

DEVELOPMENT PLAN 2018-2023

School of Communication, UPR-Rio Piedras

Approved by Faculty: October 8, 2018

GOAL 1	INSTITUTIONAL OPTIMIZATION OF THE UNIT AND ITS PHYSICAL FACILITIES FOR TEACHING, RESEARCH AND SERVICE										
	ARTICULATION WITH THE STRATEGIC PLAN COMMITMENT 2023 AND INSTITUTIONAL PRIORITY PROJECTS 2018-2023										
PRIORITY AREA AND GOAL COMMITMENT 2023	AREAS 2 and 4 ; OBJECTIVES 2.1, 4.1		OBJECTIVE COMMITMENT 2023		2.1.2, 4. 2. 1, 4.2 .2 ,						
INSTITUTIONAL PRIORITY PROJECT		ENVIRONMENT EDUCATION, RESEARCH AND CREATION, SUSTAINABLE CULTURE AND TECHNOLOGY MANAGEMENT									
Strategy, Project or Initiative	Measurable Objective			Budget		Assessment Plan				Actions	
	Objective	Indicator of Success and Metric	Contribution to Achievement Strategic Plan Commitment 2018-2023	Source of income	Amount in \$	People) Responsible)	Methods	Status			
	Results	% Achievement									
<p>1. Continue with the procedures to achieve the administrative change of the School into College, as approved by the Senate in its Certification # 89 (2016-2017).</p> <p>2. Collaboration and fusion between the Master's Program of the School of Communication and the Graduate School of</p>	<p>A. Convert the School of Communication into College, as consigned by the Academic Senate in its Certification 89, 2016-17.</p> <p>B. Have physical facilities that allow the optimization of teaching and services for student success.</p> <p>C. Have physical facilities whose structure allows and supports teaching and distance services of student and teacher services, and which supports the creation</p>	<p>1. 100% Change to the administrative status of a faculty through a wide collaboration and fusion between the Master Program of the School of Communication and the Graduate School of Technology and Information Sciences.</p> <p>2. 100% Approval of the creation of the new college.</p>	<p>2.1.2 Implement a distance structure of student and teacher services that support the creation and supply of distance programs.</p> <p>4.2.1 Restructure units, academic processes, administrative approaches and</p>	PO	Organizational restructuring aimed at having minimal or no additional budgetary impact.	Director	Associate Director	Graduate Program Coordinator	Office of Physical Planning and Development of the Campus		

<p>Technology and Information Sciences.</p> <p>3. New headquarters for the School of Communication.</p> <p>4. Search for complementary funds to those of the institution in support of the construction of the building.</p> <p>5. Improvements to the Film, Radio and Television building.</p>	<p>and supply of distance programs.</p> <p>D. Achieve the permanent fusion between the Master Program of the School of Communication and the School of Technologies and Information Sciences.</p> <p>E. Include the construction of the new building in the next System Permanent Improvement Plan.</p> <p>F. Construction 100% of new facilities for the School of Communication.</p> <p>G. Complete a 100% Space Planning Report.</p> <p>H. Complete a 100% campaign for complementary funds for the construction of the building.</p> <p>I. Strengthen teaching through the adequate equipment of the Editing Rooms, Radio Studio, as well as the replacement of the carpet on the first floor of the Radio Universidad building.</p>	<p>3. Complete a 100% Space Planning Report.</p> <p>4. Complete a 100% campaign for complementary funds for the construction of the building.</p> <p>5. Construction 100% of new facilities for the School.</p> <p>6. Update 100% the building of the Cinema, Radio and Television Unit.</p>	<p>strongly incorporate technology for an agile, efficient and effective performance facilitating teaching and student success.</p> <p>4.2.2 Practice effective and efficient institutional management.</p>	<p>Combination of funds (FI,D, OTR)</p>	<p>The estimated cost of the new building will be reported once the collaboration project with the School of Architecture is finished.</p>	<p>Department of Development WRTU</p> <p>Area Coordinators</p> <p>Alumni Coordination</p>				
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GOAL 2	Strengthen and increase the scientific and creative productivity of faculty and students in the BA and MA Programs									
	ARTICULATION WITH THE STRATEGIC PLAN COMMITMENT 2023 AND INSTITUTIONAL PRIORITY PROJECTS 2018-2023									
PRIORITY AREA AND GOAL COMMITMENT 2023	Priority Area 1 and 2; Goals 1.1, 1.2, 1.3 2.2			OBJECTIVE COMMITMENT 20 23		Objectives 1.1.1; 1.1.3, 1.2.1, 1.3.1,1.3.2, 2.2.2				
INSTITUTIONAL PRIORITY PROJECT		EDUCATIONAL ENVIRONMENT AND RESEARCH AND CREATION								
Strategy, Project or Initiative	Measurable Objective				Budget		Assessment Plan			Actions
	Objective	Indicator of Success and Metric	Contribution to Achievement Strategic Plan Commitment 2018-2023	Source of income	Amount in \$	People) Responsible)	Methods	Status		
								Results	%Achievement	
A. Plan of Collaborative research agreements for 2019-2020.	1. Increase the collaborative projects of the CiCom, and PICSEC with international research centers.	1) At least one (1) research project per year in collaboration with an international research center.	1.1.1 Increasing the allocation of resources to support research and creation.	PO		Director EC				
B. Portfolio of Research Projects in Emerging Issues in the Field of Communication.	2. Increase the collaborative projects of CiCom and PICSEC with other units and research centers of the UPR system.	2) At least one (1) research project per year in collaboration with another unit of the UPR system.	1.1.3 Strengthen the research institutes available as assets of the Campus through interdisciplinary and transdisciplinary collaboration among programs, other units of the UPR System, as well as with universities and centers at an international level.			Associate Director				
C. Provide the Media Lab with technological infrastructure.	3. Increase the collaborative projects of the CiCom and PICSEC with organizations, governmental, non-governmental, other universities, research centers and agencies of the federal government and of Puerto Rico.	3) At least one (1) research project per year in collaboration with other governmental entities or not and other universities.	1.2.1 Increase external funds from competitive proposals.			CiCom Coordinator				
D. Cycle of Communication Research Methodology Workshops.	4. Reinforce and increase the research and scientific productivity of the teachers of the School of Communication	4) Increase of 15% in publications in peer-reviewed scientific journals and in the number of papers accepted in international refereed conferences.	1.2.1 Increase external funds from competitive proposals.			PICSEC Coordinator				
E. Cycle of Semester Conferences on topics of and related to the knowledge of Communication.		5) Increase of 15% in the filing of research proposals to compete	1.3.1 Increase the dissemination of research and creative production at the local and international level.			Graduate Program Coordinator				
F. Maintain the Information Technology			1.3.2 Sponsor local and international congresses for the dissemination of research and creation.			Coordinator of the Curriculum Committee				
			2.2.2 Develop the formative experiences of research, creation, service to the community, internships and / or							

