



**Ferré Rangel School of Communication
Universidad del Sagrado Corazón**

**Strategic Plan
2025-2028**

December 2025

Introduction

The Ferré Rangel School of Communication at the Universidad del Sagrado Corazón was founded in 1981 and, since then, has academically trained more than 11,136 professionals in communications. In line with changes in the industry, the School has evolved, incorporating new concentrations, graduate offerings, and acquiring recent technologies.

To continue its development, the Ferré Rangel School of Communication Strategic Plan 2025-2028 has been established. The guide for innovation and excellence, while addressing the current needs and demands in the education of new communication professionals.

This Strategic Plan is grounded in an institutional analysis aimed at identifying the gaps between the current state of the academic unit and its desired future, in alignment with its mission, vision, and long-term projection. This approach enables the identification of opportunities, as well as the establishment of strategic priorities and concrete actions.

The Strategic Plan is guided by the School's mission and vision, as well as its academic priorities, the contemporary challenges facing the field of communication, and the results of the assessment process. Additionally, the plan is coherently aligned with the Sagrado 2030 Strategic Plan (<https://www.sagrado.edu/sagrado-2030/>), ensuring consistency in its objectives, goals, and development projections.

School's Mission: To educate ethical communication professionals in a global environment, capable of connecting and sharing stories of social value through diverse techniques, technologies, and platforms.

School's Vision: To be the benchmark academic program in Puerto Rico and the Caribbean in the field of communication, with a relevant curriculum tied to active learning that fosters in students the creative, entrepreneurial, research, and collaborative skills needed to make a social impact from their university years.

Likewise, the development of this document has been supported by a process of participatory reflection and consultation with key stakeholders. To this end, multiple channels for communication and dialogue were established, including:

- Creation of a Mesa de Diálogo Estudiantil (Student Dialogue Forum) — monthly meetings between the Dean and the presidents of the School's student organizations
- Faculty meetings
- Establishment of Ferré Rangel School of Communication Advisory Council
- Consultations with School alumni
- Dialogues with industry representatives

This process has allowed for the collection of diverse perspectives, the validation of findings, and the enrichment of contextual analysis, thereby ensuring the relevance, significance, and feasibility of the proposed strategies.

Additionally, the School has decided to initiate the specialized accreditation process with the Accrediting Council on Education in Journalism and Mass Communications (ACEJMC), adopting its standards as a framework to strengthen the quality, relevance, and continuous improvement of its academic programs.

With this objective in mind, the School adopted in 2026 the Professional Values and Competencies of the ACEJMC:

- apply the principles and laws of freedom of speech and press, in a global context, and for the country in which the institution that invites ACEJMC is located;
- demonstrate an understanding of the multicultural history and role of professionals and institutions in shaping communications;
- demonstrate culturally proficient communication that empowers those traditionally disenfranchised in society, especially as grounded in race, ethnicity, gender, sexual orientation, and ability, domestically and globally, across communication and media contexts;
- present images and information effectively and creatively, using appropriate tools and technologies;
- write correctly and clearly in forms and styles appropriate for the communications professions, audiences, and purposes they serve;
- demonstrate an understanding of professional ethical principles and work ethically in pursuit of truth, accuracy, fairness, and service to all people and communities;
- apply critical thinking skills in conducting research and evaluating information by methods appropriate to the communications professions in which they work;
- effectively and correctly apply basic numerical and statistical concepts;
- critically evaluate their own work and that of others for accuracy and fairness, clarity, appropriate style, and grammatical correctness;
- apply tools and technologies appropriate for the communications professions in which they work.

The Ferré Rangel School of Communication Strategic Plan 2025-2028 set forth goals, objectives, and actions to strengthen professional training in communication across its various approaches—from audiovisual production and journalism to strategic communication—while addressing the challenges of the global and technological media environment.

**Strategic Plan for the Ferré Rangel School of Communication
2025-2028**

I- Goal: Obtain the accreditation of the *Accrediting Council on Education in Journalism and Mass Communications (ACEJMC)*.

