

BUSINESS ADMINISTRATION DEPARTMENT  
STRATEGIC PLAN 2012-2013 TO 2015-2016

**GOAL 1:** To provide a general and professional education of excellence that will allow our graduates reach their integral development and to respond to the demands of a changing and technologically advanced society.

**GOAL 2:** To obtain through education the improvement of the quality of life, the health, and the socioeconomic aspect of the region that serves UPRH and Puerto Rico.

**GOAL 3:** To reaffirm the values of the Puerto Rican culture.

KEY STRATEGIC OBJECTIVES	ACTION PLAN	RESPONSIBILITY	ACCOUNTABILITY MEASURE	TIMETABLE	REMARKS
<p>1. To provide an integrated education to the Business Administration students so that our students may obtain the necessary skills, abilities, attitudes, and knowledge to perform successfully in a national and international business environment.</p>	<p>1.1 Review the mission and vision of the Business Administration Program (BAP).</p>	<p>1.1 Faculty and staff.</p>	<p>1.1 BAP faculty and staff review and approve the vision and mission.</p>	<p>1.1 2013-2014</p>	<p>The BAP vision and mission statement will also be reviewed when any changes are made to the UPRH vision and mission statement.</p> <p>Faculty approval is obtained in meetings with quorum by majority vote.</p>
	<p>1.2 Publicize the mission and vision of the Business Administration Program.</p>	<p>1.2 BAP Chair, faculty, staff and students.</p>	<p>1.2 The BAP vision and mission is posted in classrooms, the lobby monitor and the BAP web page.</p>	<p>1.2 Continuous</p>	
	<p>1.3 Review the key strategic objectives of BAP.</p>	<p>1.3 Planning and Accreditation Committees, BAP faculty and staff.</p>	<p>1.3 BAP faculty and staff review and approve the key strategic objectives.</p>	<p>1.3 September 2012</p>	
	<p>1.4 Review the strategic plan 2012-2013 to 2015-2016.</p>	<p>1.4 BAP Chair, faculty and staff, Planning and Accreditation Committees.</p>	<p>1.4 BAP faculty, staff and student representative review and approve the strategic plan.</p>	<p>1.4 September 2012</p>	
	<p>1.5 Revise and implement the assessment plan for BAP learning outcomes.</p>	<p>1.5 Assessment Committee, Program Coordinators BAP Chair and faculty.</p>	<p>1.5 The BAP Assessment plan for learning outcomes is approved and its timetable is followed.</p>	<p>1.5 September 2012 Continuous</p>	

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	<p>1.6 Design and implement the assessment plan for the learning outcomes of each BAP major.</p> <p>1.7 Develop and analyze the students' retention statistics of BAP.</p> <p>1.8 Schedule the professional, elective and major courses according to the designed and approved curricular sequence for each major.</p>	<p>1.6 Assessment Committee, Program Coordinators and BAP Chair.</p> <p>1.7 Student Affairs, Assessment, Planning and Research Committees.</p> <p>1.8 BAP Chair.</p>	<p>1.6 The assessment plan for each major is approved and its timetable is followed.</p> <p>1.7 Faculty discusses the results of the BAP student retention analysis for action to be taken.</p> <p>1.8 The BAP course scheduling meets 90% of the student enrollment demand.</p>	<p>1.6 September 2012, continuous</p> <p>1.7 March 2013</p> <p>1.8 Every semester</p>	<p>1.7 Evaluate the retention problem in the third academic year. Analyze the statistics profile of students who have retention problems. A focus group may evaluate the reasons for students leaving the university or not completing the courses.</p>

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	<p>1.9 Coordinate major courses and activities for each BAP major.</p> <p>1.10 Design and implement a promotion plan for potential students of BAP.</p> <p>1.11 Maintain the BAP Advisory Board informed of relevant department issues.</p> <p>1.12 Promote the activities of the Student Associations of ADEM: AUEC, AUEG, AUECI, SHRIM and SIFE.</p> <p>1.13 Promote and coordinate the Business Travel Study of the International Business major.</p> <p>1.14 Study the Profile of the BAP alumni.</p>	<p>1.9 Program Coordinators, Curricular Committee and Assessment Committee.</p> <p>1.10 BAP Chair, Promotion Committee.</p> <p>1.11 BAP Chair, Accreditation and Students Affairs Committees.</p> <p>1.12 Advisors of student associations, faculty, and students.</p> <p>1.13 International Business Coordinator.</p> <p>1.14 Alumni Committee and Assessment Committee.</p>	<p>1.9 BAP Major Faculty meetings are held to coordinate activities every semester.</p> <p>1.10 Students applications to BAP increase by 10%</p> <p>1.11 BAP Chair meets every semester with the BAP Advisory Board.</p> <p>1.12 Each association will celebrate at least two activities every semester.</p> <p>1.13 Every two years at least 15 students will participate in the Business Travel Trip.</p> <p>1.14 Present the BAP Alumni Profile to Faculty for discussion and action to be taken.</p>	<p>1.9 Every semester</p> <p>1.10 2012-13 Continuous</p> <p>1.11 Every semester</p> <p>1.12 Every semester</p> <p>1.13 Summer, 2013; Summer 2015</p> <p>1.14 2014-15</p>	

