



2019-2022 Strategic Plan

Albizu University

August 2019



Oficina del Presidente



August 20, 2019

To all members of the Albizu University Academic Community:

Approval of the 2019-2022 Albizu Strategic Plan

I am pleased to announce that our Board of Trustees has approved the 2019-2022 Albizu Strategic Plan. The process of developing the plan gave the sectors of our academic community the opportunity to identify their strategic priorities. In addition, the plan's priorities respond to (1) needs identified through internal institutional and student learning assessments; and (2) opportunities and threats in the external (local and global) environment that affect higher education institutions.

The following strategic goals will direct our institutional development for the next three years:

1. Increase the licensing exam passing rate
2. Fully develop the institution's digital (online) functionality
3. Increase enrollment and retention
4. Increase sources of revenue
5. Define the marketing and branding strategy

Each strategic goal includes subgoals that are specific and quantifiable. The strategic plan will guide all campus-level planning efforts, thus ensuring both lateral and vertical integration of the institutional planning processes. The plan will also guide budget allocations for the next three years. It is a dynamic document that will allow us to respond effectively to abrupt changes in the external environment.

Through implementation of the 2019-2022 Strategic Plan, we will be able to strengthen the quality of our academic programs. This will enable us to strategically position ourselves in Puerto Rico, Miami, and internationally. Our new website will include a section dedicated to the strategic plan. In the meantime, you can access the plan through this link:

http://www.albizu.edu/Portals/0/Documents/cau/institutional/Albizu_SP_2019-2022.pdf

Thank you for being part of the Albizu community and our ongoing efforts to make a transformative social impact through academic innovation, research, and community service.

Cordially,

José Pons Madera, PhD
President

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Planning Process Approach

Strategic Plans

Strategic planning is defined as a deliberative, disciplined approach to producing fundamental decisions and actions that shape and guide what an organization (in our case, the university) is, what it does, and why.¹ The resulting strategic plan should be a “living document” that will change over time. It offers a common framework and flexible guide to decision makers across the university and, as such, should foster greater coherence, coordination, and unity. At the same time, however, it is designed to be adaptable enough to leave significant room for individual academic units to pursue excellence in ways important to those particular units.²

Albizu University has previously developed two strategic plans that address many topics discussed in its current strategic plan:

1. *Indicadores de Efectividad para el Desarrollo Institucional 2013-2018*
2. *Iniciativas Estratégicas y Operacionales 2017-2019*

To effectively respond to environmental changes, it is important to understand external and internal contexts. Albizu University’s planning process included activities such as retreats, a SWOT (strengths, weaknesses, opportunities, and threats) analysis, and meetings with the Chancellor and the University President.

The strategic planning process is a proactive way to capture the interests, concerns, and reactions, among others, of the important players in an organization or institution. The

¹ Olsen, J. B., & Eadie, D.C. (1982). *The game plan: Governance with foresight*. Washington, DC: Council of State Planning Agencies.

² Cornell University at its Sesquicentennial: A Strategic Plan 2010-2015.

external and internal environmental assessments set the stage for the identification of strategic issues.

Albizu University's strategic plan focuses on the following analyses:

- ⌘ Analysis of the internal environment
- ⌘ Analysis of the external environment
- ⌘ Analytic feedback on other elements of the plan developed internally by university officials

Figure 1 illustrates the development of a strategic plan incorporating the following major components:

1. Initial agreement
2. Mandates, mission and vision
3. Assessment of the entity's internal and external environments
4. SWOT analysis as part of the internal and external environment assessments
5. Strategy formulation
6. Plan revisions and final adoption

The figure is built on the basic planning notion that the mission, vision, and environmental assessment interact to produce a strategic plan for the institution. The figure also shows the details of both the external and internal environment analysis.

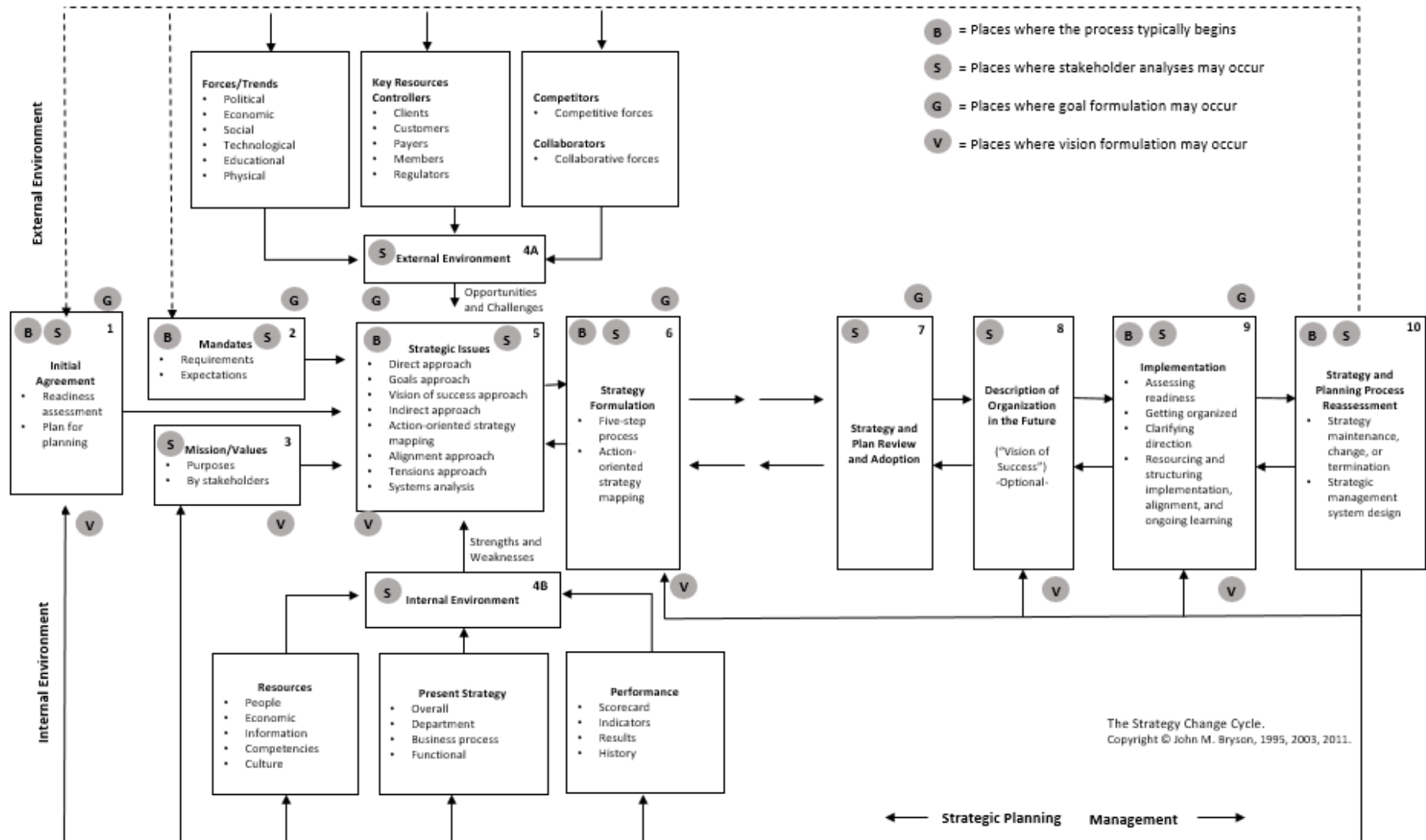


Figure 1: Strategic Plan Development

The critical forces and trends assessed in the external environment include political, economic, social, and technological trends; trends in public policy on higher education; and regulations and licensing and accreditation processes. The external environment analysis also evaluates the competition from other institutions (existing and potential) and the availability of qualified resources (human, material, and financial). Analysis of the external and internal environments allow university officials to better evaluate:

- ⌘ Opportunities for and constraints to growth and expansion
- ⌘ Ability to adapt to changes in the competitive landscape
- ⌘ Vulnerability to adverse demographic trends
- ⌘ Vulnerability to adverse economic trends

Albizu University's Strategic Planning Approach

Figure 2 below defines the university's approach to strategic planning, which began with developing planning teams and ended with the adoption of the 2019–2022 Strategic Plan by the Board of Trustees. The planning process featured a participatory approach consisting of meetings with faculty, administrative staff, alumni, and students.

