

Table 3. Program goals and objectives and the critical areas of UPRM’s strategic plan

PROGRAM GOALS	PROGRAM OBJECTIVES	CRITICAL AREAS AND STRATEGIC ORIENTATIONS
<p>1. To prepare highly skilled scientist-practitioners who are data-based, system-wide problem-solvers oriented toward prevention and early intervention.</p> <p>2. To conduct research on problems of concern to schools.</p> <p>3. To provide expertise on matters pertaining to academic and mental health issues.</p> <p>4. To consult on district programs and special projects.</p> <p>5. To provide leadership in learning, instruction, and curricular issues.</p> <p>6. To offer sub-specializations, in neuropsychology, clinical (mental health), and infant-preschool assessment.</p> <p>7. To train professionals who are pro-active in the development and implementation of methods recognized to facilitate healthy growth and learning in children and adolescents.</p> <p>8. To prepare students to engage in curricular innovations at both the classroom (e.g., reading strategy interventions, social skills interventions) and larger systems levels (e.g., inclusion, school restructuring, gifted education programs).</p>	<p>To train a scientist-practitioner who:</p> <ul style="list-style-type: none"> • Is capable of applying knowledge and skills that promote identification and resolution of psychological and educational problems. • Possesses theoretical and applied knowledge on topics related to the practice of school psychology <ul style="list-style-type: none"> ○ prevention and intervention ○ developmental and ecological theories ○ clinical diagnostics ○ developmental disabilities ○ special education services ○ statistical and research methods ○ human diversity. • Demonstrates critical thinking, quantitative 	<p>1. Leadership</p> <p>1.1 Become leaders within the teaching-learning process.</p> <ul style="list-style-type: none"> • Keep abreast of the latest methods, strategies, and technology to achieve excellence in education, in investigative and creative endeavors, and in service. • Identify the present and future needs of our society. • Create programs and services that will truly meet the needs of our beneficiaries. <p>1.2 Internationalize the Institution</p> <ul style="list-style-type: none"> • Maintain academic prestige locally and abroad. • Promote participation among teaching staff and students in symposia, seminars, competitions, and in national and international conventions. <p>1.4 Develop permanent assessment structures to support decision-making processes.</p> <ul style="list-style-type: none"> • Strengthen all planning and assessment processes throughout UPRM. <p>1.8 Make UPRM’S presence more evident among local, national and international communities.</p> <ul style="list-style-type: none"> • Promote and motivate UPRM employee and student participation in national and international forums. <p>2. Students and Alumni</p> <p>2.2 Form motivated students who are committed to excellence and social responsibility.</p> <ul style="list-style-type: none"> • Foster greater student participation in those extracurricular activities that best complement academics and provide practical experiences in public and private career

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	<p>reasoning, and qualitative analysis abilities.</p> <ul style="list-style-type: none"> • Understand and apply ethical principles to all professional interactions activities • Shows well-developed interpersonal skills that facilitate effective work with families, children and adolescents 	<p>fields.</p> <p>2.3 Develop student potential broadly</p> <ul style="list-style-type: none"> • Sponsor study and practical experiences directly related to academic programs and to public, private, local, and international organizations. • Favor intensive summer experiences that promote academic and professional development and strengthen research skills. • Encourage student participation in extracurricular activities that foster professional, ethical, cultural, and personal development. • Encourage student participation in community service initiatives. <p>2.4 Bring about student involvement in UPRM activities and fully develop leadership skills.</p> <ul style="list-style-type: none"> • Foster student active participation in problem solving and in searching for alternatives. <p>2.5 Attract and register the best first-year students</p> <ul style="list-style-type: none"> • Improve teaching-learning processes in the primary and secondary levels through the creation of allegiances with public and private schools. <p>3. Curriculum, learning and teaching</p> <p>3.1 Provide updated academic offerings.</p> <ul style="list-style-type: none"> • Proactively promote continuous course revisions to quickly incorporate the results of research activities and of the latest developments in each discipline. • Bring an international perspective into the academic curriculum and into curricular experiences while maintaining Puerto Rico and the Caribbean as its framework.