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	<p>1.15 Analyze the profile of the BAP freshmen provided by OPAI.</p> <p>1.16 Review the course outlines of the courses so that they respond to the mission, vision, goals, and strategic objectives of the BAP and ACBSP standards.</p> <p>1.17 Offer individualized academic advising to students admitted to BAP.</p> <p>1.18 Provide BAP students orientation about academic advising services, including the UNEX program students.</p>	<p>1.15 Student Affairs Committee and Student Affairs Officers.</p> <p>1.16 BAP Chair, BAP Major Coordinators, Faculty and BAP webmaster.</p> <p>1.17 BAP Chair and Students Affairs Officers.</p> <p>1.18 Student Affairs Committee and the Student Affairs Officers</p>	<p>1.15 Present the BAP Freshmen profile to faculty for discussion and action to be taken.</p> <p>1.16.1 100% of the BAP course's syllabi are reviewed.</p> <p>1.16.2 The updated course syllabi are posted on our webpage.</p> <p>1.17 Academic advising services are provided to 100% of those who request the service.</p> <p>1.18 Offer an orientation activity every academic year.</p>	<p>1.15 2012-13</p> <p>1.16.1 Every year</p> <p>1.16.2 Continuous</p> <p>1.17 Continuous</p> <p>1.18 Yearly</p>	

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	<p>1.19 Participate in the prescribed processes of the institution that affect the academic area of the students direct or indirectly.</p> <p>1.20 Participate in the promotional activities of the UPRH Students Exchange Program.</p> <p>1.21 Acquire the technological equipment necessary for the courses and of concentration courses.</p> <p>1.22 Offer every academic year an activity of recognition for the outstanding BAP graduates.</p>	<p>1.19 Office of Students Affairs and BAP Chair.</p> <p>1.20 Student Affairs Officers and BAP Major Coordinators.</p> <p>1.28 BAP Chair.</p> <p>1.22 Student Affairs Officers, Student Affairs Committee, BAP Chair and Faculty</p>	<p>1.19 Provide support services for 100% of the students who request transfers, reclassifications, and other services.</p> <p>1.20 Five BAP students participate in the UPRH Student Exchange Program every year.</p> <p>1.21 Update all the technological resources of the BAP.</p> <p>1.22 90% of the students selected participate in the Achievement Award Activity.</p>	<p>1.19 Continuous</p> <p>1.20 Every year</p> <p>1.21 Every year</p> <p>1.22 Second semester, every year</p>	<p>1.20 Diez para la Decada and ACBSP required the knowledge about global context and promote the diversity culture.</p>

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	<p>1.23 Participate actively in the orientation of new students admitted. Provide a welcome activity for BAP freshmen about academic advising.</p> <p>1.24 Foster the participation of BAP students in academic competitions.</p> <p>1.25 Maintain BAP course syllabi bibliographical resources aligned with what's available in UPRH's Library.</p> <p>1.26 Develop a proposal for a center of practice or simulated company.</p> <p>1.27 Design BAP policies for hybrid and online courses.</p>	<p>1.23 Student Affairs Committee and student associations</p> <p>1.24 Faculty, students associations and students.</p> <p>1.25 BAP Library Committee and Faculty.</p> <p>1.26 Faculty</p> <p>1.27 BAP Chair, Curriculum Committee</p>	<p>1.23 100% of the students participants received information about BAP academic services.</p> <p>1.24 BAP students participate in at least two academic competitions every year.</p> <p>1.25 100% of the course syllabi include the bibliographical resources available in the Library and follow the APA style.</p> <p>1.26 A practice center for BAP students is operational.</p> <p>1.27 Offer hybrid and/or online courses</p>	<p>1.23 First semester, every year</p> <p>1.24 Every year</p> <p>1.25 2012-2014</p> <p>1.26 2015-2016</p> <p>1.27 2015-2016</p>	