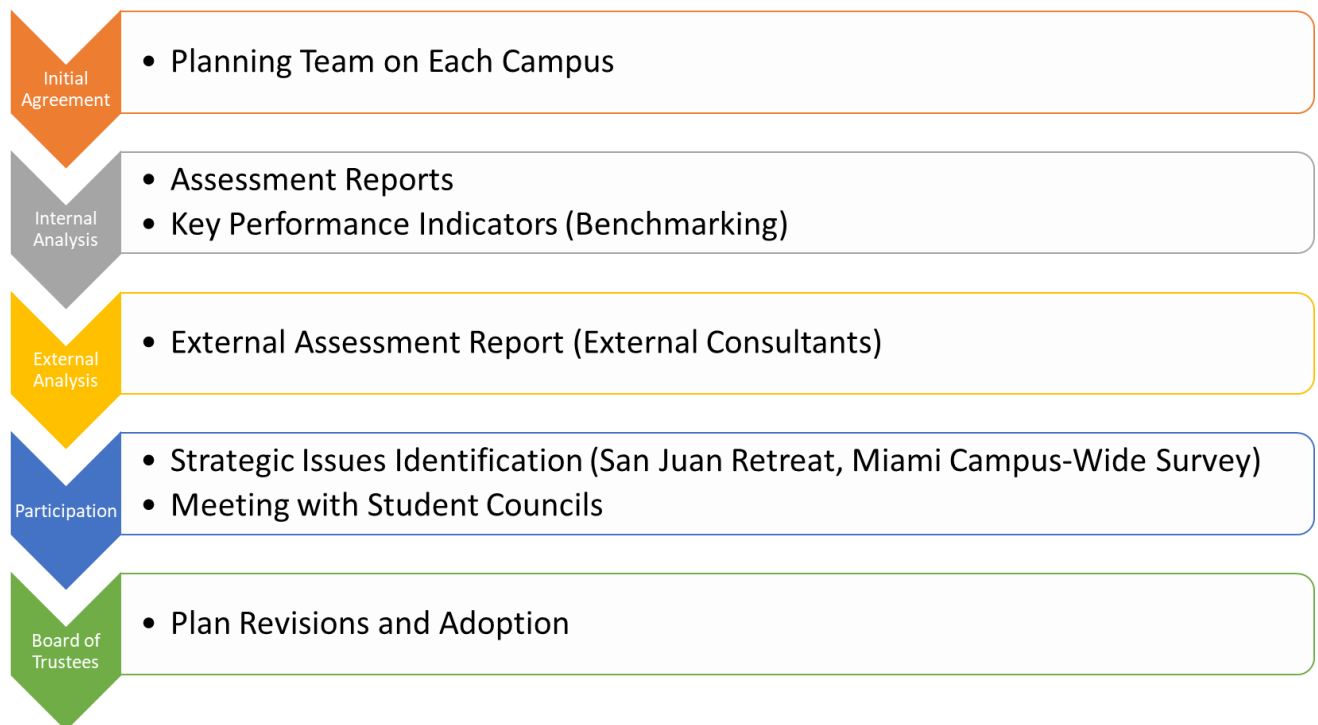


Figure 2: Albizu Strategic Planning Approach

Albizu University Planning Teams

The following individuals, representing different units of the university, participated in the strategic planning process and assisted with the development of the strategic plan.

Miami Campus Planning Team	
Diana Barroso, Ed.D.	Director, M.S. in Psychology Program (Chair)
Nancy Álvarez, M.Ed.	Director of Enrollment Management
Luis Barreto	Director of Finance
María Alonso Mahoney, Psy.D.	Faculty, Goodman Center
Maryvelisse Carpintero	Administrative Assistant, Chancellor's Office
Carmen García, M.B.A.	Director of Human Resources and Administration
Osmyn González, M.B.A.	Director of Financial Aid
Floralba Arbelo, Ed.D.	Title V Director
Shannon Worton, Psy.D.	Faculty, Psy.D. Program
Samantha Hernández, M.S., CCC-SLP	Faculty, Speech and Language Pathology Program
Ana Prado	Information Technology Help Desk Tech

San Juan Campus and Mayaguez University Center Planning Team	
José A. Pérez, Ph.D.	Faculty, Industrial/Organizational Psychology Program (Chair)
Carmen Acevedo	Director of Human Resources
Youssef Ahmad, Ph.D.	Associate Dean of Academic Affairs, Mayagüez University Center
Rosa Belvis, M.B.A.	Director of Enrollment Management
Hector Peña, M.B.A.	Director of Finance
Carmen Rivera	Dean of Students
Epifanio Rivera	Director of Administration
Juan Rivera	Director of Information Technology

Albizu University Institutional Team	
Yoel A. Velázquez, PPL	Director of Planning, Institutional Research and Compliance (Chair)
Rafael Meléndez, M.A.	Director of Assessment and Accreditation
Berta Ríos, Ph.D.	Special Assistant for Strategic Initiatives & Chief of Staff
Luis Camacho, M.S.	Executive Director of Information Technology Services
Carmen Fraticelli, M.S.	Executive Director of the Office of President

Institutional Strategic Pillars

The five strategic pillars of Albizu University reflect the core values that stand at the center of the institution. Each goal of the strategic plan is aligned under one of the five pillars, although they will often link with the other pillars.

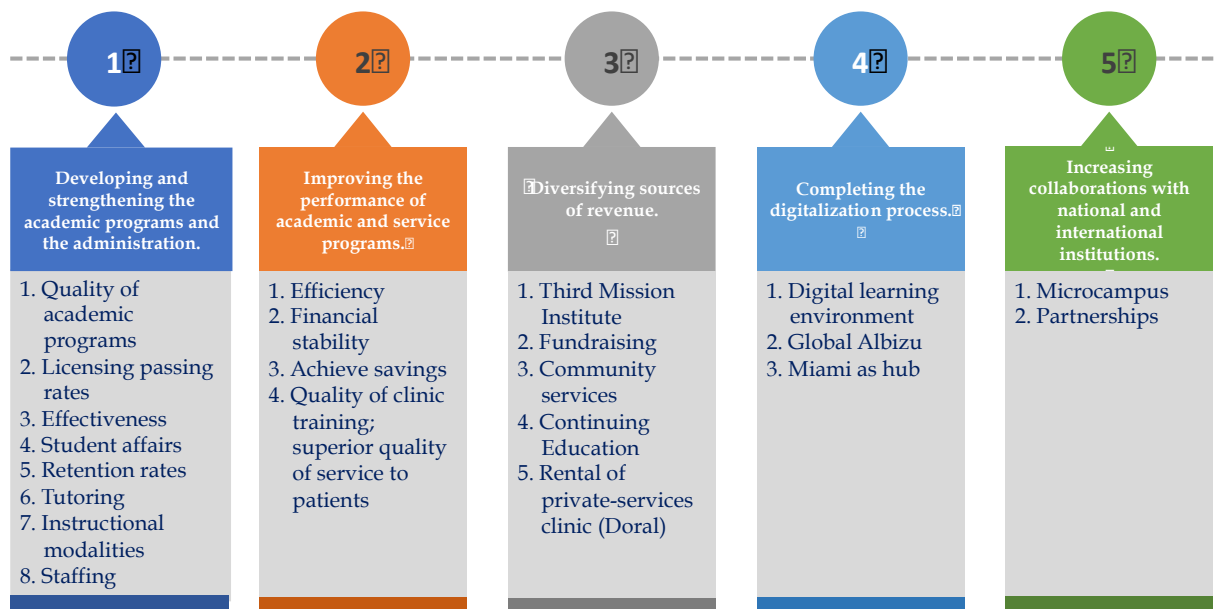


Figure 3: Strategic Pillars of Albizu University

Albizu University Strategic Planning Framework

Figure 4 illustrates the framework for the university's strategic planning effort. As defined in Figure 3, Albizu University has five strategic pillars. The pillars informed the development of the institutional and campus strategic goals, as well as the objectives. Since the strategic plan is a document focusing on specific priorities, some campus-specific activities are not included. The strategic plan serves only as a guideline and not as a straitjacket for the planning efforts of each institutional unit. Therefore, campus operational planning should address campus-specific objectives derived from institutional and campus strategic goals as well as actions needed in areas not covered by the institutional strategic plan.

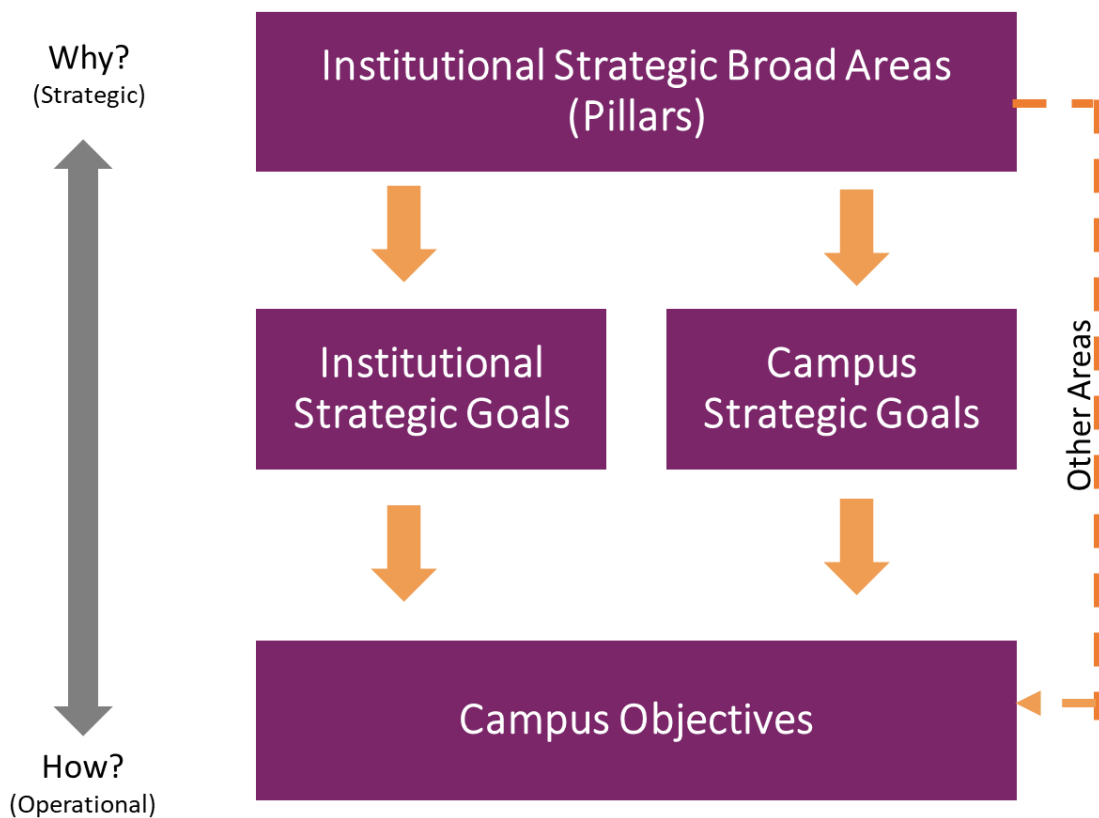


Figure 4: Albizu Strategic Planning Framework

Albizu University Planning Levels

Albizu University's planning process is aligned to both the financial allocation process and to assessment activities. The planning process is divided into three concurrent levels: long-range, mid-range, and short-range. Separating the process into a series of levels helps the university better meet its mission, fulfill its goals, and promote institutional renewal. Figure 5 below provides a graphic depiction of the levels.