<p>Platform of the School of Communication.</p>	<p>in peer-reviewed and indexed publications.</p> <p>5. Increase the research and scientific productivity of the Bachelor and Master students of the School of Communication.</p> <p>6. Increase research and scientific productivity of research assistants assigned to the School of Communication through the PEAFF Program, promoting their participation in congresses and publication in journals in the field of communication.</p> <p>7. Disseminate the research products generated by teachers, students and the CiCom and PICSEC through face-to-face, printed and digital modalities.</p> <p>8. Apply the Technological Resources of the Media Lab in the Research Projects developed in the School of Communication.</p> <p>9. Provide a platform for media criticism to promote healthy social communication as a service to the community.</p>	<p>for research assistance through CiCom / PEAFF.</p> <p>6) Public presentation of refereed research of the students of the baccalaureate courses of Research Methodology and Closing Seminar (Capstone).</p> <p>7) Strengthen the Media Lab technologies</p> <p>8) Complete the projects of the Media Observatory in 2019 and start the new edition of the Observatory in 2020.</p> <p>9) Open an annual call for the edition of the magazine "Intersections" of CiCom.</p> <p>10) Continuous update of the School of Communication website.</p> <p>eleven) Semi-annual Conference Cycle 100% in function for August 2019, as well as the communication congress (Goal 7)</p> <p>12) External financing for at least two research projects per year.</p>	<p>professional practices in the academic programs.</p>			<p>Area Coordinators</p> <p>Staff</p> <p>Administrative Officer</p>				
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GOAL 3	ACHIEVE THE HIGHEST ACADEMIC AND PROFESSIONAL STANDARDS IN THE AREA OF COMMUNICATION									
ARTICULATION WITH THE STRATEGIC PLAN COMMITMENT 2023 AND INSTITUTIONAL PRIORITY PROJECTS 2018-2023										
PRIORITY AREA AND GOAL COMMITMENT 2023	AREA 2; GOALS 2.1.2.2 and 2.3		OBJECTIVE COMMITMENT 2023	OBJECTIVES 2.1.1, 2.1.2.2.1.3, 2.2.1 and 2.3.2						
INSTITUTIONAL PRIORITY PROJECT			EDUCATIONAL ENVIRONMENT AND RESEARCH AND CREATION							
Strategy, Project or Initiative	Measurable Objective			Budget		Assessment Plan				Actions
	Objective	Indicator of Success and Metric	Contribution to Achievement Strategic Plan Commitment 2018-2023	Source of income	Amount in \$	People) Responsible)	Methods	Status		
								Results	% Achievement	
<p>1. Transform the accreditation of the School in a continuous process of self-study.</p> <p>2. Create an administrative system for updating, compiling, conserving, managing and distributing data and information -of the EC and the Campus-, related to the academic programs (assessment, academic and administrative activities, teaching and student, etc.) and in function of quality and self-evaluation of the quality of services.</p> <p>3. Address the observations and recommendations reported to the EC Management after the evaluation visit of the ACEJMC in February 2019.</p> <p>4. Evaluate annually the compliance of the CE with the standards of the ACEJMC.</p>	<p>1. Obtain the Re- accreditation of the Baccalaureate in 2019.</p> <p>2. Implement the curricular revision of the master's program in 2019.</p> <p>3. Execute assessment processes of student learning in its entirety.</p> <p>4. Comply with the criteria of the ACEJMC and its recommendations to maintain accreditation.</p>	<p>100% Re accreditation of the Baccalaureate in 2018.</p> <p>100% Accreditation of the Master's Program in 2018.</p> <p>Continue 100% with the Student Assessment Plan in accordance with the guidelines and rules of the ACEJMC.</p> <p>Re-engineering in 100% of the administrative processes for 2020.</p>	<p>2.1.1 Offer professional and academic certificates, short courses of continuing education and distance academic programs in areas of greatest interest and impact for student success.</p> <p>2.1.2 Implement a distance structure of student and teacher services that support the creation and supply of</p>	PO	Technology fee	Director	Associate Director	Reaccreditation Coordinator	Graduate Program Coordinator	Concentration Coordinators

