



Universidad Ana G. Méndez  
Speech Language Pathology Program

## **STRATEGIC PLAN 2025–2030**

### **UAGM INSTITUTIONAL VISION**

Ana G. Méndez University will be recognized as an institution focused on academic excellence, research, and service, with social responsibility and local and global outreach.

### **UAGM INSTITUTIONAL MISSION**

The Ana G. Méndez University is a private nonprofit educational institution committed to the quality of teaching, research, innovation, entrepreneurship, and internationalization. It serves a diverse student population through a multicampus structure. UAGM aims to contribute to the formation of citizens committed to the well-being of the local and global community. In addition, the university offers post-secondary academic programs, undergraduate, graduate, and continuing education, through various in-person and distance modalities, framed within the highest standards of quality.



### **UAGM GURABO CAMPUS MISSION**

The Gurabo Campus and its localities are accredited units of Ana G. Méndez University committed to academic excellence, research, innovation, entrepreneurship, internationalization, and the socio-humanistic development of a diverse population. Through the development of academic and professional competencies, citizens are trained to contribute to the local and global community.

Its resources support the offering of post-secondary, undergraduate, graduate, and continuing education academic programs, through various modalities, framed within the highest quality standards.

### **MSLP PROGRAM VISION**

To be the first academic choice for students wanting to become Speech Language Pathologists who can provide communication and swallowing services to a variety of populations across the lifespan, by providing a flexible academically strong program emphasizing the integration of clinical application and evidence-based knowledge.

### **MSLP PROGRAM MISSION**

The speech-language pathology program' mission at Universidad Ana G. Mendez (UAGM) is to prepare well trained professionals in the Speech-Language Pathology field who can deliver excellent person-centered care to a variety of pediatric and adult populations with communication and swallowing disorders.



Our program is committed to fostering research, academic and clinical skills with the highest ethical and professional evidence-based practice standards in our students. Our program also aims to graduate well-rounded, competent speech-language pathologists ready to provide professional services to all populations in need.

#### **ENVISIONED FUTURE IN 2030**

The master program of Speech Language Pathology of the Universidad Ana G. Méndez (UAGM-MSLP Program) is a graduate program in Puerto Rico which will be accredited by the Council on Academic Accreditation (CAA) of the American Speech-Language and Hearing Association (ASHA). UAGM MSLP Program will be widely recognized in Puerto Rico and in the United States for their excellence in the preparation of well-rounded Speech-Language Pathologists in a flexible student-centered program.

Our Program will foster the development of alliances between the academy, researchers, service providers, and service recipients through the development of professional agreements with institutions and companies in Puerto Rico, the United States and the international community. Our MSLP program will promote an international vision of communication and swallowing disorders service delivery among its students. The program will cross barriers to prepare students for a person-centered, evidence-based and global service delivery. Our Program will establish partnerships to increase collaborations in service delivery and research opportunities in Speech Language Pathology.



## CORE VALUES

### UAGM CORE VALUES

Universidad Ana G. Méndez is committed to:

- Excellence -Excellence as a priority and guide in all its teaching, research, service, planning, and operational endeavors.
- Freedom -Freedom of thought and expression as an indispensable foundation for the pursuit, creation, and dissemination of knowledge.
- Respect -Respect for diversity and the dignity of the human being, the environment, and nature.
- Integrity -Promotion of ethical, social, and cultural values in all our actions as an educational entity.
- Equity -Recognition of the value of education as a tool for access to better opportunities and the development of human potential.
- Innovation -Constant innovation to ensure the relevance of our programs and services.

### MSLP PROGRAM CORE VALUES

Every health professional must develop values that characterized their discipline. We envisioned a set of values that will characterize our administration, faculty members, staff, clinical supervisors, ex-alumni and current students. Our program's core values, which align with UAGM's institutional values are:

- Leadership
- Patience
- Sensitivity
- Commitment
- Respect
- Integrity and Ethic
- Excellence
- Cultural Competence

- Social Responsibility -Solidarity in response to the needs of the local and global community.

### FOCUS AREAS

Our MSLP Program developed a strategic plan focused on the following six areas:

1. Students (admissions, current students, alumni)
2. Faculty (development, recruitment)
3. Research (research, external funding)
4. Clinical Component (internships, externships, service delivery)
5. Community Impact (community service)
6. Program Administration (governance, accreditation)

The program's strategic plan includes specific measurable indicators of success for each of the focus areas as well as clearly stated strategies to accomplish each expected outcome. At the end of each academic year, the faculty and the program director will revise the measurable outcomes for each focus area through the strengths, limitations, opportunities, and new outcomes that may have been identified throughout the academic year in order to adjust objectives, assigned tasks and expected outcomes. The MSLP Program Strategic Plan will be completely revised every five years. Program Focus Areas will be modified or changed as needed to respond to the Program's needs and stage of development at the time of the Plan being revised.

