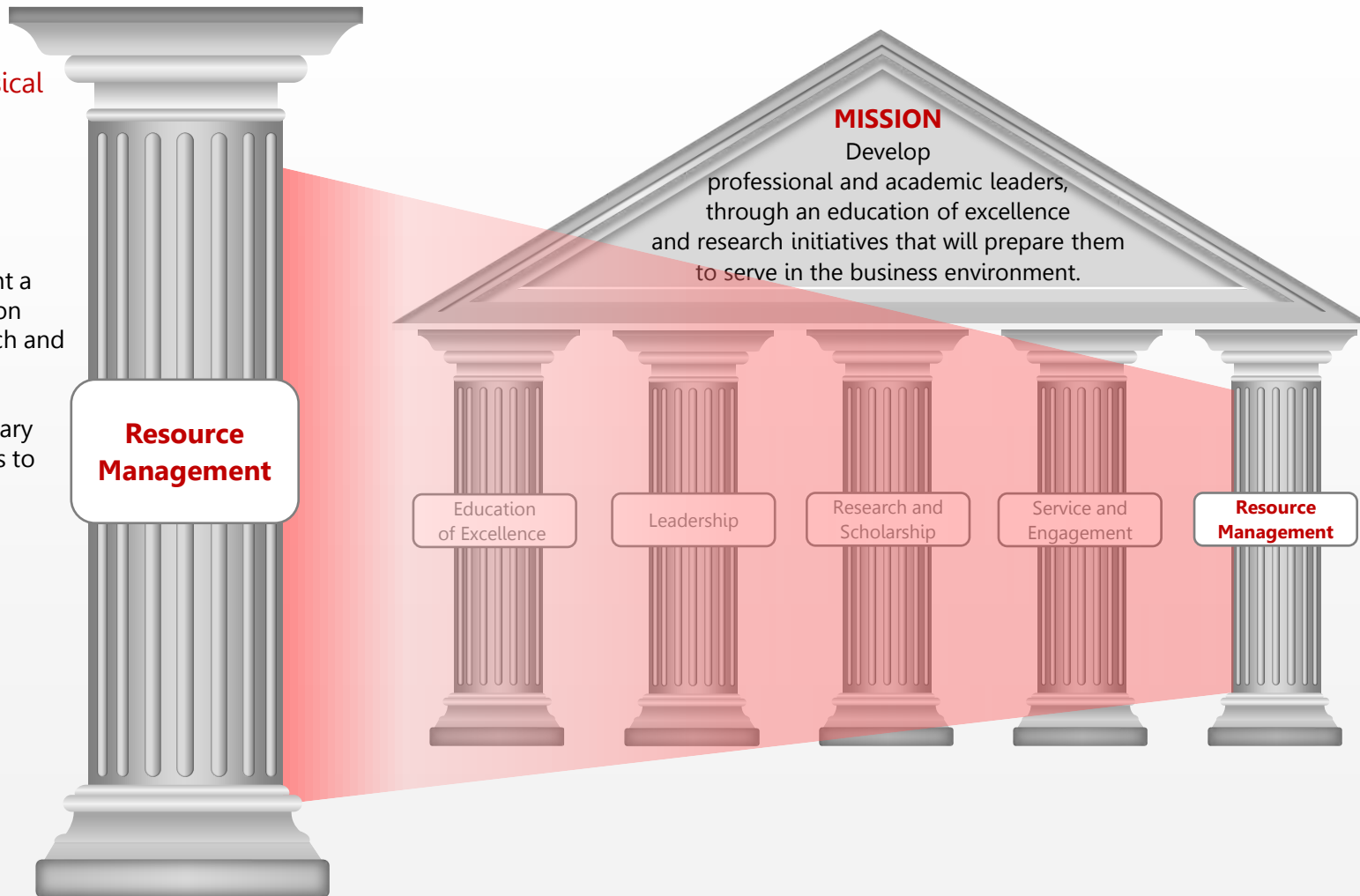
# The Five Pillars of FAE's Mission

## Goal 07

Ensure adequate physical facilities and efficient support system

### Objectives

1. Develop and Implement a technological renovation plan to support research and academic initiatives.
2. Maintain necessary library and research databases to support research and academic initiatives.