<p>5. Achieve high academic standards through the accreditation of the Public Relations and Publicity Program through the Public Relations Society of America (PRSA).</p> <p>6. Creation of courses and academic programs in distance mode.</p>	<p>5. Constantly evaluate academic programs in order to obtain optimum levels of quality, adjusted to new academic and professional trends and according to the needs of the student body.</p> <p>6. Optimize the availability, quality and usefulness of data and organizational information for the continuous improvement of quality and effectiveness.</p> <p>7. Review and update the manuals of procedures and academic-administrative regulations of the School for 20 20.</p> <p>8. Identify the requirements of the PRSA and evaluate the REPU curricular requirements to request the accreditation of the PRSA for said concentration.</p> <p>9. Drafting in accordance with the institutional</p>	<p>100% Closure of the cycles of Assessment of concentrations and specialties. This includes revision of records, review of sequences, creation of courses and technological update.</p> <p>100% Update of Procedures Manuals and Academic-Administrative Regulations of the School for 2020.</p> <p>100% Acquisition of basic equipment to start the file digitization project (Share Point).</p> <p>50% Uses of digital tools for intra-communication for 2020.</p> <p>100% Accreditation of REPU by the PRSA.</p> <p>At least 3 courses of each concentration of the baccalaureate and 3 of the specialties of the master's degree in distance mode for</p>	<p>distance programs of the Campus.</p> <p>2.2.1 Incorporate curricular and technological innovation and opportunities for entrepreneurship and social collaboration into academic programs and specialized services.</p> <p>2.3.2 Increase retention rates, and graduation in academic, undergraduate and graduate programs, which experience low rates.</p>			Assessment Coordinator				
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	<p>Certificates of proposal for new academic program of baccalaureate in hybrid and / or distance mode.</p> <p>10. Drafting in accordance with the institutional Certificates of proposal for a new academic program of masters in distance mode.</p> <p>11. Begin the transformation of the courses and guides of those courses whose nature allows their offer in the modality of distance or hybrid course.</p>	<p>the academic year 2021-2022.</p> <p>100% proposals completed at the end of the academic year 2019-2020 of new academic programs in the baccalaureate and the masters in distance mode.</p>								
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GOAL 4	Recruitment and retention of faculty and staff, committed to excellence and social responsibility with the community and college									
ARTICULATION WITH THE STRATEGIC PLAN COMMITMENT 2023 AND INSTITUTIONAL PRIORITY PROJECTS 2018-2023										
PRIORITY AREA AND GOAL COMMITMENT 2023	AREA S 1, 2 and 3 GOALS 2.1, 2.2 , 3.1			OBJECTIVE COMMITMENT 2023	OBJECTIVES 1.1 2.1, 2.2, 2.3 and 3.1					
INSTITUTIONAL PRIORITY PROJECT				EDUCATIONAL ENVIRONMENT AND RESEARCH AND CREATION						
Strategy, Project or Initiative	Measurable Objective				Budget		Assessment Plan			Actions
	Objective	Indicator of Success and Metric	Contribution to Achievement Strategic Plan Commitment 2018-2023	Source of income	Amount in \$	People) Responsible)	Methods	Status		
								Results	% Achievement	
<p>1. Identification through the Assessment processes of learning, the transformation of disciplines, knowledge and professions of communication, the recruitment needs of teaching staff.</p> <p>2. Identification through the processes of institutional assessment of the administrative needs to address the technological transformations and new institutional needs.</p> <p>3. Recruitment of teaching staff with doctoral degree, high level and academic and professional performance, and with potential for success in an institution classified by the Carnegie Foundation for the Advancement of Teaching as</p>	<p>1. Between 2019-2023, recruit for the BA Program a number of professors that is proportional to the retirements of the teaching staff and is justified by findings of the institutional assessment and student learning, and that allows to significantly increase the certificate programs and short distance courses developed and offered.</p> <p>2. Carry out the necessary personnel actions between 2018 and 2023 to meet institutional needs, which will significantly increase the number of certificates and short distance courses developed and offered, number of proposals for distance academic programs, prepared and under evaluation or approved and implemented, and the distance services developed and offered to teachers and students.</p>	<p>100% Recruitment of baccalaureate teachers according to retirements and learning and institutional assessment processes.</p> <p>100% Recruitment of six teachers for undergraduate programs.</p> <p>100% Teacher development plan.</p> <p>100% Execution of the teacher's personal development plan.</p>	<p>1.1.1 Increase the allocation of resources to support research and creation.</p> <p>2.1.1 Offer professional and academic certificates, short courses of continuing education and distance academic programs in areas of greatest interest and impact for student success.</p> <p>2.1.2 Implement a distance structure of student and teacher services that support the creation and supply of distance programs.</p>	GF and PO		<p>Director</p> <p>Associate Director</p> <p>Administrative Officer</p> <p>Coordinators Concentrations</p> <p>Student Coordination</p>				