Long-range planning (10-15 years)

Long-range planning is primarily aspirational. Currently, Albizu University is developing its vision for the year 2026. The vision will define new educational models and lay the foundation for the development of an academic plan that will be at the core of all future planning efforts within the institution.

Mid-range planning (3-5 years)

Mid-range planning includes strategic plans, which provide guidance but are not necessarily operational. The most important plan in the range is the Institutional Strategic Plan, but other strategic planning efforts are taking place within specific academic and administrative units at the institution.

Short-range planning (1 year)

Short-range planning includes each individual academic or administrative unit's operational plan. These plans are very specific, and aligned with the institutional budget request process.

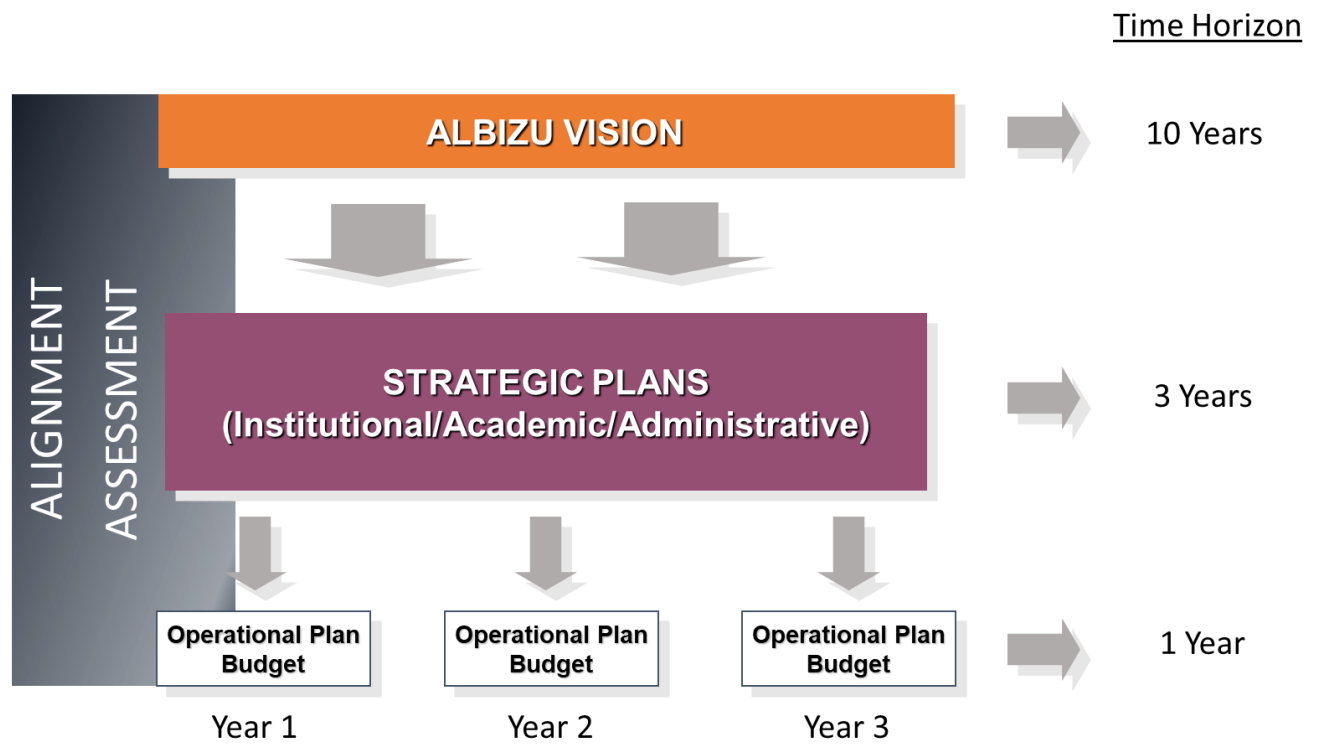


Figure 5: Albizu Planning Levels

Environment Assessment Model

Strengths + Weaknesses

Opportunities + Threats

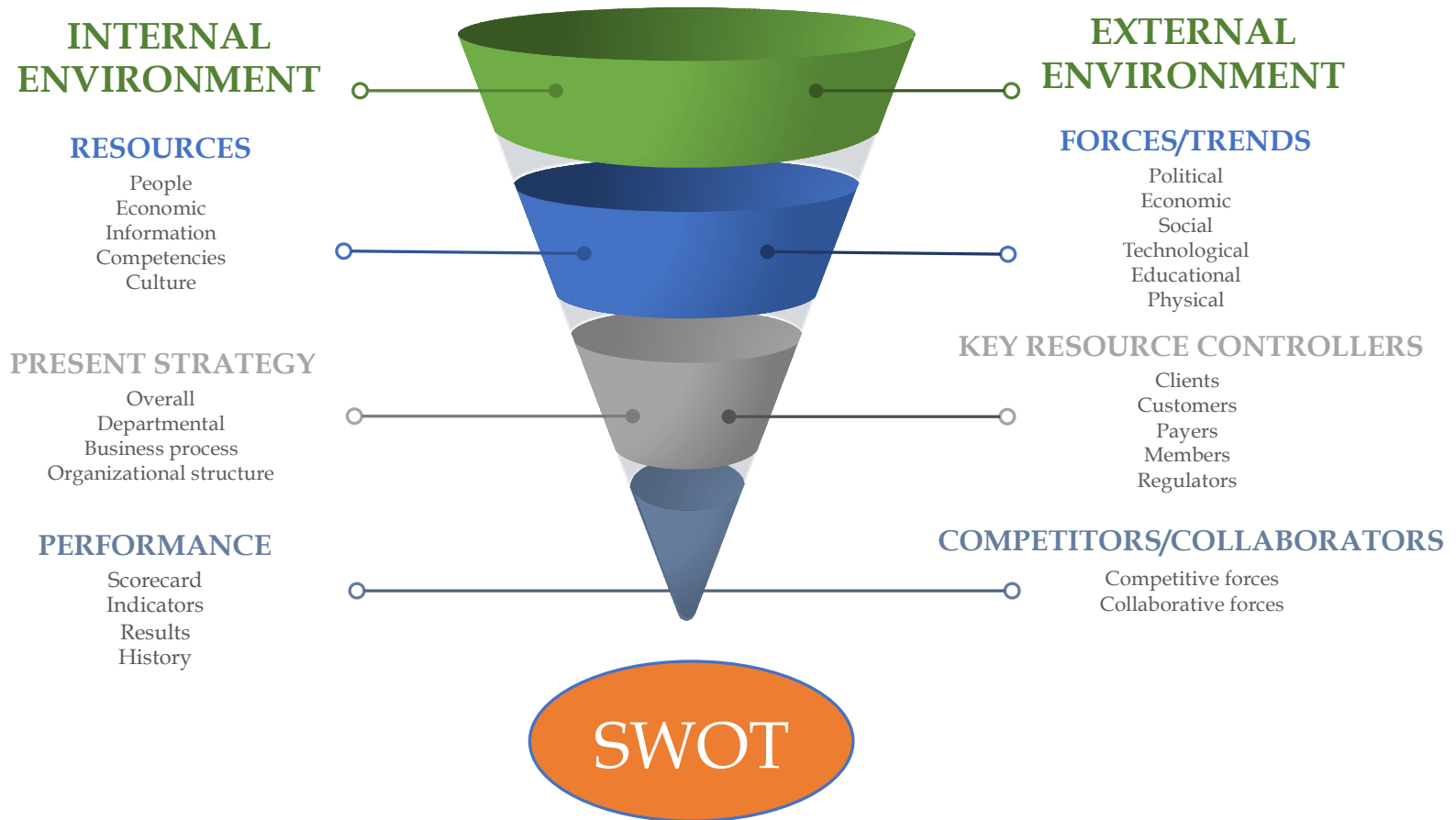
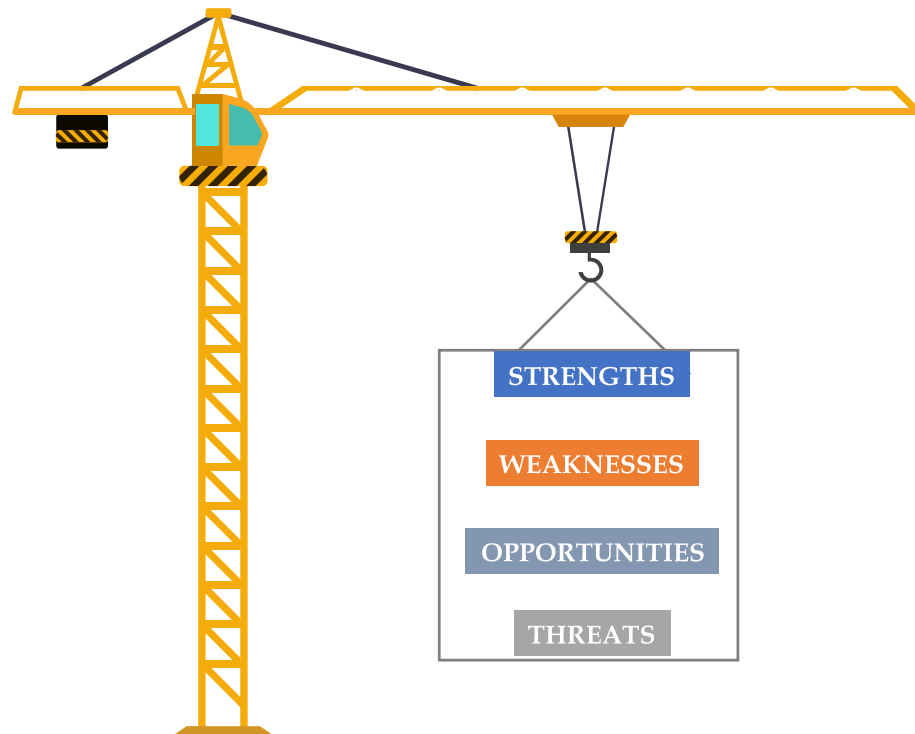