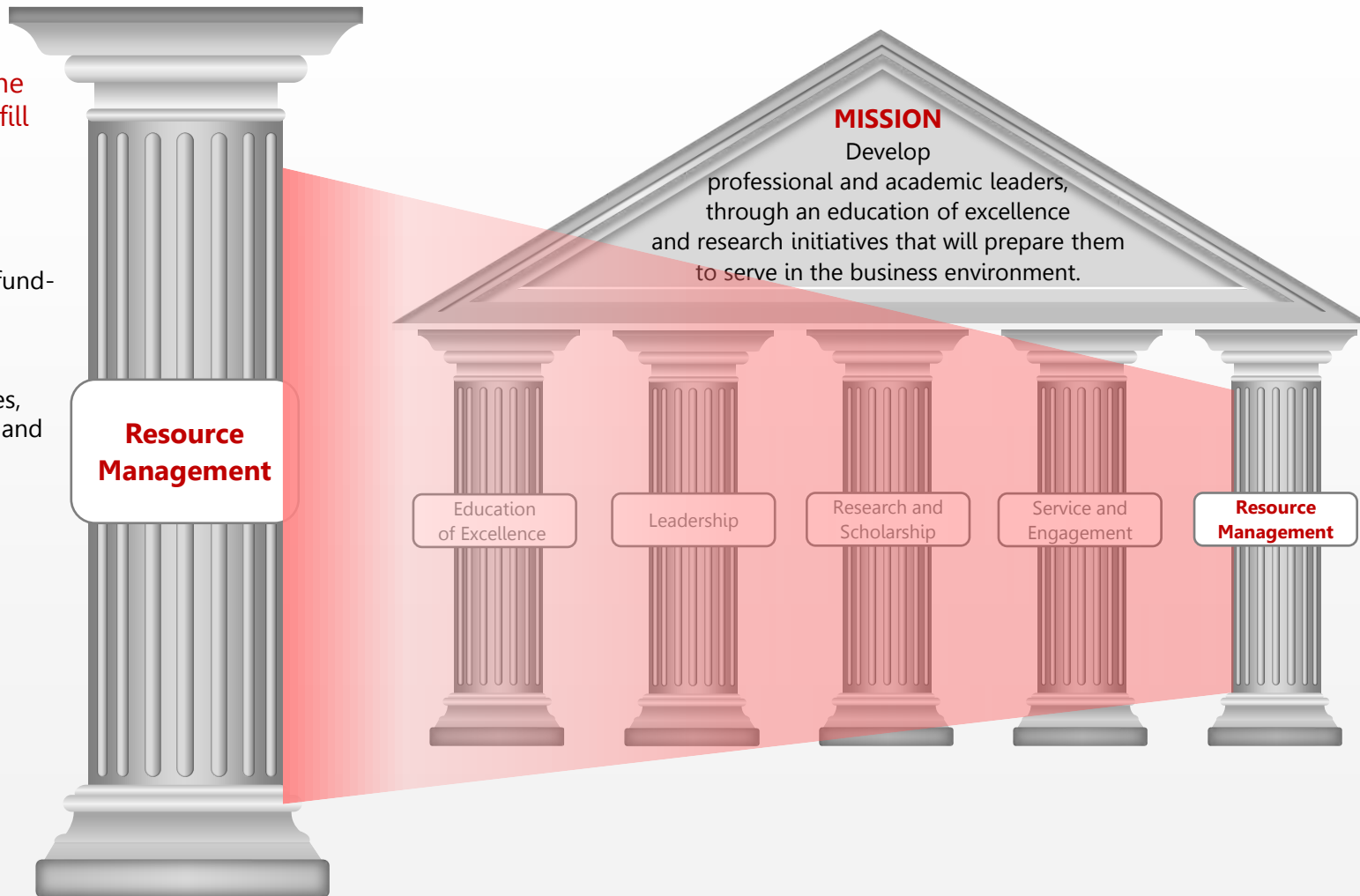
# The Five Pillars of FAE's Mission

## Goal 08

Obtain and manage the necessary funds to fulfill the mission.

### Objectives

1. Implement a strategic fund-raising plan.
2. Provide continuing education for executives, entrepreneurs, alumni, and the community.



# Goal 01

## Implement a systematic and continuous curricula development, guided by the assurance of learning plan.

Education  
of  
Excellence

Objectives and Action Items	Targets of Achievements	Responsible (accountable) Person
1. Implement and Revisit every 3 years an Assessment Plan for all levels (BBA, MBA, PhD)	75/75 rule for BBA and 80/80 rule for all graduate	AOL Coordinator
2. Improve the curricula as the result of the assessment analysis, transformative actions, and trends in business disciplines.	At least one major curricula revision per academic program in 3 years (sequence, new courses or complete revision of courses or program).  Minor curricular changes for 100% of LO evidenced by transformative actions.	AOL Coordinator
3. Encourage research experience for all students.	80% of core courses include a research component.	AOL Coordinator
4. Increase all students' exposure to entrepreneurial topics.	90% of core courses include entrepreneurial content.	AOL Coordinator
5. Increase the number of online and hybrid core and specialized (major) courses and programs.	Core courses with 5 or more sections will offer at least one hybrid or online section.  Each major offers at least one hybrid or online course.	Department Chair