Objectives	Indicators	Academic year	Responsible
1- Request the ACEJMC pre-visit.	Send the official letter to the ACEJMC Executive Director, Dr. Susan Walton, requesting the pre-visit and specifying the programs to be evaluated by the agency.	2025-2026	Provost, Dr. Anuchka Ramos
	Establish the work agenda and hold meetings with the two ACEJMC representatives who will conduct the pre-visit.	2025-2026	Dean, Dr. María Vera
2- Implement a new program Assessment Plan, based on the ACEJMC recommendations.	Develop a new Assessment Plan, following the parameters and instruments recommended by ACEJMC.	2025-2026	Dean, Dr. María Vera Dr. Roberto Díaz
	Create new assessment documents aligned with the instruments included in the new Assessment Plan.	2025-2026	Dean, Dr. María Vera Academic Leaders
	Publish the Assessment Plan on the webpage.	2025-2026	Institutional Communication
3-Develop an Inclusion and Cultural Competency Plan that promotes an inclusive	Develop the Inclusion and Cultural Competency Plan following the new scope of ACEJMC Standard 4.	2025-2026	Dean, Dr. María Vera School's Manager, Diana Novoa Academic Leaders

curriculum and is based on ACEJMC standards.	Discuss the Plan with the faculty and incorporate their recommendations.	2025-2026	Dean, Dr. María Vera School's Manager, Diana Novoa Academic Leaders
	Publish the Inclusion and Cultural Competency Plan on the webpage.	2025-2026	Institutional Communication
	Analyze the results of the actions included in the Plan and make revisions annually.	2025-2026 2026-2027 2027-2028	Faculty Dean, Dr. María Vera School's Manager, Diana Novoa Academic Leaders
4- Implement the recommendations of the ACEJMC representatives from the pre-visit.	Present to the faculty the report submitted by the ACEJMC representatives during the pre-visit and receive recommendations to implement the suggested changes.	2026-2027	Faculty Dean, Dr. María Vera School's Manager, Diana Novoa Academic Leaders
	Develop a plan to implement the identified changes in preparation for the Accreditation visit.	2026-2027 2027-2028	Faculty Dean, Dr. María Vera School's Manager, Diana Novoa Academic Leaders
5- Prepare and submit the self-study in compliance with the accrediting agency's guidelines.	Develop a work plan with the faculty and staff for preparing and discussing the standards.	2026-2027 2027-2028	Faculty Dean, Dr. María Vera School's Manager, Diana Novoa Academic Leaders
	Officially request the document to submit the self-study to ACEJMC.	2027-2028	Provost, Dr. Anuchka Ramos

	Submit the self-study to ACEJMC by the established deadline.	2027-2028	Provost, Dr. Anuchka Ramos Assistant VP Curricular Development, Nadesha González Dean, Dr. María Vera
6- Receive the official visit from the ACEJMC team.	Submit the official letter to the Executive Director of ACEJMC, Dr. Susan Walton, requesting the accreditation visit.	2027-2028	Provost, Dr. Anuchka Ramos
	Coordinate with ACEJMC to set the work agenda and meeting schedule for the accreditation visit team.	2027-2028	Provost, Dr. Anuchka Ramos Assistant VP Curricular Development, Nadesha González Dean, Dr. María Vera
	Receive the ACEJMC accreditation committee and follow the scheduled agenda.	2027-2028	Provost, Dr. Anuchka Ramos Dean, Dr. María Vera Faculty School's Manager, Diana Novoa Academic Leaders

II- Goal: Offer new academic programs at Ferré Rangel School of Communication.

Objectives	Indicators	Academic year	Responsible
1- Submit the proposal for the new doctoral program in Philosophy of Communication to the Puerto Rico Board of Postsecondary Institutions.	Present the proposal to the Academic Board of Universidad del Sagrado Corazón.	2025-2026	Assistant VP Curricular Development, Nadesha González Dean, Dr. María Vera
	Submit the proposal to the Puerto Rico Board of Postsecondary Institutions.	2025-2026	Assistant VP Curricular Development, Nadesha González
	Implement the modifications recommended by the Board of Postsecondary Institutions and secure approval for the program offering.	2025-2026	Assistant VP Curricular Development, Nadesha González Dean, Dr. María Vera
2- Submit the proposal for the new Bachelor of Arts in Communication with a concentration in Television and Streaming to the Puerto Rico Board of Postsecondary Institutions.	Submit the proposal to the Puerto Rico Board of Postsecondary Institutions.	2025-2026	Assistant VP Curricular Development, Nadesha González
	Implement the modifications recommended by the Board of Postsecondary Institutions and secure approval for the program offering.	2025-2026	Assistant VP Curricular Development, Nadesha González Dean, Dr. María Vera

