Project Charter:

Accreditation Process with the
Accreditation Council for Business Schools & Programs
(ACBSP)

College of Business Administration
University of Puerto Rico
Mayagüez Campus
AGENDA

1. Scope Overview .......................................................... 2
2. Business Case ............................................................. 2
3. Background ................................................................. 2
4. Milestones Schedule with Acceptance Criteria ...................... 3
5. Risks Analysis ............................................................... 5
6. Preliminary Budget Estimates .......................................... 5
7. Communications Plan .......................................................... 6
8. Team Operating Principles ............................................... 7
9. Lessons Learned ............................................................. 7
10. Signatures and Commitment .............................................. 8
1. **Scope Overview:**

The College of Business Administration (CBA) of the University of Puerto Rico at Mayagüez (UPRM) will attain the accreditation of the Accreditation Council for Business Schools and Programs (ACBSP) for all programs. To that end, the University of Puerto Rico at Humacao (UPRH) self-study will be used as a baseline or starting point to understand and document properly all standards in our report. Given that ACBSP focuses mostly on teaching excellence and strategic planning, the College of Business Administration will follow the Association to Advance Collegiate Schools of Business (AACSB) standards for its research initiatives.

Assurance of Learning efforts will be conducted as thoroughly as possible to comply with ACBSP, AACSB, ABET and other accrediting bodies. Likewise, as part of this process, the CBA aims to improve and enhance its culture of assessment and continuous improvement among all Faculty members, students, and other stakeholders.

2. **Business Case:**

ACBSP accreditation is a strategic priority for the CBA because:

- It is imperative to improve and strengthen CBA’s culture of assessment and continuous improvement.
- The CBA is committed to comply with the strategic operations and actions of the University of Puerto Rico (*Diez para la Década*), UPRM strategic plan, and the latest CBA strategic plan.

Achieving and maintaining well-recognized accreditations is valuable for all CBA stakeholders, as well as to demonstrate excellence in research and education.

3. **Background:**

The CBA started as a teaching school in 1970. In 2003, it began its accreditation efforts with the AACSB. Since then, the faculty has been working towards developing and improving assessment and research areas. Given that the College’s strength is based on teaching, the Faculty agreed to obtain accreditation with the ACBSP first, as it is closely related to its operations. At the same time, the CBA is improving its research efforts, aiming to obtain accreditation with the AACSB in the future.
4. **Milestone Schedule with Acceptance Criteria:**

<table>
<thead>
<tr>
<th>Milestone</th>
<th>Starting Date</th>
<th>Ending Due Date</th>
<th>Responsible Stakeholder</th>
<th>Acceptance Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepare Project Charter</td>
<td>3/7/2014</td>
<td>3/28/2014</td>
<td>Accreditation Committee</td>
<td>Signatures from all members</td>
</tr>
<tr>
<td>Define Communications plan and Committee</td>
<td>3/21/2014</td>
<td>4/4/2014</td>
<td>Accreditation Committee</td>
<td>Documented plan and approved</td>
</tr>
<tr>
<td>Benchmark UPRH Report</td>
<td>3/28/2014</td>
<td>4/9/2014</td>
<td>Accreditation Committee</td>
<td>Summary of Humacao’s report for each standard</td>
</tr>
<tr>
<td>Define requirements by specific standard</td>
<td>3/28/2014</td>
<td>5/13/2014</td>
<td>Accreditation Committee</td>
<td>Comparison of what we have vs what is required for each standard</td>
</tr>
<tr>
<td>Fine-tuning meeting w/ Dr. Myrna Pinto</td>
<td>5/13/2014</td>
<td>5/21/2014</td>
<td>Accreditation Committee, Dr. Myrna Pinto</td>
<td>Requirements validation for each standard</td>
</tr>
<tr>
<td>Define committees/parties support structure for implementation and documentation purposes</td>
<td>5/13/2014</td>
<td>5/21/2014</td>
<td>Accreditation Committee</td>
<td>List of teams and specific faculty members to be involved</td>
</tr>
<tr>
<td>Define detailed implementation plan and Gantt Chart</td>
<td>5/21/2014</td>
<td>5/27/2014</td>
<td>Accreditation Committee</td>
<td>Gantt Chart</td>
</tr>
<tr>
<td>Define Assessment Plan</td>
<td>3/28/2014</td>
<td>5/27/2014</td>
<td>Assessment Committee</td>
<td>Documented plan and approved</td>
</tr>
<tr>
<td>Define Recruitment Plan</td>
<td>3/7/2014</td>
<td>5/27/2014</td>
<td>Dean</td>
<td>Detailed plan with recruitment chronogram</td>
</tr>
<tr>
<td>Present detailed plan to Faculty</td>
<td>8/26/2014</td>
<td>8/26/2014</td>
<td>Project Leader</td>
<td>Faculty buy-in</td>
</tr>
<tr>
<td>Preliminary Questionnaire</td>
<td>5/27/2014</td>
<td>8/29/2014</td>
<td>Accreditation Committee</td>
<td>Completed Preliminary Questionnaire</td>
</tr>
<tr>
<td><strong>Milestone</strong></td>
<td><strong>Starting Date</strong></td>
<td><strong>Ending Due Date</strong></td>
<td><strong>Responsible Stakeholder</strong></td>
<td><strong>Acceptance Criteria</strong></td>
</tr>
<tr>
<td>--------------------------------------</td>
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<td>-----------------------------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>Documentation and submittal of self-assessment</td>
<td>8/29/2014</td>
<td>10/31/2014</td>
<td>Administration Group, Accreditation Committee</td>
<td>Submitted self-study</td>
</tr>
<tr>
<td>Update and maintain documents per working area</td>
<td>5/21/2014</td>
<td>11/27/2014</td>
<td>Administration Group, Accreditation Committee, Assessment Committee, Research Committee, Other Faculty Committees</td>
<td>Display room</td>
</tr>
<tr>
<td>&quot;Mock Visits&quot;</td>
<td>1/26/2015</td>
<td>1/30/2015</td>
<td>Accreditation Committee, Dr. Myrna Pinto, ADEM Faculty</td>
<td>Written report received</td>
</tr>
<tr>
<td>ACBSP Visit</td>
<td>3/2/2015</td>
<td>3/6/2015</td>
<td>Accreditation Committee, Dr. Myrna Pinto, ADEM Faculty</td>
<td>Closing meeting</td>
</tr>
</tbody>
</table>
5. Risks Analysis:

<table>
<thead>
<tr>
<th>Risk (Probability/Impact)</th>
<th>Contingency Plan</th>
<th>Who Owns the Contingency Plan?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insufficient funds to support the accreditation process (H/H)</td>
<td>Request funds to Chancellor and Vice-presidency</td>
<td>Dean with support from Dr. Myrna Pinto</td>
</tr>
<tr>
<td>Insufficient faculty members (H/H)</td>
<td>Accreditation delay</td>
<td>Accreditation Committee</td>
</tr>
<tr>
<td>Internal risks (MH/H)</td>
<td>Communications plan; Networking peer pressure</td>
<td>Communications Committee; Accreditation Committee</td>
</tr>
<tr>
<td>Risks related to the execution of the assessment standards (MH/M)</td>
<td>Subcontract a professor from another UPR campus</td>
<td>Dean with support from Dr. Myrna Pinto</td>
</tr>
<tr>
<td>Institutional risks (L/H)</td>
<td>Seek for Faculty approval and commitment to keep plan independently of changes in the administration team</td>
<td>Accreditation Committee and Assessment Committee</td>
</tr>
<tr>
<td>External risks (M/M)</td>
<td>Commitment to work from outside the campus</td>
<td>Accreditation Committee, Accreditation Committee, and all Faculty members</td>
</tr>
</tbody>
</table>

It is important to mention that these risks have a direct negative impact on the schedule, and subsequently on the completion of the accreditation process by the desired date. As result, the best time estimate for achieving the accreditation goal ranges from 1 year to 2 years, starting on August, 2014. This sets the expected completion date between May, 2015 and May, 2016.

6. Preliminary Budget Estimates:

The estimated cost for achieving the ACBSP accreditation is expected to range between $77,650 and $139,200. This estimate considers the following costs: annual membership, initial visit, accreditation visit, ACBSP annual conferences, release time for accreditation and assessment coordinators, graduate student, and other contingencies. This preliminary estimate does not consider research incentives for publications in PRJ’s nor travel expenses for presentations in conferences with proceedings.
7. Communications Plan:

<table>
<thead>
<tr>
<th>Responsible Stakeholder</th>
<th>Share Information With</th>
<th>Timing</th>
<th>Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Leader</td>
<td>Faculty</td>
<td>Once per month</td>
<td>Progress report at the faculty meeting</td>
</tr>
<tr>
<td>Coordinator of the Communications Committee</td>
<td>Faculty, administrative personnel, and ADEM student body</td>
<td>At the end of each semester</td>
<td>A biannual presentation to faculty summarizing achievements and plans for the upcoming semester</td>
</tr>
<tr>
<td>Coordinator of the Communications Committee</td>
<td>Faculty, administrative personnel, and ADEM student body</td>
<td>At each completed milestone</td>
<td>Electronic mail notifying achievements and thanking collaborations</td>
</tr>
<tr>
<td>Coordinator of the Communications Committee</td>
<td>Faculty, administrative personnel, and ADEM student body</td>
<td>At each completed milestone or once per month</td>
<td>Notify achievements and keep countdown using the ADEM and CIE Facebook accounts</td>
</tr>
<tr>
<td>Coordinator of the Communications Committee</td>
<td>Faculty, administrative personnel, and ADEM student body</td>
<td>“Ongoing”</td>
<td>Keep countdown using the monitor located at the lobby</td>
</tr>
<tr>
<td>Coordinator of the Communications Committee</td>
<td>Faculty, administrative personnel, and ADEM student body</td>
<td>“Ongoing”</td>
<td>Using the monitor located at the lobby, notify achievements and benefits from the accreditation</td>
</tr>
<tr>
<td>Coordinator of the Communications Committee</td>
<td>Recruiters, parents, PIPC partners, deans, associations, donors, and alumni</td>
<td>At the end of each semester</td>
<td>Fact sheet or brochure approved by faculty with information obtained from the biannual progress report</td>
</tr>
</tbody>
</table>

- Project Leader's role includes providing progress reports to the faculty meeting.
- The Communications Committee, led by its coordinator, is responsible for notifying stakeholders at each completed milestone.
- Coordination with the ADEM student body will include electronic mail updates and the use of social media platforms.
- The countdown will be maintained using a monitor located in the lobby.
- Additional notifications will be made through fact sheets or brochures approved by the faculty.
8. Team Operating Principles:

The following team operating principles are defined as a set of rules to increase meetings effectiveness and assure that all team members understand what is expected from them.

1. Each meeting requires a person to act as Secretary.
2. Quorum will be defined as 40% of all members.
3. Participants have to sign the attendance sheet for each meeting.
4. The Secretary will distribute the agenda in advance. The agenda must include timing allocated for discussion of each item.
5. The committee will designate a person as a time keeper to manage the timing of all discussions.
6. Each meeting requires a written act to be discussed and approved in the next meeting.
7. The Secretary will organize and file all documentation related to meetings and undergoing projects of the committee.
8. The Committee will value and respect diversity of opinions and ideas.
9. The Secretary will distribute the schedule of meetings for each semester. Dates will be changed as needed. Meetings should take approximately 90 minutes.
10. When consensus is not achieved, a voting process will be put in place. Decision will be approved by simple majority.
11. Each member will be responsible for the tasks assigned. This includes having proper communication with other members of the committee, as well as keeping the deadlines established for each milestone.

9. Lessons Learned (Previous Successes and Failures):

The following is a list of the most important lessons learned from the previous AACSB accreditation processes. The main objective of this section is to force the Accreditation Team to assess the successes and failures from previous attempts in order to define the implementation plan. This action is in accordance with the culture of continuous improvement.

**Successes:**

1. The development of assessment plans for each study program.
2. Motivation and improvement of a research culture within faculty members.

**Failures:**

1. Lack of continuity in the execution of assessment plans due to administrative changes.
2. Not able to recruit the required amount of faculty personnel for teaching and research purposes due to the lack of funds at the UPR system.
3. Not all faculty members committing to do research.
4. Lack of involvement and collaboration from faculty members with the accreditation process.
10. Commitment:

This section is expected to show the commitment of the project leader, sponsors, team members, and ADEM faculty in general as signature on this document from the faculty's secretary is evidence that this Project Charter has been presented and approved by the faculty body.

**Sponsor:**

Dr. Myrna Pinto

[Signature, Date]

**UPRM Chancellor:**

Prof. Lucas Avilés

[Signature, Date]

**ADEM Dean and Associate Deans:**

Prof. Ana Martin

[Signature, Date]

Prof. Lucyann Fernández

[Signature, Date]

Dr. Roberto Seijo

[Signature, Date]

**Project Leader:**

Dr. Roberto Seijo

[Signature, Date]

**ADEM Faculty Secretary:**

Dr. Mari Luz Zapata

[Signature, Date]
Team Members:

Dr. José Cruz

Dr. Luz Gracia

Prof. Cándida González

Dr. Yolanda Ruiz

Dr. Mari Luz Zapata

Dr. Mauricio Vásquez

Dr. José Vega

Dr. Moraima de Hoyos

Dr. Rosario Ortiz