Figure 6: SWOT Analysis Model

Albizu University SWOT Results



STRENGTHS

- Accredited programs (APA, ASHA)
- Engaged staff and faculty
- Low rent at San Juan campus
- Good retention rates
- Faculty quality
- Academic recognition (San Juan and Mayagüez)

WEAKNESSES

- Low licensing exam passing rates (Psy.D)
- Not enough full-time faculty
- Lack of grants infrastructure
- Limited physical infrastructure
- Lack of curriculum flexibility
- Bureaucracy
- Few scholarships available to students
- Poor integration of technology for student services

OPPORTUNITIES

- Crisis in University of Puerto Rico system (Government Fiscal Plan)
- Growth potential in behavioral and health sciences occupations
- Interest in Latin American students for U.S.-accredited academic programs
- Federal funds influx as part of Hurricane Maria recovery efforts
- Continuing education needs

THREATS

- Student population segment reduction (demographic trend)
- Fragile and limited infrastructure of San Juan campus location (old San Juan)
- Emigration from Puerto Rico of high-level professionals (brain drain)
- Economic downturn of Puerto Rico
- Immigration policies
- Greater number of institutions accredited by APA (such as Ana G. Mendez University, Gurabo campus)

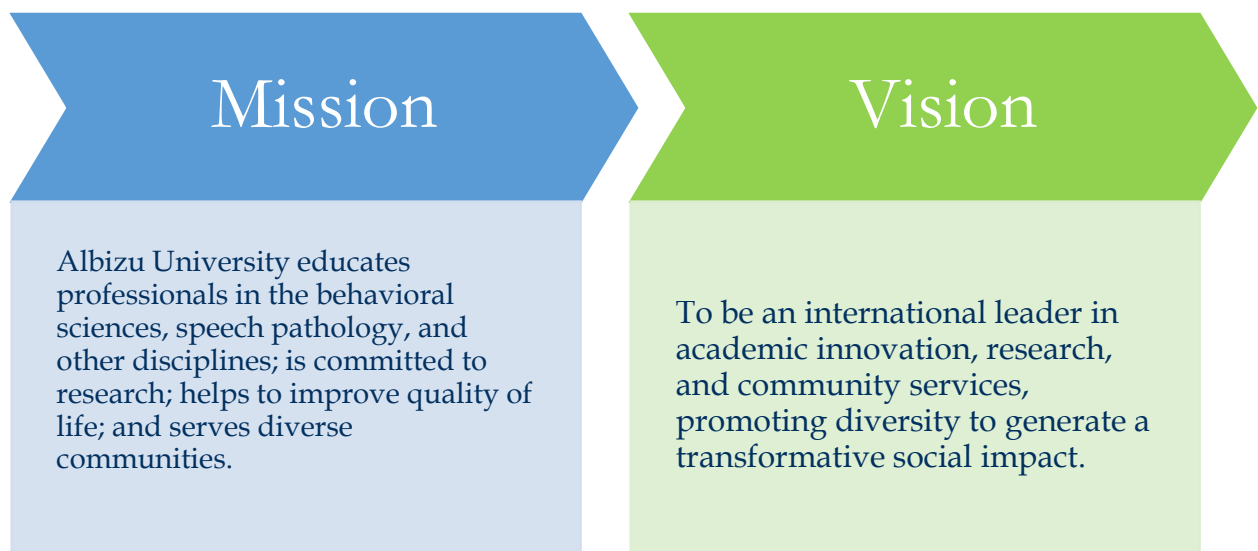
Figure 7: SWOT Results Specific to Albizu

Albizu University's Enduring Commitment

University's Mission and Vision

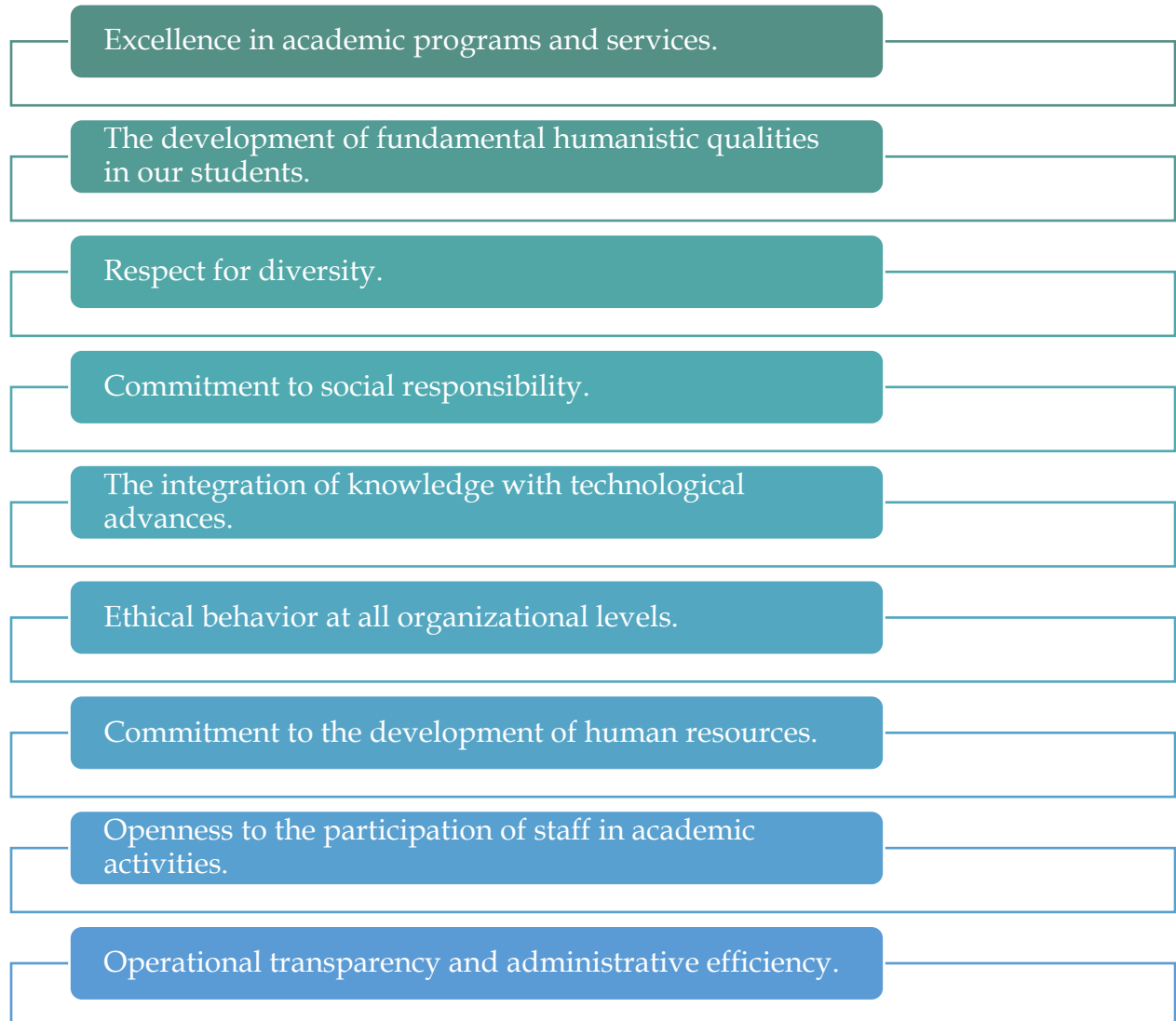
Albizu University is an educational institution whose programs of study and research are founded, both in theory and practice, on the multicultural heritage of Puerto Rico and South Florida. Through the programs offered at its San Juan, Mayagüez, and Miami locations, Albizu University provides professional training focused on the mental health needs of multicultural communities. The institution also answers the need for culturally appropriate research, thereby contributing to the development of the professions of psychology, health, education, and human services.

Albizu University's official mission and vision statements are as follows:



Core Values

Core values are defined as the inviolable commitments that express “who we are as an institution” and the principles or qualities that infuse all practices and activities within the institution.



The Institution and its Environment

Many aspects of the external environment have implications in the planning process. The environments in Puerto Rico and in Miami influence the competencies students require, the main challenges to the institution, and the broad directions to follow.