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		<ul style="list-style-type: none"> • Incorporate work ethic and responsibility related values into the curriculum. • Broaden and strengthen collaborative allegiances and agreements with local and foreign institutions. • Assist students in achieving their academic degrees within the designated timeframe. • Achieve and maintain accreditation standards in all UPRM programs. <p>3.2 Improve and innovate teaching - learning processes.</p> <ul style="list-style-type: none"> • Promote the use of effective learning strategies. • Integrate research, creative, and informational experiences into all graduate and undergraduate curricula. • Complement all curricula with practical applications in specialization areas. • Facilitate the use of learning resources, including information and telecommunication technologies. • Incorporate continuous assessment of teaching learning processes. • Broaden and preserve information and library resources. <p>3.3 Increase the number of excellent academic and professional graduate offerings.</p> <ul style="list-style-type: none"> • Extend and improve those specialized resources required by academic programs. • Promote research skills within the scope of academic offerings. • Establish innovative programs and research areas that address the needs of society and the development of knowledge. • Develop an evaluation system for all graduate academic offerings. • Promote intercollegiate coordination and program development with UPR system units and other universities.

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		<p>3.4 Promote entrepreneurial spirit and initiatives among all students.</p> <ul style="list-style-type: none"> • Strengthen alliances with all public and private sectors to provide practical experiences leading students to competitive development. <p>3.5 Improve continuous education offerings.</p> <ul style="list-style-type: none"> • Identify society’s needs to appropriately plan academic continuous education offerings. <p>4. Research, creative activities and graduate studies</p> <p>4.1 Achieve greater research and creative endeavors.</p> <ul style="list-style-type: none"> • Cultivate the necessary institutional atmosphere and conditions that will lead to creative and research activities. • Stimulate investigative activities in all professional fields. • Develop those research activities characterized by interdisciplinary and multidisciplinary focus. <p>4.2 Develop research-funding lines in support of Puerto Rico’s technological, economic and social development.</p> <ul style="list-style-type: none"> • Promote the application of new knowledge, generated by investigative and creative activity, to the development of Puerto Rico and new practical technologies in classrooms, and laboratories. • Continue developing in a proactive manner and with practical applications, creative, innovative and skilled professionals in the application of research, while contributing to the solution of problems in the Puerto Rican society. • Strengthen the development of innovative

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		<p>products, processes and services that might prove beneficial to the community.</p> <ul style="list-style-type: none"> • Make public the results of research projects that seem beneficial to the general community. <p>4.3 Establish collaborative efforts within UPRM and with other universities in and outside Puerto Rico.</p> <ul style="list-style-type: none"> • Promote collaborative bonds with a variety of organizations at the local, national and international levels that will lead to research and to the exchange of resources and knowledge. • Broaden the publication and promotion of research activities at the institutional level and throughout the general community. <p>4.4 Strengthen efforts in the search for external funding sources.</p> <ul style="list-style-type: none"> • Promote the search for external funding sources among researchers by sponsoring viable and competitive proposal writing. • Strengthen relations with agencies that provide research and educational funding. <p>5. Community Service and Social Outreach</p> <p>5.1 Broaden publication and promotion of research, creative and service activities.</p> <ul style="list-style-type: none"> • Utilize effective mechanisms to make known and promote intellectual and service pursuits. • Increase those research and collaborative mentoring efforts related to the quality of life, health, public security, ecology, public service and the economic development of Puerto Rico to make us more competitive in the international arena.

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		<p>5.2 Promote close collaboration and broader community service.</p> <ul style="list-style-type: none"> • Facilitate collaboration and cooperation in the search of solutions to those problems that affect Puerto Rico through alliances with government communities and the private sector. • Facilitate academic alternatives in scheduling and in other modalities to satisfy the needs of the community. • Facilitate structural changes within the socioeconomic and cultural milieu of Puerto Rico through their identification, analysis, and innovative proposals. • Support faculty participation in educational services and activities that promote improved social life skills. • Extend educational program offerings to community groups. <p>5.3 Promote community and institutional initiatives leading to community development.</p> <ul style="list-style-type: none"> • Identify community needs and promote college activities leading to the search of possible alternative solutions. • Strengthen college outreach service programs to provide locally accessible sources of information. <p>7. Effective and Efficient Administration</p> <p>7.1 Self-evaluate, criticize, and learn from our own experience.</p> <ul style="list-style-type: none"> • Facilitate learning and organizational development continuously by systematizing self-evaluation and self-criticism. • Establish among departments and faculties an articulated and continuous assessment system rooted in each individual unit's work plan.

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		7.2 Establish a university that is operationally agile, efficient, and capable of being audited. <ul style="list-style-type: none">• Develop an evaluation and control system for administrative and service processes.