<p>"doctoral research-intensive institution."</p> <p>4. Organization of mentoring system to encourage and reinforce among the newly recruited faculty a higher scientific, publication and research productivity.</p> <p>5. Additional property e n t a systematic and continuous process of evaluation of the administrative steps for granting merit, reclassification of posts and promotions.</p> <p>6. Continuous training and updating based on new administrative needs and technological transformation of non-teaching staff.</p>	<p>3. Train and continuously train administrative support staff to address technological changes and new institutional needs and to significantly increase the number of certificates and short distance courses developed and offered, number of proposals for distance academic programs, prepared and under evaluation or approved and implemented, and the distance services developed and offered to teachers and students.</p> <p>4. Recruit between 2018 and 2023 at least two professors for the Master's Program that correspond to the characteristics of professors assigned to graduate programs according to Certification No. 51, Academic Year 2017-2018, and that, in addition, allows to significantly increase the number of certificates and short distance courses developed and offered, number of proposals for distance academic programs, developed and under evaluation or approved and implemented, and distance services developed and offered to teachers and students.</p> <p>5. Hire a Development Coordinator for WRTU to raise funds and comply with the Corporation for Public Broadcasting, at the same time that it helps to promote the implementation of an attractive cultural offer for the diverse internal and external groups to the Campus, and that stimulates the humanistic and creative reflection.</p>	<p>100% Administrative personnel training plan.</p> <p>100% Execution of administrative personnel training plan.</p> <p>100% Recruitment of two professors for the Master's Program.</p> <p>100% Hiring of the Development Coordinator of WRTU.</p>	<p>2.1.3 Ensure international projection through the successful implementation of the international agreements of academic programs of the Campus.</p> <p>2.2.1 Incorporate curricular and technological innovation and opportunities for entrepreneurship and social collaboration into academic programs and specialized services.</p> <p>2.3.2 Increase retention rates, and graduation in academic, undergraduate and graduate programs, which experience low rates.</p> <p>3.1.4 Promote the implementation of an attractive cultural offer for the diverse internal and external groups to the Campus, and that stimulates humanistic and creative reflection.</p>			Graduate Program Coordinator				
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GOAL 5	CONSOLIDATE A DIVERSE AND EXCELLENT STUDENT COMMUNITY								
ARTICULATION WITH THE STRATEGIC PLAN COMMITMENT 2023 AND INSTITUTIONAL PRIORITY PROJECTS 2018-2023									
PRIORITY AREA AND GOAL COMMITMENT 2023	Goal 2	OBJECTIVE COMMITMENT 2023	Objectives 2.1, 2.2 and 2.3						
INSTITUTIONAL PRIORITY PROJECT		ACADEMIC ENVIRONMENT AND TECHNOLOGICAL CULTURE							
Strategy, Project or Initiative	Measurable Objective			Budget		Assessment Plan			Actions
	Objective	Indicator of Success and Metric	Contribution to Achievement Strategic Plan Commitment 2018-2023	Source of income	Amount in \$	People) Responsible)	Methods	Status Results	
1. Recruitment plan for high school students that attracts young people from all segments of society for the Baccalaureate Programs. 2. Recruitment plan for the Master's program. 3. Development of new areas of study at the graduate level. 4. Sustain optimal retention rates. 5. Plan for the constant evaluation of retention and graduation rates in the baccalaureate and master's program.	1. Increase to 45% by 2019 the number of high school students from public schools. 2. Implement for 2019 <i>Certification</i> No. 51, Academic Year 2017-2018, Academic Policy for Graduate Studies. 3. Implement in August 2019 the curricular review of the Master's Program approved by the CES in May 2018. 4. Inclusion of graduate programs focused on areas such as, but not limited to, digital production and public	45% of baccalaureate students from public schools. 100% Implementation of <i>Certification</i> No. 51, Academic Year 2017-2018. 90% Student retention rate. Baccalaureate Program. 60% Graduation rate in 4 years Baccalaureate Program.	2.1.1 Offer professional and academic certificates, short courses of continuing education and distance academic programs in areas of greatest interest and impact for student success. 2.1.2 Implement a distance structure of student and teacher services that support the creation and supply of distance programs. 2.1.3 Ensure international projection through the successful implementation of the international agreements of academic programs of the Campus. 2.2.1 Incorporate curricular and technological innovation and opportunities for	PO		Director Associate Director Master Program Coordinator Student Affairs Coordinator Graduate Program Coordinator Coordinators of the Concentrations.			