3- Launch the new doctoral degree program in Philosophy of Communication.	Execute the recruitment and hiring of faculty members.	2026-2027	Organizational Development and Human Resources
	Initiate the marketing plan in collaboration with the Marketing and Admissions team to promote the new program offering.	2026-2027	Marketing and Admissions
	Organize and schedule the courses for the new program offering.	2026-2027	Dean, Dr. María Vera School's Manager, Diana Novoa
	Enroll in the first cohort and begin the academic sessions.	2027-2028	Marketing and Admissions
4- Launch the offering of the new Bachelor of Arts in Communication in Television and Streaming.	Execute the recruitment and hiring of faculty members.	2026-2027	Organizational Development and Human Resources
	Initiate the marketing plan in collaboration with the Marketing and Admissions team to promote the new program offering.	2026-2027	Marketing and Admissions
	Organize and schedule the courses for the new program offering.	2026-2027	Dean, Dr. María Vera School's Manager, Diana Novoa
	Enroll in the first cohort and begin the academic sessions.	2027-2028	Marketing and Admissions

III- Goal: Review of the Ferré Rangel School of Communication Master’s program offerings.

Objectives	Indicators	Academic year	Responsible
1- Enhance the Master’s Program in Public Relations and Integrated Communication.	Review the academic offering and assess whether the addition of credits is warranted.	2025-2026	Dean, Dr. María Vera Strategic Communication Academic Leader, Prof. Gina Hernández
	Conduct a thorough review of the course content and determine any revisions deemed necessary.	2025-2026	Dean, Dr. María Vera Strategic Communication Academic Leader, Prof. Gina Hernández
2- Enhance the Master’s Program in Digital Marketing.	Review the academic offering and assess whether the addition of credits is warranted.	2025-2026	Dean, Dr. María Vera Prof. Cynthia Carnivali (external consultant)
	Conduct a thorough review of the course content and determine any revisions deemed necessary.	2025-2026	Dean, Dr. María Vera Prof. Cynthia Carnivali (external consultant)

IV- Establish an Advisory Council for the Ferré Rangel School of Communication.

Objectives	Indicators	Academic year	Responsible
1- Establish an Advisory Council for the Ferré Rangel	Identify and extend invitations to professionals	2025-2026	Dean, Dr. María Vera Academic Leaders

School of Communication (ECFR), including representation from alumni.	who are qualified to serve on the Advisory Council.		
	Convene the Advisory Council biannually to request their guidance and recommendations regarding academic programs and co-curricular initiatives.	2025-2026 2026-2027 2027-2028	Dean, Dr. María Vera Academic Leaders
	Establish a structured plan to implement the recommendations provided by the Advisory Council.	2025-2026 2026-2027 2027-2028	Dean, Dr. María Vera Academic Leaders Faculty

V- Constitute an official Alumni Chapter of the Ferré Rangel School of Communication.

Objectives	Indicators	Academic year	Responsible
1- Design a tool to systematically gather data from alumni of the Ferré Rangel School of Communication.	Request a list of ECFR alumni from the Office of the Alumni Relations Manager.	2025-2026	Dean, Dr. María Vera School's Coordinator, Geomari Acosta
	Design and deploy a digital survey aimed at engaging and contacting alumni.	2025-2026	School's Coordinator, Geomari Acosta
	Develop and maintain a comprehensive, up-to-date database of alumni of the Ferré Rangel School of Communication.	2025-2026	Dean, Dr. María Vera School's Coordinator, Geomari Acosta