# Goal 02

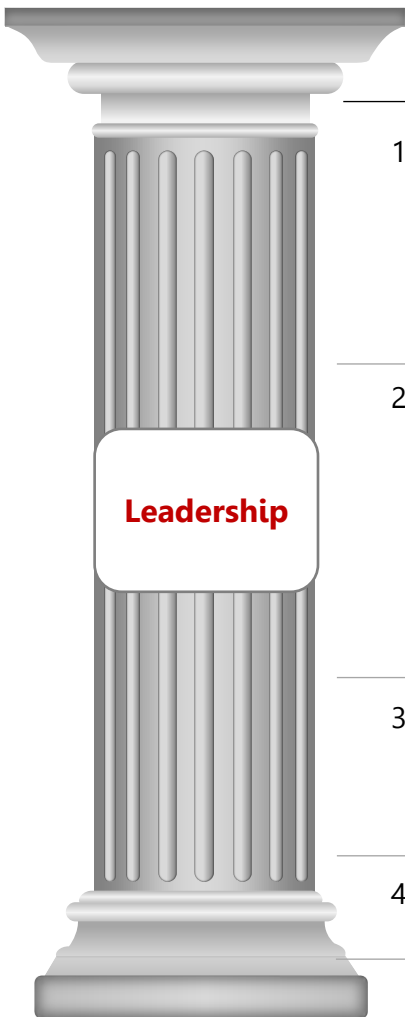
## Develop and implement a student retention plan than includes recruitment and advising.

**Education  
of  
Excellence**

Objectives and Action Items	Targets of Achievements	Responsible (accountable) Person
1. Implement and maintain an updated Recruitment, Retention and Graduation Plan.	1% increase in recruitment 80% retention rate 50% graduation rate	Assistant Dean for Students Affairs
2. Strengthen professional/career advising and academic advising.	Participation rates (Job Fair, mock interviews, internships, Coops): Freshman, 60% Sophomore, 70% Junior and Senior, 80%  75% of the professors engage in this type of activity.	Enlace Program Coordinator  Assistant Dean for Students Affairs
3. Promote student participation in core curricular and extracurricular activities.	1-3% increase in student associations' membership	Assistant Dean for Students Affairs  Students' Organizations Advisors
4. Encourage student exchange, international activities, and diversity in the student body.	1-3% increase participation in exchange program and other international activities	Coordinator of International Affairs
5. Measure graduates' success based on their satisfaction and performance.	Obtain a 4 (satisfied) in the exit survey in a scale of 5 (where 1 is very dissatisfied)  90% of students have a job after graduation or have been admitted to graduate studies.	Alumni survey coordinator

# Goal 03

## Demonstrate academic and professional leadership through diverse initiatives.



**Leadership**

Objectives and Action Items	Targets of Achievements	Responsible (accountable) Person
1. Disseminate the impact of faculty research and publications (FAE Investiga, Faculty Research Seminars, "Faculty Research and others)	Organize at least 3 activities every semester with stakeholders and FAE's scholars.	Chair of Research Center (Cicia)  Associate Dean of Academic Affairs
2. Be recognized by peers among the best schools.	Maintain schools' professional accreditations.  Participate in at least one global business school ranking.	Dean  Accreditation Committee  Person responsible for the Accreditation processes of ACBSP and ABET
3. Hold leadership positions in organizations.	5% of professors hold positions in editorial boards, academic and professional organizations, and other organizations.	Sedona
4. Recognize learners' leadership in the community.	At least 3 student organizations are recognized for their leadership.	Faculty Advisors

# Goal 04

## Require intellectual contributions that demonstrate high quality and impact, as well as alignment with mission, expected outcomes and strategies.