6. Offer an innovative curriculum in communication in all concentrations of the baccalaureate and the graduate program.	relations and advertising.	98% Student retention rate Master's Program.	entrepreneurship and social collaboration into academic programs and specialized services.			President of the Student Council of the School of Communication				
7. Review and revise the current diversity policy of the School of Communication	5. Evaluation of programs of other communication schools within and outside the country with the purpose of creating a competitive curriculum, both at the undergraduate and master's level.	95% Graduation rate in two years Master's Program.	2.2.2 Develop the formative experiences of research, creation, service to the community, internships and / or professional practices in the academic programs.							
8. Offer courses, conferences and seminars that address issues about the plurality of identities in terms of gender, race, ethnicity, sexual orientation, religion, ways of thinking and being, cultural background, national origin, social class, age, political ideology and any other affirmation of individual identity.	6. Maintain the student retention rate in the baccalaureate above 90%.	100% Review of the concentrations of the Baccalaureate Program.								
9. Encourage students to participate in extracurricular activities	7. Increase the 4-year baccalaureate graduation rate from 45 to 50% by 2020.	100% Review Curricular Offer Graduate Program.								
10. Students will create and participate in competitions or contests.	8. Increase the student retention rate in masters above 89% by 2020.	30% Baccalaureate and Master's courses in hybrid or distance form.								
	9. Increase the two-year master's graduation rate from 85 to 90% by 2020.	100% Drafting proposed new specialty of distance mastery.								
	10. Review for 2019-2020 the three concentrations of the baccalaureate in alignment with the performance and evaluation of student learning and the standards of the	100% Diversity policy review and approval of the School of Communication.								

	<p>ACEJMC, after the re- accreditation process of 2019.</p> <p>11. Review the Master's Program Curriculum in accordance with the provisions of <i>Certification</i> No. 51, Academic Year 2017-2018 of the Academic Senate and with the new professional demands in the field for 2019-2020.</p> <p>12. Achieve that 30% of the courses of the Baccalaureate and the Masters are offered by distance education and / or hybrid or distance form by 2021.</p> <p>13. Creation of a Master's online degree by 2021 and in coordination with the School of Technology and Information Sciences.</p> <p>14. Review the current diversity policy of the School of Communication in accordance with the new institutional certifications and diversity practices established by</p>	<p>100% Offer of courses, conferences and seminars around diversity.</p> <p>100% Integrate microsite on the website with samples of work done by students.</p> <p>100% Digital publication of the annual edition of the magazine "Intersections" and keep previous editions accessible.</p> <p>At least three (3) officially active student organizations for the 2019-2020 period, and maintain or increase that amount annually.</p> <p>At least three (3) contests or contests created and held at the School.</p>								
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	<p>government institutions.</p> <p>15. 80% of courses, conferences and seminars include projects, reading materials, audiovisuals, research, conferences or presentations on diversity issues.</p> <p>16. 10% of the courses, conferences and seminars reflect in their conception issues of diversity as a central theme.</p> <p>17. Strengthen student recruitment strategies through the School of Communication webpage.</p> <p>18. Promote the creation and participation of students in student organizations of the School of Communication and Interfaculty.</p> <p>19. Promote student participation in competitions in order to gain experiences for academic success and professional exposure.</p> <p>20. Promote the creation of competitions or contests organized by</p>									
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	<p>the School and / or Student Organizations</p> <p>a. Integration of the Student Council in the collaboration and creation of competencies</p> <p>21. The Student Council of the School of Communication will identify and promote the participation of students in competitions or contests directly related to the discipline of studies.</p> <p>a. Prepare an annual record of student participation in these contests or competitions and the recognitions received by the students of the School.</p>									
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GOAL 6	STRENGTHEN PUBLIC AND PROFESSIONAL SERVICE LINKS BETWEEN THE SCHOOL AND THE EXTERNAL COMMUNITY									
	ARTICULATION WITH THE STRATEGIC PLAN COMMITMENT 2023 AND INSTITUTIONAL PRIORITY PROJECTS 2018-2023									
PRIORITY AREA AND GOAL COMMITMENT 2023	AREAS 3 and 4 GOALS 9			OBJECTIVE COMMITMENT 2023	OBJECTIVES 3.1,4.1					
INSTITUTIONAL PRIORITY PROJECT		SUSTAINABLE MANAGEMENT AND TECHNOLOGICAL CULTURE								
Strategy, Project or Initiative	Measurable Objective				Budget		Appraisal Plan			Actions
	Objective	Indicator of Success and Metric	Contribution to Achievement Strategic Plan Commitment 2018-2023	Source of income	Amount in \$	People) Responsible)	Methods	Status		
								Results	% Achievement	
1. Strengthen the links of the School with the community, communication professionals and alumni. 2. Strengthen the links of Radio Universidad with the country. 3. Strengthen the participation of students of the School in the Radio, Film and Television Unit by integrating them into projects generated by this unit and with the support of teaching mentors. E.g.: production of radio programs in our public radio station, short films, recording and / or transmission of academic activities, etc. 4. Establishment of activities and continuing education programs.	1. Strengthen the electronic publication in order to maintain a continuous communication with alumni. 2. Develop campaigns to collect donations among alumni. 3. Strengthen the Alumni Chapter of the School of Communication. 4. Offer support to the Alumni Chapter of the School of Communication in organizing and carrying out training and social activities. 5. Develop by August 2019 a continuing education program for the improvement and updating of communication professions, 6. Organize each academic year activities with at least one high school community that promotes media literacy and the development of journalism in the community's high schools. 7. Reinforce during 2019 the electronic page of Radio Universidad. 8. Continually reinforce and improve the website of the School of Communication.	100% Semester electronic publication for alumni. 100% Establishment of a continuing education program. 100% Completion of campaign to collect donations among alumni. 100% Completion of four projects that contribute to the community. 100% Execution of activities in high schools of the Rio Piedras community. 100% Execution of Radio Amigos activities to comply with CPB requirements. 100% Celebration of artistic and cultural activities that allow the collection of external funds, to meet CPB requirements.	3.1.3 Promote the establishment of discussion and entrepreneurship forums that contribute to the development of the country, including the emphasis on the dimensions of university social responsibility and community involvement. 3.1.4 Promote the implementation of an attractive cultural offer for the diverse internal and external groups to the Campus, and that stimulates the humanistic and creative reflection. 3.1.3 Promote the establishment of discussion and entrepreneurship forums that contribute to the development of	PO PPI D CR		Director Associate Director Area Coordinators Ex-alumni Committee Curriculum Committee WRTU Development Committee				