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	<p>1.28 Prepare the Quality Assurance Report required by ACBSP.</p> <p>1.29 Develop strategies to increase the BAP graduation rate for each major.</p> <p>1.30 Update the technology resources of BAP.</p> <p>1.31 Create a tutorial program for BAP quantitative courses.</p>	<p>1.28 BAP Chair and Accreditation Committee.</p> <p>1.29 BAP Chair, BAP Major Coordinators, Student Affairs Committee and Faculty.</p> <p>1.30 BAP Chair and Faculty.</p> <p>1.31 BAP Chair and Faculty</p>	<p>1.28 Submit the Quality Assurance Report to comply with ACBSP accreditation standards.</p> <p>1.29 The BAP graduation rate will increase by one percent every year.</p> <p>1.30 Proposals for technology resources are submitted to the Institution and/or the industry.</p> <p>1.31 70% of the students who participate regularly in the tutorial program improve their quantitative skills.</p>	<p>1.28 February 2014 and then every two years</p> <p>1.29 2014-2015, 2015-2016</p> <p>1.30 2012-2013, continuous</p> <p>1.31 2013-2014</p>	

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	<p>2.1 Prepare a curricular evaluation study and review proposal of the BBA program for each major: Accounting, Human Resources, Management and International Business according to the UPR certification guidelines.</p> <p>2.2 Evaluate and revise the goals, objectives and profile of graduate students of each program in relation to the standards of the labor market.</p> <p>2.3 Request the inclusion of the Pymes Certificate in the DECEP course offerings.</p>	<p>2.1 BAP Chair and BAP Major Coordinators.</p> <p>2.2 BAP Major Coordinators and Faculty.</p> <p>2.3 BAP Chair.</p>	<p>2.1.1 Submit the curricular evaluation study and review proposal of the business core courses for Faculty approval.</p> <p>2.1.2 Submit the curricular evaluation study and review proposal for each business major.</p> <p>2.2 The BAP curricular evaluation study and review for each major will include the analysis of the employers' survey, senior exit interview, socioeconomic profile of UPRH and Projections for occupation and industry (2008-2018).</p> <p>2.3 At least 25 participants will enroll in courses leading to the Pymes Certificate.</p>	<p>2.1.1 2014-2015</p> <p>2.1.2 2015-2016</p> <p>2.2 2014-2016</p> <p>2.3 2013-2014</p>	



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	<p>2.4 Design and implement a four-year assessment plan BAP services.</p> <p>2.5 Prepare and alumni study to assess the educational and support services provided by BAP.</p> <p>2.6 Offer seminars, workshops, academic conferences or other activities for the ADEM students.</p> <p>2.7 Participate actively in the processes that help to maintain the accreditations of MSCHE, CES and ACBSP.</p>	<p>2.4 BAP Chair and Assessment Committee</p> <p>2.5 BAP Alumni Committee.</p> <p>2.6 BAP Chair, BAP Major Coordinators, Faculty and Student Associations.</p> <p>2.7 BAP Chair, BAP Major Coordinators, Accreditation Committee, Faculty and Staff.</p>	<p>2.4 The BAP Assessment Plan activities are followed according to its timetable.</p> <p>2.5 The alumni study results are presented to Faculty for discussion and action to be taken.</p> <p>2.6 Two academic activities will be offered for each BAP Major every year.</p> <p>2.7 BAP complies with ACBSP, MSCHE and CES accreditation standards, requirements and timetables.</p>	<p>2.4 2013-2014</p> <p>2.5 2014-2015</p> <p>2.6 Every year</p> <p>2.7 Continuous</p>	

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	2.8 Coordinate with UPR-Río Piedras the offering of a MBA Graduate Program through an agreement.	2.8 BAP Chair and UPRH Liaison.	2.8.1 Fifteen students enroll in courses of the MBA Graduate Program.	2.8 2013-2014	50% of the ADEM students said that they like to continue studies (exit interview) and 55% of the BAP students enrollment in second concentrations. This information suggests the interest to continue studies in business administration.

**GOAL 4:** Reach an institutional climate in which the students, the faculty and administrative personnel, can easily share ideas and mutual interest.