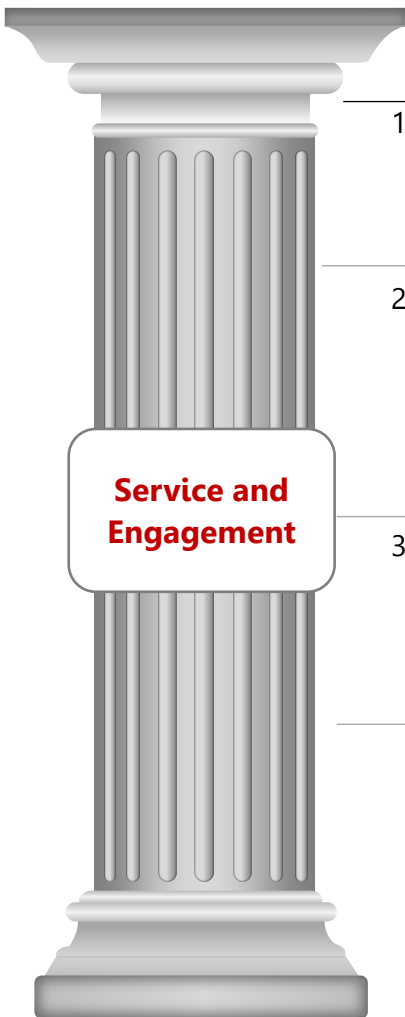


**Research  
and  
Scholarship**

Objectives and Action Items	Targets of Achievements	Responsible (accountable) Person
1. Increase the number of intellectual contributions published in high quality journals (including recognized, well regarded and lead journals).	By Summer 2022, have 40% tenure or tenure-track faculty members achieve at least one publication in high quality journals.	Accreditation Office  Measured and reported periodically through Sedona.
2. Promote and increase the number of intellectual contributions aligned with the School's Mission.	At the end of every academic year, the school's intellectual contribution portfolio is aligned with 75% of the mission areas.  At the end of the 5 year-period, the school's intellectual contribution portfolio is aligned with all mission areas.	Accreditation Office  Measured and reported periodically through Sedona.
3. Promote the dissemination of professors' and students' research work and publications	Sponsor at least 90% of annual research trips request.	Assistant Dean of Administrative Affairs

# Goal 05 Potentiate initiatives of engagement and positive societal impact.

05

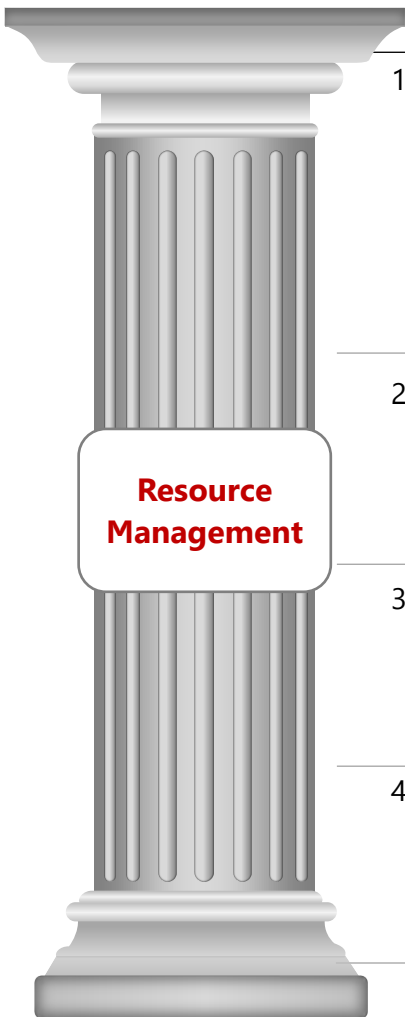


**Service and  
Engagement**

Objectives and Action Items	Targets of Achievements	Responsible (accountable) Person
1. Organize social impact and engagement activities that include faculty, students, and professional staff.	Organize at least 1 major activity every year.	Social Impact Coordinator  Department Chairs
2. Promote social impact and engagement activities organized by the departments or the students.	At least 3 activities per semester.	Social Impact Coordinator  Department Chairs  Faculty Advisors
3. Promote service to the community among faculty.	Positions held in various organizations in the community.  Service activities by faculty.	Accreditation Office  Measured and reported periodically through Sedona.