<p>5. Strengthen the academic experience of the student through participation in community service projects (intramural project) to offer public relations and publicity work to the community.</p>	<p>9. Increase the participation rates of the community in Radio Amigos de Radio Universidad activities.</p> <p>10. Increase the participation of students in the workshop spaces of the Radio, Film and Television Unit, promoting the strengthening of academic competences in the areas of production and management with faculty mentoring.</p> <p>11. Promote the creation of audiovisual projects generated by students with faculty mentoring that have an impact of service to the community.</p> <p>12. Strengthen the participation of students and faculty in the media.</p> <p>13. Offer summer camp for high school students to serve the community and to promote student recruitment.</p> <p>14. Establishment of an intramural project to offer Public Relations and Publicity services to the community.</p>	<p>60% Intervention of students and faculty in the media.</p> <p>100% Prepare proposal for summer camp 2019.</p> <p>100% Perform the summer camp with a minimum of students that makes it self-sustaining and that also allows obtaining external funds.</p> <p>100% Present the proposal for the creation of the REPU services agency through intramural practice.</p>	<p>the country, including the emphasis on the dimensions of university social responsibility and community involvement.</p> <p>4.1.2 Strengthen the Alumni Division in order to enrich the relationship of the Campus with its graduates.</p> <p>4.1.5 Implement innovative ways to collect new operational revenues.</p>							
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GOAL 7	EXPAND THE LEVEL OF INTERNATIONALIZATION OF THE SCHOOL									
ARTICULATION WITH THE STRATEGIC PLAN COMMITMENT 2023 AND INSTITUTIONAL PRIORITY PROJECTS 2018-2023										
PRIORITY AREA AND GOAL COMMITMENT 2023	AREAS 1, 2 and 3 MEASURES 3.1	OBJECTIVE COMMITMENT 2023	OBJECTIVES 1.3.2, 2.1.3, 3.1.3							
INSTITUTIONAL PRIORITY PROJECT		ACADEMIC ENVIRONMENT AND RESEARCH AND CREATION.								
Strategy, Project or Initiative	Measurable Objective			Budget		Appraisal Plan				Actions
	Objective	Indicator of Success and Metric	Contribution to Achievement Strategic Plan Commitment 2018-2023	Source of income	Amount in \$	People) Responsible)	Methods	Status		
								Results	% Achievement	
<p>1. Establishment of collaborative agreements with international communication programs for the exchange of researchers, professors and students.</p> <p>2. Expansion of the international experience of students through the curriculum.</p> <p>3. Increase in student participation in international opportunities through exchanges, participation in arbitrated or professional congresses, study trips and others.</p> <p>4. Increase of the teaching and student participation in international opportunities through exchanges, participation</p>	<p>1. Sign one to two collaborative agreements with international universities by 2020.</p> <p>2. Increase by 10-15% the number of students studying abroad through the Exchange Program by 2020.</p> <p>3. Increase the participation of professors and students in exchange experiences in universities abroad.</p> <p>4. Invite annually at least one or two international visiting lecturers or professors.</p>	<p>100% Sign one or two international collaborative agreement.</p> <p>15% Increase in students in Exchange Programs.</p> <p>One to two faculty members who participate annually in exchange experiences in universities abroad.</p> <p>8 International visiting lecturers or professors.</p> <p>100% International Student Recruitment Plan for the Master's Program.</p>	<p>1.3.2 Sponsor local and international congresses for the dissemination of research and creation.</p> <p>2.1.3 Ensure international projection through the successful implementation of international agreements of academic programs of the Campus.</p> <p>3.1.3 Promote the establishment of discussion and entrepreneurship forums that contribute to the development of the country, including the emphasis on the dimensions of university social responsibility and community involvement.</p>	PO, Grants	\$ 15,000 annually to support the dissemination of research or creation works at international conferences.	<p>Director</p> <p>Associate Director</p> <p>Graduate Program Coordinator</p> <p>Exchange Coordinator</p> <p>CiCom Coordinator</p> <p>Student Affairs Coordinator</p> <p>Area Coordinators</p>				