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<p>3. Achieve an organizational environment in which the students, the faculty, the personnel, and the community can share ideas to support and develop their professional and personal competencies so they can contribute to the social and economic development of Puerto Rico.</p>	<p>3.1 Monitor compliance of the BAP Code of Ethics</p> <p>3.2 Designate members of committees with the faculty and students that can guide the academic-administrative services of the BAP.</p> <p>3.2.1 Review the functions of all BAP Committees in accordance with the strategic plan.</p> <p>3.2.2 Each BAP Committee prepares an operational plan.</p> <p>3.2.3 Each BAP Committee prepares an annual report.</p>	<p>3.1 BAP Chair, Faculty and Staff</p> <p>3.2 BAP Chair</p> <p>3.2.1 BAP Committees</p> <p>3.2.2 BAP Committees</p> <p>3.2.3 BAP Committees</p>	<p>3.1 The BAP Director activates the Discipline Committee when necessary.</p> <p>3.2 Committees memberships are discussed in a faculty meeting held during first semester.</p> <p>3.2.1 Each BAP Committee submits an approved list of the functions to the BAP Chair.</p> <p>3.2.2 Each BAP Committee submits to the BAP Chair an operational plan.</p> <p>3.2.3 Each BAP Committee submits an annual report to the BAP Chair</p>	<p>3.1 Continuous</p> <p>3.2 August of every year</p> <p>3.2.1 2012-2013</p> <p>3.2.2 First semester, every year</p> <p>3.2.3 May, every year</p>	

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	<p>3.3 Implement a human resources plan.</p> <p>3.4 Strengthen communication with the BAP stakeholders.</p> <p>3.5 Strengthen relations with the community by providing activities of business, government and social interest.</p> <p>3.6 Schedule BAP courses according to the enrollment demand, the availability of the qualified faculty and the optimal space utilization.</p> <p>3.7 Faculty receives student feedback through the UPRH performance evaluation system.</p>	<p>3.3 BAP Chair, Professional Improvement Committee, Personnel Committee</p> <p>3.4 BAP Chair</p> <p>3.5 BAP Chair, Faculty and Student Associations</p> <p>3.6 BAP Chair</p> <p>3.7 Personnel Committee</p>	<p>3.3 The BAP complies with the Human Resource Development Plan activities timetable.</p> <p>3.4 All the relevant studies, plans and reports are included in the BAP web page.</p> <p>3.5 BAP will provide and activity of business, government or social interest, and 80% of the participants will evaluate the activity as excellent or good.</p> <p>3.6 The Department will increase its space utilization rate to 95%.</p> <p>3.7 100% of BAP faculty members are evaluated by students at least once a year.</p>	<p>3.3 Continuous</p> <p>3.4 Continuous</p> <p>3.5 2012-2013</p> <p>3.6 Every semester</p> <p>3.7 Yearly</p>	

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	<p>3.8 Redesign and update in a timely fashion the BAP website page, so that it can become an effective center of academic information.</p> <p>3.9 Encourage the use of the technology among the BAP faculty.</p> <p>3.10 Communicate BAP achievements and future plans to its stakeholders.</p> <p>3.11 Establish a link with BAP alumni by organizing a group of alumni.</p> <p>3.12 Celebrate an International Business Symposium.</p>	<p>3.8 BAP Chair and BAP Webmaster</p> <p>3.9 BAP Chair, Professional Improvement Committee.</p> <p>3.10 BAP Chair, Promotion Committee.</p> <p>3.11 Student Affairs Committee.</p> <p>3.12 International Business Coordinator and BAP Chair.</p>	<p>3.8 BAP Webpage is current and updated.</p> <p>3.9 75% of the BAP Faculty attend IT workshops and seminars.</p> <p>3.10 BAP provides annually a report of the achievements and of assessment initiatives to the corresponding forums. And submits related articles to newspapers and magazines.</p> <p>3.11 A group of BAP alumni meet once a semester</p> <p>3.12 80% of the participants evaluate this activity as excellent or good.</p>	<p>3.8 Continuous</p> <p>3.9 Every year</p> <p>3.10 Every year</p> <p>3.11 Continuous</p> <p>3.12 2014 and 2016</p>	

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	<p>3.13 Maintain the new facilities of the BAP.</p> <p>3.14 Encourage faculty members to continue doctoral studies in the area of their interest or according to the BAP needs.</p> <p>3.15 Establish and maintain an evaluation system for student support services.</p>	<p>3.13 BAP Chair</p> <p>3.14 Personnel Committee and BAP Chair.</p> <p>3.15 Student Affairs Officers and BAP Chair.</p>	<p>3.13.1 The BAP building is painted at least every two years.</p> <p>3.13.2 Broken classroom chairs are replaced</p> <p>3.13.3 New projectors and replacement lamps are purchased.</p> <p>3.13.4 A dry erase board is added to each BAP classroom.</p> <p>3.14 50% of the BAP faculty is qualified according to ACBSP standards.</p> <p>3.15 80% of the students are satisfied with the student support services</p>	<p>3.13.1 2014, 2016</p> <p>3.13.2 2012-2016</p> <p>3.13.3 Continuous</p> <p>3.13.4 2012-2013</p> <p>3.18 2014</p> <p>3.15 2012-2013</p>	