2- Formalize the creation of an official Alumni Chapter for the Ferré Rangel School of Communication.	Convene alumni at the Ferré Rangel School of Communication to facilitate professional networking and engagement.	2025-2026	Dean, Dr. María Vera School's Coordinator, Geomari Acosta
	Extend an invitation to interested alumni to formally create an official Alumni Chapter.	2025-2026	Dean, Dr. María Vera School's Coordinator, Geomari Acosta
	Officially register the Alumni Chapter with the Office of the Dean of Students.	2025-2026	Dean ECFR, Dr. María Vera School's Coordinator, Geomari Acosta
	Develop a structured agenda of activities and meetings in coordination with the executive board of the Alumni Chapter.	2025-2026 2026-2027 2027-2028	Dean, Dr. María Vera School's Coordinator, Geomari Acosta

VI- Enhance the technological infrastructure and maximize the efficient use of space within the Broadcasting Media Unit.

Objectives	Indicators	Academic year	Responsible
1- Upgrade the lighting in the news studio.	Assess and determine the advanced lighting technology needed for the news studio.	2026-2027	Broadcasting Media Unit director, Prof. José Rodríguez Chiclana
	Submit a budget request for the acquisition of upgraded lighting equipment.	2026-2027	Broadcasting Media Unit director, Prof. José

			Rodríguez Chiclana Dean, Dr. María Vera
	Oversee the procurement and installation of the new lighting system.	2026-2027 2027-2028	Assistant Vice President for Academic Operations Facilities
2- Undertake the remodeling of the Broadcasting Media Unit facilities to optimize functionality and operational efficiency.	Conduct an assessment to determine the modifications needed in the Broadcasting Media Unit facilities to enhance functionality, incorporating a dedicated space for highlighting the awards the Unit has earned through its projects.	2025-2026	Broadcasting Media Unit director, Prof. José Rodríguez Chiclana Assistant Vice President for Academic Operations Facilities
	Solicit bids and develop a comprehensive budget for the planned remodeling projects.	2025-2026	Broadcasting Media Unit director, Prof. José Rodríguez Chiclana Assistant Vice President for Academic Operations Facilities
	Finalize the remodeling projects.	2026-2027	Assistant Vice President for Academic Operations Facilities

VII- Promote and enhance the scope of research and creative endeavors undertaken by the faculty.

Objectives	Indicators	Academic year	Responsible
1- Encourage ECFR faculty members to conduct research and/or creative projects.	Encourage and facilitate faculty participation in professional development activities focused on research.	2025-2026 2026-2027 2027-2028	Dean, Dr. María Vera Academic Leaders
	Keep faculty informed about upcoming communication research conferences and symposia, both locally and internationally.	2025-2026 2026-2027 2027-2028	Dean, Dr. María Vera Academic Leaders
2- Organize keynote lectures or academic forums addressing subjects that foster future research, including areas such as innovation and artificial intelligence.	Convene the Angel Ramos Lecture each year, presenting a keynote lecture on a subject designed to inspire scholarly research in the field of communications	2025-2026 2026-2027 2027-2028	Dean, Dr. María Vera Academic Leaders
	Organize the annual Ethics Forum to foster comprehensive dialogue on issues of significance to the academic community and the communications industry.	2025-2026 2026-2027 2027-2028	Dean, Dr. María Vera Academic Leaders
	Coordinate Communication Month initiatives designed to promote critical analysis and reflection on the pedagogy of communication	2025-2026 2026-2027 2027-2028	Dean, Dr. María Vera Academic Leaders

	professions and contemporary industry trends.		
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VIII- Gradually increase the number of full-time faculty to ensure academic stability and continuity.

Objectives	Indicators	Academic year	Responsible
1- Initiate the search and recruitment process for a regular faculty appointment in the Audiovisual Production and Film program at the Ferré Rangel School of Communication.	Collaborate with the Office of Academic Operations to determine and allocate the budget for the recruitment of a full-time faculty member for the Audiovisual Production and Film program.	2025-2026	Assistant Vice President for Academic Operations Facilities Dean, Dr. María Vera
	Officially launch the call for applications.	2025-2026	Dean, Dr. María Vera Organizational Development and Human Resources
	Constitute and convene the committee responsible for evaluating candidates.	2025-2026	Dean, Dr. María Vera Organizational Development and Human Resources
	Proceed with the appointment of the selected candidate.	2025-2026	Organizational Development and Human Resources
2- Initiate the search and recruitment process for a	Collaborate with the Office of Academic Operations to determine and allocate the budget for the recruitment of	2026-2027	Assistant Vice President for Academic Operations Facilities