<p>in arbitrated or professional congresses, study trips and others.</p> <p>5. Recruitment of international students for the Master's program.</p> <p>6. Recruitment of visiting professors and international lecturers through special appointment.</p> <p>7. Celebration of international symposia.</p> <p>8. Active participation in the implementation of the postgraduate program in international studies.</p>	<p>5. Establish an international student recruitment plan for the Master's Program by 2019.</p> <p>6. Annually have three international students in the Master's Program resulting from the recruitment plan.</p> <p>7. Count with at least three exchange professors from international universities as part of research projects in 2020.</p> <p>8. Increase student participation in the experience of international interns.</p> <p>9. Increase by 15% the number of professors participating in international refereed conferences and other international academic experiences.</p>	<p>Three professors and students in research experiences in international universities.</p> <p>100% A symposium or international meeting for 2020.</p> <p>Three sections during the summer period of the COPU 4995 study abroad course.</p>								
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10. Celebrate at least one symposium or international meeting for 2020.

11. Offer at least every two years international academic experiences for students of the Baccalaureate Program during the summer.

GOAL 8	OPTIMIZE THE USE OF INFORMATION AND COMMUNICATION TECHNOLOGIES FOR RESEARCH, TEACHING-LEARNING AND SERVICE									
ARTICULATION WITH THE STRATEGIC PLAN COMMITMENT 2023 AND INSTITUTIONAL PRIORITY PROJECTS 2018-2023										
PRIORITY AREA AND GOAL COMMITMENT 2023	AREA 1, 2 GOAL 1.1, 2.1		OBJECTIVE COMMITMENT 2023			OBJECTIVE 1.1.1,2.1.2, 2.2.1, 2.3.1				
INSTITUTIONAL PRIORITY PROJECT			EDUCATIONAL ENVIRONMENT, RESEARCH AND CREATION, AND TECHNOLOGICAL CULTURE							
Strategy, Project or Initiative	Measurable Objective			Budget		Appraisal Plan				Actions
	Objective	Indicator of Success and Metric	Contribution to Achievement Strategic Plan Commitment 2018-2023	Source of income	Amount in \$	People) Responsible)	Methods	Status		
								Results	% Achievement	
1. Integration and use of innovative digital technologies to reinforce teaching-learning and research experiences.	1. Updating of computer equipment and Media Lab software.	100% Purchase equipment to carry out projects. You can put External and Operational Funds.	1.1.1 Increase the allocation of resources to support research and creation.	PO, FI, GF, D		Director				
2. Use of technology for development and production of digital multimedia content.	2. Implement the technological resources of the Media Lab in the research and teaching-learning processes in the Master's Program for 2019.	100% buy new AVID and update Adobe software, specifically Photoshop, Lightroom, Illustrator, Premier and After Effects .	2.1.2 Implement a distance structure of student and teacher services that support the creation and supply of online programs.			Associate Director				
3. Acquisition of technology for development and production of multimedia digital content that prioritizes the adoption of new technologies that facilitate the daily operation and the institutional and broadcasting mission of the Film and Television Unit, the Audiovisual Media Archive, and	3. Update the AVID digital edition system for 2019, as well as Adobe software, specifically Photoshop, Lightroom, Illustrator, Premier and After Effects.	100% Purchase of computer and special software for stop motion animation.	2.2.1 Incorporate curricular and technological innovation and opportunities for entrepreneurship and social collaboration into academic programs and specialized services.			Graduate Studies Coordinator				
	4. Acquire laptop computer with production program for stop motion animation.	100% Alexa Camera purchase.	2.3.1 Establish the institutional policy of student success, which articulates an inclusive educational experience with high quality services to facilitate recruitment, academic advancement and the integration of graduates into the labor market.			General Coordinator Film, Radio and University				
	5. Acquire an ARri Alexa film camera for film and television production courses.	100% Webmaster Recruitment.				Technical Services Coordinator for the User				
	6. Recruit for 2019 a Web-Manager (Developer, Programmer, Designer).	100% Renovation of WRTU studios.								
	7. Renovate recording studios (A, B, C and D) and WRTU Control between 2020-2021.	100% equipment acquisition. 100% Purchase WRUO generator.								