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	<p>3.16 Maintain the technological facilities of the BAP:</p> <ul style="list-style-type: none"> <li>• Request computer repair services in a timely fashion.</li> <li>• Maintain an inventory of technological resources</li> <li>• Follow-up requisitions for purchases and services.</li> </ul> <p>3.17 Encourage the academic relationship between faculty and students.</p>	<p>3.16 Laboratory technicians, BAP Chair.</p> <p>3.17 Faculty</p>	<p>3.16 The BAP has updated and have functional technological facilities.</p> <p>3.17.1 At least six professors participate in the student's association initiation ceremonies.</p> <p>3.17.2 80% of the professors use information technology to maintain communication with students.</p>	<p>3.16.1 Continuous</p> <p>3.17.1 Every year</p> <p>3.17.2 Every year</p>	

**GOAL 4:** To encourage and support investigation, artistic creation and literacy so that it contributes to the advancement of acknowledgement and the problems solution of the eastern region, Puerto Rico and foreign countries.

KEY STRATEGIC OBJECTIVES	ACTION PLANS	RESPONSIBILITY	ACCOUNTABILITY MEASURE	TIMETABLE	REMARKS
<p>4. Our programs Promotes the interest of research skills that contribute to the development of new ideas in the Puerto Rico, Latin America and the Caribbean Business Administration area.</p>	<p>4.1 Celebrate BBA research week.</p>	<p>4.1 Research Committee</p>	<p>4.1 Six students will present/display works of investigation.</p>	<p>4.1 Every year</p>	
	<p>4.2 Offer an Annual Fair of Businesses Proposals.</p>	<p>4.2 Faculty</p>	<p>4.2 80% of the participants will evaluate the activity as excellent or good.</p>	<p>4.2 Every year</p>	
	<p>4.3 Promote the participation of the faculty in conferences and professional activities in or outside Puerto Rico.</p>	<p>4.3 Faculty</p>	<p>4.3 Two professors will participate as lecturers.</p>	<p>4.3 Every year</p>	
	<p>4.4 Publish faculty research in different forums and publications.</p>	<p>4.4 Faculty</p>	<p>4.4 Faculty research publications will increase by 20%.</p>	<p>4.4 Every year</p>	
	<p>4.5 Create fund raising proposals for the development of projects and new ideas in the field of business administration, education and support services.</p>	<p>4.5 Faculty</p>	<p>4.5 BAP faculty members will submit a fundraising proposal to the appropriate external funding source.</p>	<p>4.5 Every year</p>	



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	<p>4.6 Faculty members provide support to students in the development of research.</p> <p>4.7 Promote the presentation/display of BAP student research in or outside of Puerto Rico.</p> <p>4.8 Encourage faculty academic research.</p> <p>4.9 Maintain a BAP magazine for faculty and student research articles by creating a Board of Editors with one faculty member for each major and one student.</p> <p>4.10 Establish an organizational structure to support BSA research efforts.</p>	<p>4.6 Faculty</p> <p>4.7 Faculty</p> <p>4.8 BAP Chair</p> <p>4.9 Faculty</p> <p>4.10 BAP Chair</p>	<p>4.6 Faculty members serve as research advisors to students.</p> <p>4.7 Three investigations will be presented in competitions.</p> <p>4.8 Faculty members present three academic or institutional research proposals.</p> <p>4.9 BAP publishes a research magazine every year. At least three faculty members contribute research articles for the magazine.</p> <p>4.10 Create a position for a BAP academic researcher.</p>	<p>4.6 Every year</p> <p>4.7 Every year</p> <p>4.8 Every year</p> <p>4.9 Every year</p> <p>4.10 2014-2015</p>	

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	4.11 Research student time usage and curriculum completion date.	4.11 Research Committee	4.11 Present the results to faculty for discussion and action to be taken.	4.11 2013-2014	4.11 This research is very important because approximately 30% of the BAP students work full time, 55% of the BAP student enroll in a second major, 33% requested reclassification and many students complete the degree in more than four years.

Prepared by: Dr. Sonia Colón Parrilla, Prof. Delia Garced (March 2012)

Revised by: BAP Chair and BAP Faculty

Approved by: BAP Faculty (September 7, 2012)