Puerto Rico

- ⌘ Puerto Rico's population has been declining steadily since the onset of the economic depression more than a decade ago. In the past seven years, the island's total population has declined by 1.6% a year.
- ⌘ What began as a steady demographic bleeding turned into a hemorrhage after September 2017, due to the devastating effects of Hurricane Maria. Although the outflow of migrants has slowed, it continues to the present time. This outflow will lead to continued declines in higher education enrollment in the foreseeable future, causing competition between institutions to intensify.
- ⌘ The school-age population has declined rapidly, with only 30,000 students currently graduating from high school each year. This results in a comparably reduced pool of potential applicants for institutions of higher education.
- ⌘ Higher education institutions in Puerto Rico have faced a declining trend in enrollment for several years. Private institutions, which account for nearly 75% of total enrollment, have lost nearly 28,500 students since the 2010-2011 academic year (a 15.5% decline), while the state university system has lost 5,000 students (a 7.5% drop) in the same period.
- ⌘ Puerto Rico's Junta de Supervisión Fiscal (Financial Oversight and Management Board) has drafted a fiscal plan for the University of Puerto Rico that envisions a sharp increase in tuition costs, the consolidation of campuses and programs, and a reduction in total enrollment. While this may seem to create an opportunity for private institutions, it could also result in more aggressive competition for students by the state university system.

- ⌘ Tuition per credit for undergraduates is low at Albizu University compared with other private institutions, but graduate program costs per credit are on the higher end of the spectrum. This suggests an opportunity to improve revenues from undergraduate tuition without losing competitiveness in that market.
- ⌘ Psychology ranks sixth among the academic programs with the highest enrollment in Puerto Rico. This is a source of strength for Albizu University, since it enjoys a solid reputation in this discipline, which could be a growth pole in future years.

Miami

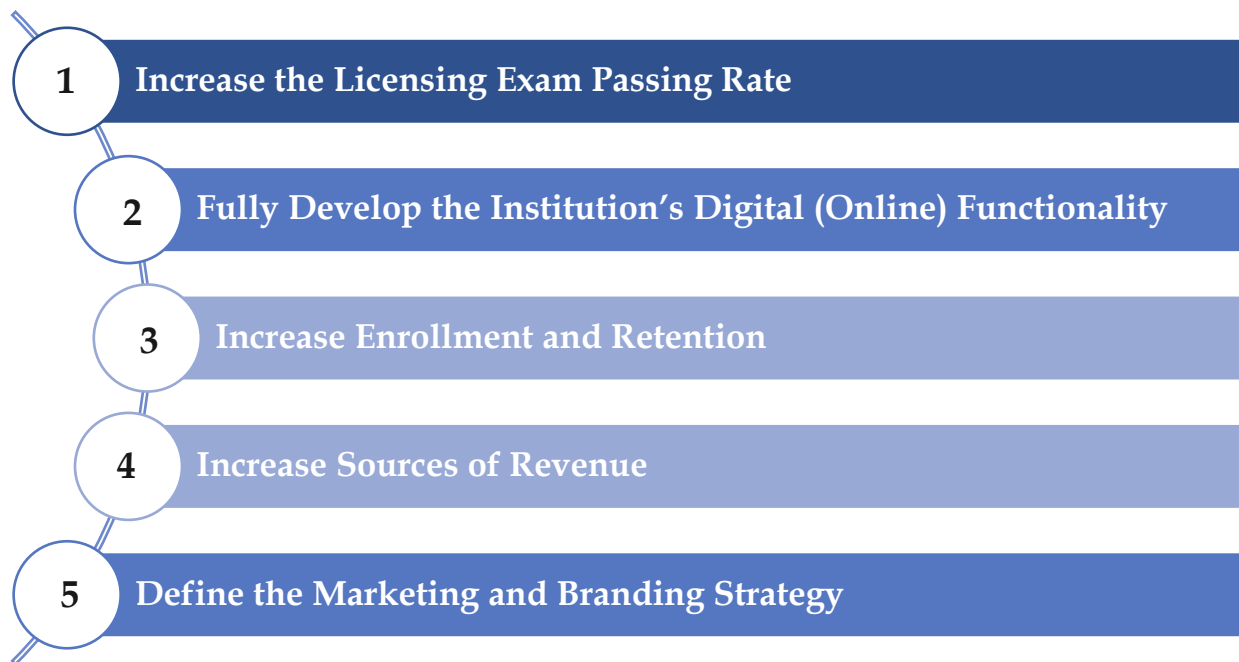
- ⌘ The total enrollment at Albizu University's Miami campus has been declining since 2016, losing about 128 students by 2018.
- ⌘ Since 2014, master's program enrollment has been increasing, reaching a total of 450 Fall 2018 enrollments, representing an almost 50% increase in the four-year period. Contrary to the master's programs, enrollment in the bachelor's programs and doctoral Psy.D. program have both declined throughout the years.
- ⌘ The Miami campus has many competing higher education institutions in the region. Florida International University, a public research university, has a total enrollment of 56,000 in its undergraduate and graduate programs. By comparison, of all the high education institutions in the region, Albizu is last in terms of enrollment for both graduate and undergraduate programs.
- ⌘ In 2017, 70% of the enrolled students at the Miami campus were Hispanic, an important factor to consider for marketing and when seeking ways to diversify research and other grant funding.
- ⌘ The fastest growing occupations in South Florida at the bachelor's degree level are physician's assistants and medical and health services managers.
- ⌘ The fastest-growing occupations in South Florida at the master's, doctoral, and professional degree levels are nurse practitioners, physical therapists, occupational therapists, and mental health counselors.

Goals, Subgoals, and Strategies

Goals

Goals define the broad areas of strategic focus at the institutional level. Subgoals align to each goal and specify expected and measurable results at the campus or unit level. It is worth noting that the university is currently making significant efforts to achieve success in several areas.

The goals of Albizu University are the following:



Subgoals

The subgoals for each goal are as follows:



Subgoal 1.1 – By June 2022, 100% of all courses offered through the Miami campus Psy.D.

program will be aligned to with the core concepts of each domain of the Examination for Professional Practice in Psychology (EPPP).

Subgoal 1.2 – By June 2022, 100% of all courses of all psychology programs offered at the San Juan campus (SJC) and Mayagüez University Center (MUC) whose graduates need to take licensing examinations will be aligned with the core concepts of each domain of the Puerto Rico licensing examination and the EPPP.

Subgoal 1.3 – By June 2022, 75% of all graduates of the SJC and MUC doctoral programs who take the Puerto Rico licensing examination will obtain passing scores.

Subgoal 1.4 – By 2022, 50% of all graduates of the SJC and MUC master's programs in psychology who take the Puerto Rico licensing examination will obtain passing scores.

Subgoal 1.5 – By 2022, 65% of all graduates of the Miami campus Psy.D. program who take the EPPP will obtain passing scores.

Subgoal 1.6 – By 2022, 90% of all graduates of the Miami campus M.S in Speech and Language Pathology program who take the Praxis licensing examination will obtain passing scores.

Subgoal 1.7 – By 2022, 80% of all graduates of the SJC and MUC M.S. in Speech and Language Pathology program who take the Puerto Rico licensing examination will obtain passing scores.

2 Fully Develop the Institution's Digital (Online) Functionality

Subgoal 2.1 – By December 2019, all Albizu locations will have implemented all of the Ellucian student self-service modules.

Subgoal 2.2 – By December 2020, Albizu University will begin offering online/hybrid programs through alliances with universities focused on international markets.

Subgoal 2.3 – By December 2020, Albizu University will have launched three new online programs through Albizu Global University.

Subgoal 2.4 – By December 2021, all Albizu campuses will have increased the amount of hybrid and on-line courses by 50% when compared with the Spring 2019 term.

Subgoal 2.5 – By December 2020, Albizu Global University will have a dedicated website in place with full distance education functionalities.

3 Increase Enrollment and Retention

Subgoal 3.1 – Between 2019 and 2022, the total Fall enrollment at the SJC will grow by 5% annually.

Subgoal 3.2 – By 2022, the total Fall enrollment at MUC will increase by 50% when compared with Fall 2018.

Subgoal 3.3 – By 2022, the total Fall enrollment at the Miami campus will be at 1,100 students.

Subgoal 3.4 – By 2022, undergraduate Fall-to-Fall retention at the SJC and MUC will reach 85%.

Subgoal 3.5 – By 2022, graduate-level Fall-to-Fall retention at the SJC and MUC will reach 90%.

Subgoal 3.6 – By 2022, undergraduate Fall-to-Fall retention at the Miami campus will reach 80%.

Subgoal 3.7 – By 2022, graduate-level Fall-to-Fall retention at the Miami campus will reach 85%.

Subgoal 3.8 – By June 2022, an additional Albizu University learning location will have launched in Central Florida to offer Miami-based programs.

4

Increase Sources of Revenue

Subgoal 4.1 – By June 2022, all Albizu clinics will increase their net income by 20% compared with net income generated for 2018.

Subgoal 4.2 – By June 2022, the SJC and MUC will operate sustainable fee-based Consultation and Professional Development programs for organizations and industries

Subgoal 4.3 – By June 2022, the Professional Development and Professional Studies and Continuing Education programs of the SJC will operate with a net profit of 10% over operating expenses.

Subgoal 4.4 – By June 2022, the value of Albizu's endowment will increase by 10%.

Subgoal 4.5 – Between 2019 and 2022, research and community service programs that operate under Albizu's Office of the Presidency will increase their net profit by 10%.

Subgoal 4.6 – Between 2019 and 2022, the Miami campus will obtain a minimum of \$1.5 million in grants to improve campus operations and to grant scholarships to master's-level students.

5

Define the Marketing and Branding Strategy

Subgoal 5.1 – By December 2019, Albizu will develop an integrated institutional marketing plan that capitalizes on the competencies of diversity and multiculturalism that differentiate our curriculum.

Subgoal 5.2 – By August 2019, Albizu will have an institutional marketing office in place.

Subgoal 5.3 – By Fall 2020, the number of prospects/inquiries and applicants for the SJC, MUC, and the Miami campus will increase by 25% when compared with Fall 2018.

Subgoal 5.4 – By December 2020, the number of hits on Albizu-related social media and web pages will increase by 25% when compared with December 2018.

