



November 19, 2013

Carlos A. Colón De Armas
Interim Dean
University of Puerto Rico at Rio Piedras
School of Business Administration (FAE)
PO Box 23332
Rio Piedras PR 00931

Via email: carlos.colon13@upr.edu

Dear Dean Colón De Armas:

It is my pleasure to inform you that the Peer Review Team's recommendation for initial accreditation of the undergraduate, master's and doctoral degree programs in Business¹ offered by University of Puerto Rico at Rio Piedras has been concurred with by the Initial Accreditation Committee and ratified by the Board of Directors. Congratulations to you, the faculty, students, staff, and all supporters of the business programs. On behalf of the Accreditation Council, I welcome the school as a new member.

One purpose of the peer review process is to stimulate further continuous improvement of quality business programs. As noted in the team report, the school is commended on the following strengths and effective practices:

1. FAE administrators and those at the university level have been very clear of the expectation for increased scholarship for all faculty. The faculty of business has embraced this change very strongly and it is most clearly exemplified in the research expectations of the doctoral students.
2. The FAE's Assurance of Learning system is extremely robust with very strong procedures in place driving measurement and immediate change based on assessment.
3. The FAE's doctoral program has been developed in such a way that students are mentored in both research as well as teaching in preparation for academic positions. Several of the doctoral students are supported in the doctoral program by Latin American institutions of higher learning with the expectation that they will return to teach upon completion of the degree.

In the interest of continuous improvement, University of Puerto Rico at Rio Piedras should closely monitor the following items, as identified within the Peer Review Team Report, and incorporate them into ongoing strategic planning initiatives:

1. In line with the strategic reflection that will soon be occurring in preparation of the next strategic plan, the school should review its mission statement and discuss whether a regional or global reach is better suited to the reality of the school. (Standard 1: Mission, Impact, Innovation)
2. Consistent with the need to continue evolving in faculty qualifications, the school should strengthen its definitions of AQ faculty and should clarify the definition of PQ faculty. In the case of AQ faculty the

¹ See attachment A

expectations for maintenance of accreditation should be higher than what the present definition establishes, in particular for faculty teaching at the undergraduate level. The school should strengthen the requirement in terms of peer reviewed journal publications, and should also improve in terms of the quality of these journal publications, as well as that of other intellectual contributions. (Standard 2: Intellectual Contributions, Impact, and Alignment with Mission and Standard 15: Faculty Qualifications and Engagement)

3. Diminishing resources pose a number of challenges for a school that must continue its efforts to increase the number of qualified faculty and improve its intellectual contributions, both in quantity and quality. The school has provided a reasonable road map for the financial viability for the next few years. The maintenance team will want to review the financial evolution of the school and its plan for the following years. Also, the team will want to discuss whether the school has been allowed to have more degrees of freedom in its revenue generation and expenditure activities, for example through executive education activities, more fundraising activities, and/or more independence in launching programs that can support the required changes at the school. (Standard 3: Financial Strategies and Allocation of Resources)
4. Finally, the school should review its organizational structure of departments for undergraduate programs and Graduate Studies for MBA and Ph.D. education. While the creation of a “graduate school” made strategic sense initially in order to establish and promote research activities among a segment of the faculty, the division has created a separation between these research oriented faculty members and the more “traditional” teaching faculty. As the teaching faculty is now engaging in research related activities, this separation of faculty may hinder the further academic development of faculty and retard the development of necessary entrepreneurial activities necessary to generate important visibility and income to FAE. Hence, it is time to consider reorganizing the school following departments with faculty teaching in undergraduate and graduate programs or develop an alternative structure that will enable the effective integration and coordination of faculty activities. (Standard 3: Financial Strategies and Allocation of Resources)

As a newly accredited member, University of Puerto Rico at Rio Piedras has achieved accreditation and now enters the continuous improvement review (formerly maintenance of accreditation) process. The next on-site continuous improvement review will occur in 2018-19. Please note that your Continuous Improvement Review Application will be due on July 1st, 2016. This application initiates the continuous improvement review process and is expected to provide progress on the strategic management initiatives at your school, with a particular focus on those continuous improvement items identified during your review. Please refer to the [Continuous Improvement Review Handbook](#) for more information regarding the processes for the continuous improvement review.

A major benefit of earning AACSB International business accreditation is the opportunity to establish a chapter of Beta Gamma Sigma at your institution. Beta Gamma Sigma is the international honorary society for business students with over 500,000 members worldwide who graduated from business programs accredited by AACSB International. Membership in Beta Gamma Sigma is the highest recognition a business student can receive in a business program accredited by AACSB International. We encourage you to contact Beta Gamma Sigma at bgshonors@betagammasigma.org for information on how to establish a chapter and the benefits of Beta Gamma Sigma membership to your students.

In addition, your school is eligible to organize a Beta Alpha Psi chapter for your financial information students. Beta Alpha Psi, founded in 1919 with over 30,000 members worldwide, recognizes outstanding academic achievement and professional commitment of students in the business information field with a particular focus on accounting, finance, and information systems students. Information on Beta Alpha Psi and forming a chapter can be found at <http://www.bap.org/about.aspx>.

Again, congratulations from the Accreditation Council and AACSB International - The Association to Advance Collegiate Schools of Business.

Sincerely,

A handwritten signature in black ink that reads "Robert Sullivan". The signature is written in a cursive style with a large, stylized initial "R".

Robert Sullivan, Chair
Board of Directors

c: Gonzalo Garland, Peer Review Team Chair
Richard Durand, Peer Review Team Member
Javier Serrano, Peer Review Team Member

SCOPE OF ACCREDITATION
Initial Business Accreditation November 2013

Name of institution:

University of Puerto Rico at Río Piedras

List of degree programs reviewed:

Bachelor in Business Administration

Masters in Business Administration

Joint MBA and Law degrees at UPR Río Piedras

Joint UPR – Río Piedras/UPR- Humacao Masters in Business Administration

PhD in Business Administration