<p>audiovisual production courses.</p> <p>4. Strengthening of the technological infrastructure and incorporation of technology in administrative processes and services</p>	<p>8. Acquisition of electric generator for Radio Universidad for continuous transmission in emergency situations for La Mesa, Aguas Buenas (As recommended by Daphne Domínguez, Director of OCIU, 5/30/2018).</p> <p>9. Buy equipment, computers and programs to be used in broadcast journalism courses for 2019.</p> <p>10. Buy an air conditioner, secondary transmitter and electric generator for WRUO-FM in Mayagüez for 2023.</p> <p>11. Buy a server for the WRTU Master Control by December 2020.</p> <p>12. Update and expand audiovisual equipment, cameras, lighting and digital sound between 2019-2020, according to academics needs in the creation of distance courses.</p> <p>13. Include the audiovisual media files of the Cinema, Radio and Television Unit in the database of the library system by 2020. [4] .</p> <p>14. Update the computers of multimedia design rooms.</p> <p>15. Update and expand audiovisual equipment, cameras, lighting and digital sound between 2019 and 2023.</p> <p>16. Create an electronic system of reservation, approval, dispatch and inventory of audiovisual</p>	<p>100% Purchase server for the Master Control of WRTU.</p> <p>100% Update of audiovisual equipment, cameras, lighting and digital sound.</p> <p>100% Inclusion of audiovisual files in the database of the library system.</p> <p>100% renovation of newsrooms and multimedia design.</p> <p>100% Update of audiovisual equipment, cameras, digital sound lighting.</p> <p>100% online inventory digitization and system implementation.</p> <p>Activation of the use of pay pal, credit cards and ATH Mobile.</p> <p>Radial signal emission from the UPR-Mayagüez to the transmission tower in Atalaya.</p> <p>100% acquisition of photovoltaic equipment.</p> <p>100% Acquisition and installation of air conditioning equipment.</p>								
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	<p>resources for the daily use of faculty and students.</p> <p>17. Facilitate the electronic collection of individual external funds for the Radio Universidad Programming Fund through mobile devices and the portal wrtu.pr.</p> <p>18. Transfer of WRUO-FM facilities from the Darlington Building to the UPR Campus, Mayagüez</p> <p>19. Acquisition of photovoltaic system that provides alternative energy to the Internet communication system of the Issuer in Bo. La Mesa, Aguas Buenas that allows the control of the electric generator remotely and consequently generate savings in fuel costs and maintenance in emergency situations.</p> <p>20. Supply of a separate unit of Air Conditioning and humidity control system to the Audiovisual Media Archive that guarantees the conservation of the collections donated to the UPR as agreed with the donors through Grant Contracts.</p> <p>21. Create and maintain updated databases of the Cinema, Radio and Television Unit, integrated and relevant to support the various institutional functions.</p> <p>22. Hire technician to assist faculty in aspects of audiovisual production in multimedia courses.</p>	<p>100% database development.</p> <p>100% acquisition of camera and sound equipment</p>								
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GOAL 9	Increase the fiscal sustainability of the School of Communication and diversify its sources of income through proposals of external funds and special projects to have the necessary resources to meet the academic needs of the School, and provide adequate physical facilities for teaching, research and service in the Unit.									
ARTICULATION WITH THE STRATEGIC PLAN COMMITMENT 2023 AND INSTITUTIONAL PRIORITY PROJECTS 2018-2023										
PRIORITY AREA AND GOAL COMMITMENT 2023	Area 1, 4, Goal 1, 4	OBJECTIVE COMMITMENT 2023	1.2, 4.1							
INSTITUTIONAL PRIORITY PROJECT	Sustainable management									
Strategy, Project or Initiative	Measurable Objective			Budget		Appraisal Plan			Actions	
	Objective	Indicator of Success and Metric	Contribution to Achievement Strategic Plan Commitment 2018-2023	Source of income II	Amount in \$	People) Responsible)	Methods	Status		
								Results	% Achievement	
1. Appointment of a coordinator of external funds in the School. [6] 2. Creation of "service agencies" in communication within the School. 3. Creation of sustainable summer programs. 4. Creation of a summer camp for high school students.	1. Increase the number of proposals for external funds of the School. 2. Reactivate the School's Intramural Practice Plan program. 3. The number of offers and summer offer 100% sustainable. 4. Strengthen and increase the number of Radio Amigos that renew their link and economic contribution to Radio Universidad de Puerto Rico. 5. Promote and coordinate diverse cultural activities aimed at developing close links with the internal (university) and external community and thus increase the collection of donations (external funds). This type of effort is	1. Number of proposals submitted and approved. 2. Number of contracts subscribed with units of the UPR system and with government agencies. 3. Number of courses scheduled during the summer session. 4. Presentation of the proposal to create the summer camp and selection of a coordinator for the project. 5. Celebrate the Radio Amigos Festival every six months aimed at receiving donations for the programming fund, etc.	Objective 1.2.1 Increase external funds from competitive proposals. Objective 4.1.1 Increase collaborative alliances with governmental and private, local and international organizations, other universities and units of the UPR System, that contribute to society and knowledge, and that provide new sources of income to the institution. Objective 4.1.4 Increase the Intramural Practice in the Campus.	PO, D, PPI, PGM		Director Associate Director Concentration Coordinators Graduate Studies Coordinator Coord. General of the Radio, Film and Television Unit Radio University Development Coordinator				

	required by CPB for the Radio Universidad station.									
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Sources of Income:

- CR = revolving account;
- PPI = Intramural Practice Plan;
- GF = Federal Grants;
- PGM = Project with government agency or municipality;
- D = Donations from corporations or individuals;
- PO = Existing operational budget in the unit;
- OTR = Other source (you must specify which is the required source).