Strategies

In addition to defining goals and subgoals, the strategic plan includes strategies to meet those goals. These strategies suggest which areas should be addressed first and thus have implications for the phasing in of efforts directed at each strategy. The availability of institutional resources will also affect the prioritization of strategies.

1 Increase the Licensing Exam Passing Rate

One of the critical challenges for a professional academic institution is to ensure that degree candidates acquire the knowledge and experience necessary to perform on-the-job tasks safely and completely. For that reason, the licensing exam passing rate is used as an indicator of the quality of a program. For the last few years, Albizu University's percentage of passed licensing exams has decreased much more than expected. It is imperative for the institution to preserve its academic excellence and quality, even in a period of limited resources.

Strategy 1: Align the curricula to the test.

Rationale: Higher education institutions have become more diversified in terms of the abilities and motivations of their students. Curricula design must optimize the conditions for quality learning to ensure that all students acquire the necessary skills and knowledge for success.

Strategy 2: Ensure test preparation.

Rationale: The institution must have in place academic performance and assessment metrics to accurately track the progress of students and determine their readiness to take the licensing exam. The ability to measure student preparation is a major step in ensuring an increase in licensing rates.

Strategy 3: Require comprehensive examinations.

Rationale: All programs that lead to licensing examinations should have a comprehensive examination as part of the curriculum. This will enable the institution to measure and evaluate student competency and readiness for the licensing exam.

Strategy 4: Provide active learning experiences.

Rationale: Delivering active learning experiences to all students puts classroom learning into practice and enables programs to meet the changing educational and leadership needs of a growing and diverse undergraduate and graduate student population.

Strategy 5: Conduct learning assessments and academic program evaluations.

The learning and teaching techniques offered through the university should be evaluated. Many students have problems developing skills or understanding course topics. It is important to develop a system that evaluates each academic program and identifies which programs need to be strengthened or modified.

Increase the Licensing Exam Passing Rate Key Performance Indicators
Puerto Rico Licensing Examination passing rate
EPPP passing rate
Praxis Test passing rate
Employment rates of graduates

The higher education industry has embraced multiple digital teaching strategies to expand on-campus offerings and reach international markets. Albizu University has already begun a process to accelerate the use of digital technology with its current students, including hybrid/blended teaching techniques with active learning modalities. Albizu has also begun negotiations with international partners to offer online degree and certification programs in disciplines associated with psychology and the health sciences, including speech and language pathology.

Strategy 1: Provide faculty training and promote involvement in active learning and digital teaching modalities.

Rationale: Faculty understanding of current technological advancements in higher education and involvement in the development of digital learning opportunities is essential to the institutional transformation to digital functionality and fiscal sustainability. Therefore, the institution will provide compulsory professional development training for all faculty members on active learning, digital learning environments, distance learning, and hybrid/blended teaching.

Strategy 2: Incorporate digital technology in all Albizu University programs.

Rationale: Digital technology provides significant flexibility in the learning process for both students and faculty members. When the content of courses is enhanced with web-assisted technology or active learning approaches, students remain much more engaged in the learning process and derive higher satisfaction from the experience. Course digitalization and programs with Flipped Classroom modalities allow for greater flexibility in scheduling courses and a student's own study itinerary.

Strategy 3: Establish alliances with international universities to offer online access to existing Albizu University graduate programs as well as new specialty programs in applied neuroscience.

Rationale: Albizu University is known in Latin America for its pioneering efforts in developing the psychological and behavioral sciences in Puerto Rico, the Caribbean Basin, and the southern United States. Albizu has already signed memorandums of understanding with universities in South America and the Caribbean region to offer specialty programs in neuropsychology, neurorehabilitation, trauma, and other advanced areas. Concurrently, Albizu is developing new curricula to address the needs of these universities as well as the technological and human resources infrastructure to achieve its internationalization goals.

Strategy 4: Develop and offer specialized applied neuroscience and clinical psychology programs for international markets.

Rationale: The field of applied neuroscience, especially clinical neuropsychology, has been greatly enriched through a focus on clinical and outcomes research, evidence-based practices, and the identification of best practices. As a result of this scientific approach, new areas of specialty have emerged to provide unprecedented clinical interventions to persons suffering from different types of acute psychopathologies (trauma, sexual abuse, etc.) and neuropathologies. Neuropsychological rehabilitation currently is one of the fastest growing specialties with a large demand for training in most parts of the world. The new programs could be offered online as well as to Albizu students.

Strategy 5: Improve Albizu's technological infrastructure.

Rationale: Technology infrastructure is at the core of successful higher education, supporting new advances and approaches to teaching and learning and providing new capabilities in research. Not only do students attend institutions with the expectation that universities have adequate technology systems, but they also expect the technology systems to provide services that are integrated with the classroom dynamic and beyond.

Strategy 6: Build an online programs platform.

Rationale: As online offerings have grown, they have become increasingly important to higher education institutions. The majority of institutions have instituted online platforms to facilitate the learning process and improve cost-effectiveness. Albizu University must develop a platform to automatize all administrative processes.

Strategy 7: Develop data-driven governance and business intelligence.

Rationale: The trend is for higher education institutions to become data-driven organizations. Data-driven tools help institutions make better and more informed decisions by collecting, accessing, exploring, and analyzing data to improve strategy and performance. Albizu University must become a fully data-driven organization to ensure its growth and expansion in other markets.

Fully Develop the Institution's Digital (Online) Functionality Key Performance Indicators
Number of faculty members teaching hybrid or online courses
Number of new online courses added
Number of new hybrid and web-assisted courses added
Number of new online programs
Number of partnerships established
% of student self-service modules implemented
Cybersecurity compliance fully in place
% of operations outsourced to a hosted cloud
% of classrooms converted to innovative collaborative technology models
% of progress on Albizu Global University website
Number of data policies approved by governing bodies

Most higher education institutions in Puerto Rico have shown a significant reduction in student levels primarily due to demographic changes in the Island's population. However, Albizu's Puerto Rico locations have seen an increase in students in recent years. The Miami campus, on the other hand, has seen a significant reduction, due partly to an increase in online programs that has put pressure on traditional higher education institutions.

Strategy 1: Increase the range of academic programs.

Rationale: Increasing the range of academic programs is a way to maintain student engagement with the institution. This includes taking an active approach to delivering educational programs and services that continually encourage students to practice what they learn, thus integrating new knowledge and skills across a range of experiences. The portfolio of academic programs must balance relevance and timeless values with responding appropriately to changing student and workforce needs.

Strategy 2: Ensure easy application and enrollment processes.

Rationale: Technology plays an important role in the student application and enrollment processes. Easy and fast access to the administrative processes of the institution facilitates applying and motivates students to enroll. Fully online processes also enable the collection of more precise student data. The institution must know the profiles of its new students in order to meet their needs.

Strategy 3: Offer a self-service financial aid platform.

Rationale: Financial aid is one of the big challenges facing higher education institutions, as many students do not have the financial resources to enroll. The university must be proactive in finding ways to encourage enrollment and retain its enrolled students. Albizu University must prepare and offer a fully self-service financial aid module to support incoming and returning students.

Strategy 4: Attract international students.

Rationale: International students are a way to increase the enrollment levels of Albizu University. As the institution increases the number of programs available on a digital platform, attracting and enrolling international students becomes more viable.

Strategy 5: Standardize the curricula at Albizu University.

Rationale: The standardization of courses is an important way to integrate the three institutional locations. This effort would be linked to attracting students from the Caribbean and Latin America as a means of increasing enrollment across the university.

Strategy 6: Develop a strategic academic plan for the next three years.

Rationale: Albizu University must develop a strategic plan specifically to analyze current and future academic offerings. It is very important for the university to study and analyze the profiles of current programs and students. Through this analysis, Albizu will have the necessary data to determine future academic programs and better understand the various needs of students. The continuous assessment of academic programs will help keep the institution active and attentive to the students' real needs.

Strategy 7: Create bilingual curricula at Albizu University.

Rationale: Offering bilingual courses is another way to integrate Albizu's Puerto Rico and Miami locations. This will also help to increase enrollment and attract international students. Albizu University must be at the forefront of new trends in order to remain competitive.

Strategy 8: Identify market opportunities in Central Florida.

Rationale: The Latino population of Central Florida, especially those coming from Puerto Rico, has dramatically increased during the past decade. To respond to their educational needs, various Puerto Rican universities have expanded to Central Florida, mostly offering undergraduate programs. However, graduate degrees in the behavioral sciences and speech and language pathology are not options for bilingual residents of Central

Florida. Albizu University is ready to address these needs by expanding its offerings to this population through online modalities.

Increase Enrollment and Retention Key Performance Indicators
Undergraduate enrollment
Graduate student enrollment
Undergraduate retention rate
Graduate student retention rate
Graduation rate
Satisfaction index
Strategic Academic Plan in place
Enrollment at new sites/locations

Albizu University has a high tuition dependency, which means the institution's resources depend to a large part on the volume of student enrollment. The Puerto Rico economy has been in a recession for more than 10 years and demographic changes have put higher education institutions at risk. Providing support for research, scholarship, and creativity in a careful, strategic, and cost-effective way will increase the quality of academic leadership and, by association, the perceived value of the university as a provider of academic training, clinical services, and research output.

Strategy 1: Develop a business model for clinics.

Rationale: Puerto Rico's economy has put pressure on higher education institutions to diversify their resources in a proactive way. Albizu University should strive to be a leader in the development and provision of a business model for clinics for local, national, and international communities. The clinics provide practicum locations for students and offer services to the community. Part of the strategy is to develop a business model for the Albizu clinics that would estimate potential demand and profits that could be generated, thus leading the clinics to become profit centers for the university as well as practicum sites.