FOCUS AREA 1: Students (admissions, current students, alumni)				
Strategic Goal: The MSLP program will ensure a climate of trust, excellence and professionalism that will enrich students' academic life and their academic and clinical performance.				
Objectives	Activities/Strategies	Indicators	Timeframe	Responsible Personnel
The Program admission process will be conducted at the Department of Health Sciences following the academic norms and regulations established by UAGM.	Steps to follow during the admissions process, student's documents and files completed at the department, reports to the UAGM admission office.	Increase the number of candidates considered for acceptance into the MSLP program.	March - June 2026 March - June 2027 March - June 2028 March - June 2029 March - June 2030	MSLP Faculty and MSLP Program Director  Academic advisor  Administrative personnel
Students will actively participate in academic mentoring activities and will value the program faculty as their career development mentors.	Responsive participation of students in the academic mentoring process, not only for remediation purposes but also for professional planning, information seeking and other professional issues.	Academic mentoring files including minutes and action plans.	On May of each of the plan's year the MSLP Program will evaluate its achievements in this area measured by an increase in the amount of academic mentoring sessions.	MSLP Faculty and MSLP Program Director  Academic advisor
MSLP Program graduates will increase their passing rates in		Passing scores reports from <i>Junta Examinadora de Patólogos del Habla-Lenguaje de Puerto Rico</i>	May 2026 May 2027	MSLP Faculty and MSLP Program Director



local and national board examinations up to 80%.		(SLP Board of Puerto Rico)  Educational Testing Services (ETS) reports of PRAXIS passing scores	May 2028  May 2029  May 2030	
Outcomes and Findings:				

FOCUS AREA 2: Faculty (development, recruitment)				
Strategic Goal: The MSLP Program faculty at UAGM, Gurabo will pursue the highest competencies on their specialty areas.				
Objectives	Activities/Strategies	Indicators	Timeframe	Responsible Personnel
The MSLP Program will have a total of six (6) ASHA Certified doctoral level faculty members with full time appointments.	The institution and the program will support faculty in pursuing doctoral degrees.	Doctoral degrees completed	May 2027	MSLP Faculty and MSLP Program director

The faculty will maintain current memberships to professional organizations related to the profession, and will keep updated through continuing education in the various speech-language pathology areas: fluency, cognitive rehab, voice and swallowing, literacy, school-based issues, telepractice, multicultural, among others.	The program will support efforts for the faculty to complete continuing education in specialty areas.	Information on continuing education courses of interest; courses taken with evidence of participation certificates.	May 2026 May 2027 May 2028 May 2029 May 2030	MSLP Faculty and MSLP Program director
Outcomes and Findings:				

**FOCUS AREA 3: Research (research, external funding)**

**Strategic Goal: The MSLP program through its faculty and students, will contribute to the body of research in Speech Language pathology in particular as it related to the population of Puerto Rico and monolingual and bilingual Spanish speakers.**



Objectives	Activities/Strategies	Indicators	Timeframe	Responsible Personnel
Faculty and student-initiated research will be accepted for publication in peer review Journals, presentations, and on-line publications	<p>Increased number of faculty members engaged in grant writing.</p> <p>Increase number of faculty members who present results of research carried out in different academic and professional forums</p>	<p>Articles edited and submitted for on-line publication. Distribution and access of the on-line publication.</p> <p>Proposals submitted to the corresponding agencies. A minimum of one proposal submitted annually.</p>	<p>May 2026</p> <p>May 2027</p> <p>May 2028</p> <p>May 2029</p> <p>May 2030</p>	MSLP Faculty and students
Outcomes and Findings:				

<b>FOCUS AREA 4: CLINICAL COMPONENT (internships, externships, service delivery)</b>				
<b>Strategic Goal: The MSLP program will continue to grow the clinical practicum component to ensure that students have the experiences needed to acquire the clinical competencies required in the field of speech and language pathology field.</b>				
Objectives	Activities/Strategies	Indicators	Timeframe	Responsible Personnel
To increase the amount of external clinical	At least two clinical supervisors will be	Collaborative agreements and	2025-2030	Clinical coordinator



practice sites that serve the population from children to adults which offer varied clinical experiences for our students.	<p>offering clinical supervision at UAGM on-site clinic.</p> <p>Establish external clinical practice sites in United States that serve the population from children to adults for internship experiences.</p> <p>Establish contacts in medical/hospital settings in order to pursue collaborative agreements.</p>	contracts signed and approved by all concerning parts. Our goal is for three additional settings per year.		<p>MSLP Program director</p> <p>Administrative personnel</p>
Outcomes and Findings:				

**FOCUS AREA 5: Community Impact (community service)**

**Strategic Goal: Our MSLP Program will lead initiatives geared towards the prevention and identification of speech, language, swallowing and hearing disorders in the community.**

Objectives	Activities/Strategies	Indicators	Timeframe	Responsible Personnel
Students and faculty will provide screening, orientation and consultation services to the community (ages: birth to geriatric population).	Faculty and students will participate in community-based activities they are invited to.  Faculty and students will participate in community-based activities they organize and initiate.	Public participation in community screening activities. Public awareness of our Program's impact and presence in the community.	Continuously	Clinical coordinator  MSLP program Faculty  Program director  Students
Outcomes and Findings:				

Focus Area 6: Program Administration (governance, accreditation)				
Strategic Goal: The MSLP program's administration efficiency in operations and governance will facilitate successfully meeting stakeholder's expectations.				
Objectives	Activities/Strategies	Indicators	Timeframe	Responsible Personnel
The MSLP program will attain and maintain	UAGM-MSLP Program will submit initial	Evidence of compliance with the CAA's	August 2025 – July 2026	Program Director

accreditation from ASHA's Council on Academic Accreditation (CAA).	<p>accreditation application to the Council on Academic Accreditation (CAA) of the American Speech-Language and Hearing Association (ASHA) and become accredited.</p> <p>The MSLP program will follow-up on the accreditation review process with the CAA, including the initial accreditation site visit.</p>	<p>procedures and timelines.</p> <p>Notification of review and decisions by the CAA.</p>		<p>MSLP Program Faculty</p> <p>Administrative personnel</p>
Outcomes and Findings:				