# Goal 06

## Human Capital: Recruit and develop qualified faculty and support staff.



**Resource  
Management**

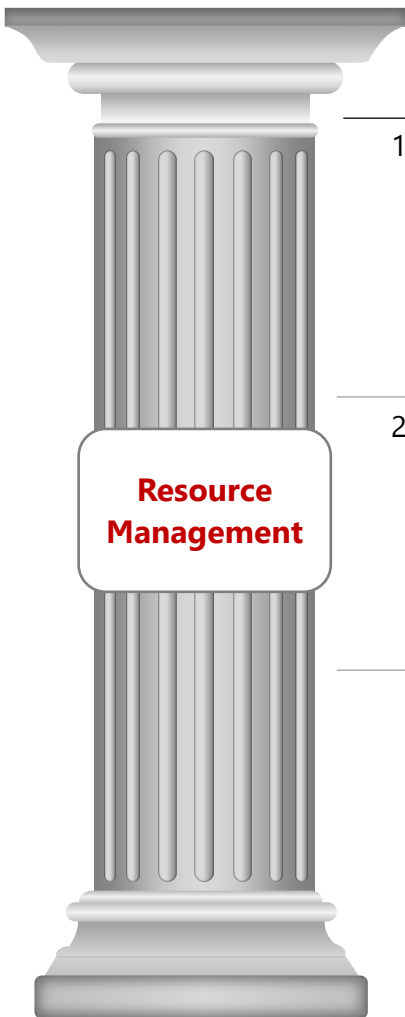
Objectives and Action Items	Targets of Achievements	Responsible (accountable) Person
1. Assure compliance with FAE's faculty qualifications requirements when recruiting (tenure and non-tenure track).	Qualification and Participating percentages. Meet or exceed AACSB's targets: Discipline A SA guideline:  For each discipline: SA in each discipline > 40% (SA + PA + SP + IP) > 90%  Participating faculty > 60%	Accreditation Office  Measured and reported periodically through Sedona.
2. Promote research initiatives through incentives, release time and collaboration among scholars and professors.	At least 50% of full-time professors are involved in research initiatives.	Accreditation Office  Measured and reported periodically through Sedona.
3. Sponsor international participation among faculty, through different activities and initiatives.	At least 5 annual international activities or initiatives	Accreditation Office  Measured and reported periodically through Sedona.
4. Support continued education and professional development opportunities for FAE's faculty members and professional staff	Annually, a minimum of 60% of Professors and professional staff will provide evidence of professional development participation.	Accreditation Office  Assistant Dean for Administrative Affairs





# Goal 07

## Physical and Technological Resources: Ensure adequate physical facilities and efficient support system

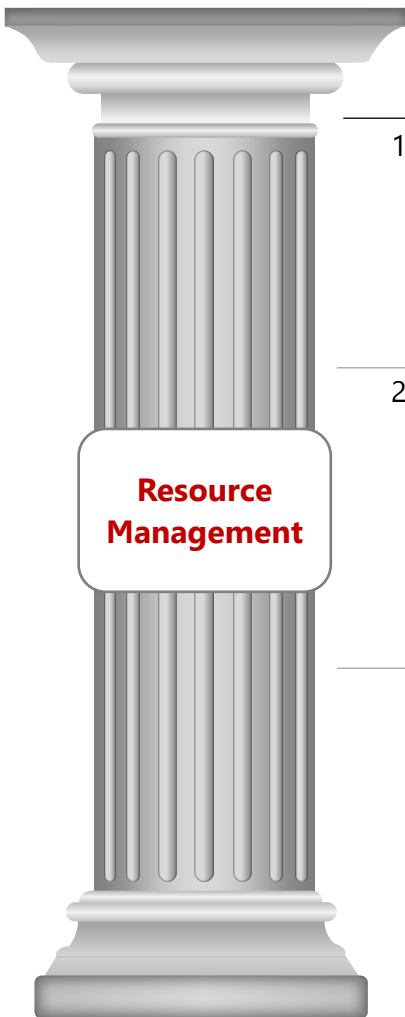


**Resource  
Management**

Objectives and Action Items	Targets of Achievements	Responsible (accountable) Person
1. Develop and Implement a technological renovation plan to support research and academic initiatives.	Revisit technological infrastructure every year.  Achieve a 50% replacement of technological infrastructure (equipment, software, databases, etc.) every 3 years for faculty, students, and professional staff.	Assistant Dean for Administrative Affairs
2. Maintain necessary library and research databases to support research and academic initiatives.	Attain a 4/5 mean value on level of satisfaction among professors, and students with respect to library resources and research databases.  Maintain 100% of existing databases that are used by students and professors.	Associate Dean for Academic Affairs  Library Director

# Goal **Obtain and manage the necessary funds to fulfill the mission.**

## 08



### Objectives and Action Items

### Targets of Achievements

### Responsible (accountable) Person

1. Implement a strategic fund-raising plan.

Establish a fund-raising task force before beginning of academic year 2021-2022.

Dean

Plan ready by December 2021.

Director CICA and task force

Implement plan January 2022.

2. Provide continuing education for executives, entrepreneurs, alumni, and the community

During the 5-year period, at least 3 activities will be organized with the Continuing Education and Professional Studies (Decep for its Spanish acronym) and the Extended University proposal.

Dean

Expected to impact more than 50 participants.

**Resource Management**