Strategy 2: Develop continuing education.

Rationale: Continuing education is a way to diversifying the sources of revenues. Albizu University must continue to develop continuing education programs at all levels, including academic offerings, personal enrichment courses, and professional licensing courses.

Strategy 3: Increase research efforts through community service grants and consulting projects.

Rationale: Albizu University must establish a research community to promote learning and investigation and retain a diverse and productive faculty to diversify sources of revenue.

Strategy 4: Strongly connect public engagement to on-campus research and educational strengths.

Rationale: The strength of outreach derives from on-campus research efforts, the educational strengths of the university, and the capacity of the institution and its faculty to build and sustain enduring collaborations with stakeholders. Albizu University must build an infrastructure to support grant applications in a way that facilitates the administrative process.

Strategy 5: Maintain a community of engaged alumni and students.

Rationale: The effective socialization of graduates into the Albizu community is one of the most significant factors influencing student retention in the institution. Mentoring relationships with alumni serve to integrate students into the department, while faculty, staff, and students can provide opportunities for the community at large to engage with the institution.

Increase Sources of Revenue Key Performance Indicators
Net income of clinics
Net income of continuing education
Total amount of endowment
Grant income
% of tuition dependency

Throughout its history, Albizu University has been recognized in Puerto Rico as an important institution of higher education, based primarily upon its pioneering efforts and outstanding trajectory in the field of psychology. However, the Miami campus has been unable to establish a clear vantage point from which to properly market the institution. Therefore, the Puerto Rico campus needs to expand its name recognition to the health sciences, especially speech and language therapy and pathology, and the Miami campus urgently needs decisive efforts in marketing and branding.

Branding and marketing help identify and distinguish a product. In a competitive environment, it is critical to have a brand that is strong enough to position the university to effectively stand out among the other higher education institutions in Puerto Rico and Miami.

Strategy 1: Develop and implement a comprehensive marketing plan that will effectively “brand” the institution, including evaluating the appropriate name for the Miami campus.

Rationale: It is important for Albizu University to define its product and the target population. Marketing efforts must be aligned with the institutional priorities, mission, values, and student profiles.

Strategy 2: Develop a marketing strategy that highlights the multicultural and diversity elements of the institutional curriculum.

Rationale: Since its inception, Albizu University has fostered a multicultural and engaged campus that prepares students and employees to live and work in the larger global community. The institution must ensure that its marketing strategy highlights this historic commitment to social responsibility.

Strategy 3: Establishment of an institutional marketing office.

Rationale: Once the university defines its product, brand, and market area, it will need professionals to help make sure this brand evolves and is recognized. Albizu University needs to create a marketing department or office to implement the strategy and manage the budget required to maintain the marketing effort. The office must develop goals with strategies and metrics to ensure the effectiveness of the marketing plan.

Define the Marketing and Branding Strategy
Key Performance Indicators
Tuition revenue
Number of leads
Admissions yield
Website traffic
Marketing cost per new student
Media impressions

Campus-Specific Strategic Goals

Puerto Rico SWOT Analysis



Puerto Rico Goal and Strategy

1 Solve Issue of Physical Facilities Space Constraints

Real estate is one of the important elements educational institutions must consider for future direction. Attractive physical assets and facilities entice students and other stakeholders. The infrastructure contributes directly and indirectly to the teaching and learning process and to administrative capabilities. Albizu University's San Juan campus benefits from being located in the center of Puerto Rico's capital city, surrounded by historic buildings. However, the current location has some limitations, such as

insufficient parking space for students and faculty and poor Internet infrastructure, among others.

Albizu University enjoys recognition at the island level, which is why many students apply to the institution. But the available physical space at the San Juan campus limits expansion. Recently, the Mayagüez University Center moved to a larger facility due to the increase in enrollment.

Strategy 1: Evaluate the physical infrastructure needed to address the expected enrollment growth for the San Juan campus.

Rationale: Historical enrollment trends demonstrate that Albizu's enrollment over the past few years has significantly exceeded the current norms for Puerto Rican higher education institutions. Considering Albizu's specialized academic offerings, a continued positive enrollment trend is expected for the San Juan campus over the upcoming three years. The existing building capacity is close to being maxed out.

Miami Campus SWOT Analysis



Miami Campus Goal and Strategies

1 Promote Community Engagement

The Miami campus is located in the metropolitan area of Miami, Florida, considered one of the most multi-ethnic cities in the United States. The university has been at the forefront of training students who can respond to the complex socioeconomic and psychosocial needs that accompany such diversity.

Community engagement requires a commitment to the positive, reciprocal relationships that are at the center of the university's academic, social, and cultural efforts, positioning the Miami campus as an essential resource to ensure its ongoing success. Students benefit

from community engagement because it provides access to active and applied-learning experiences critical to their education, enabling them to follow their own paths toward serving as engaged, active citizens throughout their lives.

Albizu University is positioned to take advantage of the multi-ethnic student population and the diversified culture in Miami to prepare students to participate in a world community through culturally inclusive academic and practice opportunities. It also must continue to develop a strong multicultural community on campus.

Strategy 1: Develop a community and government relations plan aligned to the needs of the academic programs and the clinic.

Rationale: Strong community and government outreach provides opportunities to expand the number of clinical/professional training venues for Albizu students, thus augmenting the university's footprint in the surrounding area.

2 Strengthen the Organizational Climate of the Campus

Organizational climate is defined as the campus community's shared perception of the work environment of the institution. It plays a major role in performance. Culture creates climate, and numerous institutional leadership changes over a short period of time have fueled a sense of uncertainty inside the campus community, decreasing motivation and hindering optimal performance.

The Miami SWOT analysis revealed many of the challenges threatening the campus organizational climate, including high turnover of employees at all levels and leadership instability.

Leadership continuity and a shared campus identity promote a strong organizational culture, positively influencing employee turnover and organizational commitment.

Strategy 1: Create an organizational development plan to foster a community of learners.

Rationale: A campus-wide plan to build a culture of change and innovation will promote effectiveness and employee well-being. Essential components of the plan should include, among others, onboarding activities, team-building efforts, role design, career development initiatives, and performance management.

Accountability Matrix

D	Driver	Assists those who are responsible for a task.	Institutional									
			President/Assistant for Strategic Initiatives and Chief of Staff	Chief of Planning	Institutional Research and Compliance	Director of Evaluation, Assessment and Accreditation	Senior Director of Financial Management	Executive Director of Information Technology	Institutional Director of Marketing	Third Mission Institute	Center for Institutional Research	Director of Institutional Development
R	Responsible	Assigned to complete the task or deliverable.										
A	Accountable	Has final decision-making authority and accountability for completion. Only 1 per task.										
S	Support	Provides support during implementation.										
C	Consulted	An adviser, stakeholder, or subject matter expert who is consulted before a decision or action.										
I	Informed	Must be informed after a decision or action.										
Institutional Goals												
Strategies	Goal 1: Increase the Licensing Exam Passing Rate											
1	Align the curricula to the test		A	I	I	R						
2	Ensure test preparation		A	I	I	D		S				
3	Require comprehensive examination		A	I	I	D		S				
4	Provide active learning experiences		A	I		R		C		S	S	
5	Conduct learning assessments and academic program evaluations		I	I	D	A		S				
Strategies	Goal 2: Fully Develop the Institution's Digital (Online) Functionality											
1	Provide faculty training and involvement in active learning and digital teaching modalities		A	S	S	S	S	S	C		S	S
2	Incorporate digital technology in all Albizu University programs		A	S	S	S	S	D	C		S	S
3	Establish alliances with international universities to offer online access to existing AU graduate programs as well as new specialty programs in applied neuroscience		A	D	S	C	S	S	S		I	I
4	Develop and offer specialized applied neuroscience and clinical psychology programs for international markets		A	D	S	C	S	S	S		I	I
5	Improve Albizu technological infrastructure		I	I	S	I	R	A	D		S	S
6	Build an online programs platform		I	I		C	C	A	D		I	I
7	Develop data-driven governance and business intelligence		I	I	R	D	C	A	I		I	I
Strategies	Goal 3: Increase Enrollment and Retention											
1	Increase the range of academic programs		A	C	C	D	I		C		I	I
2	Ensure easy application process		I	I			I	S	A			
3	Offer a self-service financial aid platform		I	I			I	S	A			
4	Attract international students		D	I	I		C		A		S	S
5	Standardize the curricula at Albizu University		A	I		D	I	I	I		I	
6	Develop a strategic academic plan for the next three years		A	S	C	D	I	I	C		I	
7	Create a bilingual curricula at Albizu University		A	C		C						
8	Identify market opportunities in Central Florida		A	D	R	C	S	S	D			
Strategies	Goal 4: Increase the Sources of Revenue											
1	Develop a business model for clinics		I	C	A	I	R	S	S			S
2	Develop continuing education		I	C	S	I	I	S	A			S
3	Increase research efforts through community service grants and consulting projects		I	C	S	I	C	S	S	S	A	D
4	Strongly connect public engagement to on-campus research and educational strengths		I	C			C		A			C
5	Maintain a community of engaged alumni and students		I	C	S	I	I	I	S			A
Strategies	Goal 5: Define the Marketing and Branding Strategy											
1	Develop and implement a comprehensive marketing plan that will effectively "brand" the institution, including evaluating the appropriate name for the Miami campus		I	C	C	I		S	A			S
2	Develop a marketing strategy that highlights the multicultural and diversity elements of the institutional curriculum		D	C	C	I		S	A			S
3	Establishment of an institutional marketing office		A	D	I	I			R			
SJC & MUC Goals												
Goal 1: Solve Issue of Physical Facilities Space Constraints												
1	Evaluate the physical infrastructure needed to address the expected enrollment growth for the San Juan campus		A	S	S	C	C	S	C	I	I	I
Miami Campus Goals												
Goal 1: Promote community Engagement												
1	Develop a community and government relations plan aligned to the needs of the academic programs and the clinic		I	S	S	S	I	I	C	I	I	D
Goal 2: Strengthen the Organizational Climate of the Campus												
1	Create an organizational development plan to foster a community of learners		A	S	I	I	I	I	D			S