regular faculty appointment in the Strategic Communication program.	a full-time faculty member for the program.		Dean, Dr. María Vera
	Officially launch the call for applications.	2026-2027	Dean, Dr. María Vera Organizational Development and Human Resources
	Constitute and convene the committee responsible for evaluating candidates.	2026-2027	Dean, Dr. María Vera Organizational Development and Human Resources
	Proceed with the appointment of the selected candidate.	2026-2027	Organizational Development and Human Resources
3- Initiate the search and recruitment process for a regular faculty appointment in the Journalism program.	Collaborate with the Office of Academic Operations to determine and allocate the budget for the recruitment of a full-time faculty member for the program.	2027-2028	Assistant Vice President for Academic Operations Facilities Dean ECFR, Dra. María Vera
	Officially launch the call for applications.	2027-2028	Dean, Dr. María Vera Organizational Development and Human Resources
	Constitute and convene the committee responsible for evaluating candidates.	2027-2028	Dean, Dr. María Vera Organizational Development and Human Resources

	Proceed with the appointment of the selected candidate.	2027-2028	Organizational Development and Human Resources
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IX- Further the establishment of partnerships with public and private institutions to create collaborative environments that enable students to engage in projects aligned with their areas of study.

Objectives	Indicators	Academic year	Responsible
1- Enhance relationships with professional associations to foster collaborative initiatives that support and enrich the educational experience of School students.	Convene meetings with representatives of professional associations in audiovisual production and film to formalize collaborative partnerships.	2025-2026 2026-2027 2027-2028	Dean, Dr. María Vera Academic Leaders
	Sustain and further develop collaborative partnerships with the Puerto Rico Journalists Association and the Overseas Press Club.	2025-2026 2026-2027 2027-2028	Dean, Dr. María Vera Academic Leaders
	Explore and identify potential avenues for collaboration with the Public Relations Association of Puerto Rico and the Advertising Association of Puerto Rico.	2025-2026 2026-2027 2027-2028	Dean, Dr. María Vera Academic Leaders
	Assess and identify potential public, private, and nonprofit organizations for establishing collaborative	2025-2026 2026-2027 2027-2028	Dean, Dr. María Vera Academic Leaders

2- Develop and maintain collaborative partnerships with public, private, and nonprofit entities to engage School's students in communication-related projects.	partnerships to support communication projects with active student involvement.		
	Formalize collaborative partnerships with public, private, and nonprofit organizations to facilitate student participation in communication-related projects.	2025-2026 2026-2027 2027-2028	Dean, Dr. María Vera Academic Leaders

X- Strengthen student organizations and encourage the participation of first-year students.

Objectives	Indicators	Academic year	Responsible
1- Motivate and support first-year students in becoming active members of student associations, including NAHJ (National Association of Hispanic Journalists), SME (Sales and Marketing Executives Association of Puerto Rico), PRSSA (Public Relations Student Society of	Conduct visits to first-year classes to actively motivate students to participate in these student organizations.	2025-2026 2026-2027 2027-2028	Dean, Dr. María Vera Academic Leaders Student Leadership Representatives
	Promote student organization registrations and activities through the School's social media channels.	2025-2026 2026-2027 2027-2028	Dean, Dr. María Vera Academic Leaders Student Leadership Representatives

America), and the Film Association.			School's Manager, Diana Novoa School's Coordinator, Geomari Acosta
2- Promote and support the organization of events and initiatives by student associations.	Convene regular meetings with student associations to coordinate and plan activities for their participants.	2025-2026 2026-2027 2027-2028	Dean, Dr. María Vera Academic Leaders
	Provide support and actively collaborate in the planning and execution of student association activities.	2025-2026 2026-2027 2027-2028	Dean, Dr. María Vera Academic Leaders Student Leadership Representatives School's Manager, Diana Novoa School's Coordinator, Geomari Acosta