<div>D</div> DriverAssists those who are responsible for a task.	SJU & MUC													
<div>R</div> ResponsibleAssigned to complete the task or deliverable.														
<div>A</div> AccountableHas final decision-making authority and accountability for completion. Only 1 per task.														
<div>S</div> SupportProvides support during implementation.														
<div>C</div> ConsultedAn adviser, stakeholder, or subject matter expert who is consulted before a decision or action.														
<div>I</div> InformedMust be informed after a decision or action.														
Institutional Goals														
Strategies	Goal 1: Increase the Licensing Exam Passing Rate													
1	Align the curricula to the test	R	A		R	C						C	I	C
2	Ensure test preparation	R	A		R	C						C	I	S
3	Require comprehensive examination	R	A		R	C						C	S	S
4	Provide active learning experiences	R	A	R	R	C						C	I	D
5	Conduct learning assessments and academic program evaluations	R	A		R	C						C	I	S
Strategies	Goal 2: Fully Develop the Institution's Digital (Online) Functionality													
1	Provide faculty training and involvement in active learning and digital teaching modalities	R	D	C	C	D	S	S	R	S	A	S		
2	Incorporate digital technology in all Albizu University programs	R	D	C	C	D	S	S	R	S	A	S		
3	Establish alliances with international universities to offer online access to existing AU graduate programs as well as new specialty programs in applied neuroscience	R	D	S	D	S	S	S	S	S	S	S		
4	Develop and offer specialized applied neuroscience and clinical psychology programs for international markets	A	R	S	R	D	S	S	S	S	D	S	S	
5	Improve Albizu technological infrastructure	R	S	S	S	C	C	S	R	S	S	S	S	
6	Build an online programs platform	R	D	D	D	D	C		R	S	S	S	S	
7	Develop data-driven governance and business intelligence	I				D	D		R	D				
Strategies	Goal 3: Increase Enrollment and Retention													
1	Increase the range of academic programs	A	R	I	D	I	S		I		I	I		
2	Ensure easy application process	R	C	C	S	A	C	I	C					
3	Offer a self-service financial aid platform	R	C	C	S	A	C	I	C					
4	Attract international students	A	S	S	S	R	C		C				C	
5	Standardize the curricula at Albizu University	A	R	I	D	I	S				I	I		
6	Develop a strategic academic plan for the next three years	A	R		D	I	S		C		C	C		
7	Create a bilingual curricula at Albizu University	A	R	I	D	I	S				C	I		
8	Identify market opportunities in Central Florida													
Strategies	Goal 4: Increase the Sources of Revenue													
1	Develop a business model for clinics	A	R		I		C	D		S	S		R	
2	Develop continuing education	A	R	I	S	D	C	S	S	S	S	R		
3	Increase research efforts through community service grants and consulting projects	A	R		D		I	I			D	D	D	
4	Strongly connect public engagement to on-campus research and educational strengths	A	R	R	S	I	I	I				S	D	
5	Maintain a community of engaged alumni and students	A	D	R	I	S	I					S		
Strategies	Goal 5: Define the Marketing and Branding Strategy													
1	Develop and implement a comprehensive marketing plan that will effectively "brand" the institution, including evaluating the appropriate name for the Miami campus	R	I	I	C	C	I	I	S	I	C	C	C	
2	Develop a marketing strategy that highlights the multicultural and diversity elements of the institutional curriculum	R	I	I	C	C	I	I	S	I	C	C		
3	Establishment of an institutional marketing office	C	I	I	I	I	C	I	I	C	I	I	I	
SJC & MUC Goals														
Goal 1: Solve Issue of Physical Facilities Space Constraints														
1	Evaluate the physical infrastructure needed to address the expected enrollment growth for the San Juan campus	R	I	I	I	I	I	D	D	C	I	I	C	
Miami Campus Goals														
Goal 1: Promote community Engagement														
1	Develop a community and government relations plan aligned to the needs of the academic programs and the clinic													
Goal 2: Strengthen the Organizational Climate of the Campus														
1	Create an organizational development plan to foster a community of learners													

<div>D</div> <div>Driver</div> <div>Assists those who are responsible for a task.</div>		Miami Campus												
<div>R</div> <div>Responsible</div> <div>Assigned to complete the task or deliverable.</div>														
<div>A</div> <div>Accountable</div> <div>Has final decision-making authority and accountability for completion. Only 1 per task.</div>														
<div>S</div> <div>Support</div> <div>Provides support during implementation.</div>														
<div>C</div> <div>Consulted</div> <div>An adviser, stakeholder, or subject matter expert who is consulted before a decision or action.</div>														
<div>I</div> <div>Informed</div> <div>Must be informed after a decision or action.</div>														
Institutional Goals														
Strategies	Goal 1: Increase the Licensing Exam Passing Rate													
1	Align the curricula to the test	R	A		R	C						C	I	C
2	Ensure test preparation	R	A		R	C						C	I	S
3	Require comprehensive examination	R	A		R	C						C	S	S
4	Provide active learning experiences	R	A	R	R	C						C	I	D
5	Conduct learning assessments and academic program evaluations	R	A		R	C						C	I	S
Strategies	Goal 2: Fully Develop the Institution's Digital (Online) Functionality													
1	Provide faculty training and involvement in active learning and digital teaching modalities	R	D	C	C	D	S	S	R	S	A	S		
2	Incorporate digital technology in all Albizu University programs	R	D	C	C	D	S	S	R	S	A	S		
3	Establish alliances with international universities to offer online access to existing AU graduate programs as well as new specialty programs in applied neuroscience	R	D	S	D	S	S	S	S	S	S	S		
4	Develop and offer specialized applied neuroscience and clinical psychology programs for international markets	A	R	S	R	D	S	S	S	S	D	S	S	
5	Improve Albizu technological infrastructure	R	S	S	S	C	C	S	R	S	S	S	S	
6	Build an online programs platform	R	D	D	D	D	C		R	S	S	S	S	
7	Develop data-driven governance and business intelligence	I				D	D		R	D				
Strategies	Goal 3: Increase Enrollment and Retention													
1	Increase the range of academic programs	A	R	I	D	I	S		I		I	I		
2	Ensure easy application process	R	C	C	S	A	C	I	C					
3	Offer a self-service financial aid platform	R	C	C	S	A	C	I	C					
4	Attract international students	A	S	S	S	R	C		C			C		
5	Standardize the curricula at Albizu University	A	R	I	D	I	S				I	I		
6	Develop a strategic academic plan for the next three years	A	R		D	I	S		C		C	C		
7	Create a bilingual curricula at Albizu University	A	R	I	D	I	S				C	I		
8	Identify market opportunities in Central Florida	A	D	S	C	S	S		S	S	S	S		
Strategies	Goal 4: Increase the Sources of Revenue													
1	Develop a business model for clinics	A	R		I		C	D		S	S		R	
2	Develop continuing education	A	R	I	S	D	C	S	S	S	S	R		
3	Increase research efforts through community service grants and consulting projects	A	R		D		I	I				D	D	D
4	Strongly connect public engagement to on-campus research and educational strengths	A	R	R	S	I	I	I				S	D	
5	Maintain a community of engaged alumni and students	A	D	R	I	S	I					S		
Strategies	Goal 5: Define the Marketing and Branding Strategy													
1	Develop and implement a comprehensive marketing plan that will effectively "brand" the institution, including evaluating the appropriate name for the Miami campus	R	I	I	C	C	I	I	S	I	C	C	C	
2	Develop a marketing strategy that highlights the multicultural and diversity elements of the institutional curriculum	R	I	I	C	C	I	I	S	I	C	C		
3	Establishment of an institutional marketing office	C	I	I	I	I	C	I	I	C	I	I	I	
SJC & MUC Goals														
Goal 1: Solve Issue of Physical Facilities Space Constraints														
1	Evaluate the physical infrastructure needed to address the expected enrollment growth for the San Juan campus													
Miami Campus Goals														
Goal 1: Promote community Engagement														
1	Develop a community and government relations plan aligned to the needs of the academic programs and the clinic	A	S	S	S	D	I	I	I	I	I	S	S	
Goal 2: Strengthen the Organizational Climate of the Campus														
1	Create an organizational development plan to foster a community of learners	A	D	D	S	S	I	D	S	I		D	S	

Appendix: Implementation Plan

Campus Operational Plan Framework

Strategic Pillar: Developing and Strengthening the Academic Programs and Administration

Strategic Goal: Increase the Licensing Exam Passing Rate

Strategic		Annual Operational Plan						Assessment Report		
Subgoal	Strategy	Objectives	Activities	Indicators	Due Date	Responsible	Budget	Mid-Year Results	End of Year Results	Recommendations

Key Performance Indicators

2019 -2021 Albizu Strategic Plan Indicators								
		Puerto Rico				U.S.		Albizu
		San Juan		Mayagüez		Miami		Global
		Actual Status	Target	Actual Status	Target	Actual Status	Target	Target
Goal 1. Increase the Licensing Exam Passing Rate								
	Indicators:							
	Passing rates Puerto Rico Psychology Examination							
	Doctoral	66%	75%	66%	75%			
	Master's	44%	50%	44%	50%			
	Passing rate EPPP					39%	65%	
	Passing rate Praxis Test	82%	85%		80%	88%	90%	
	Employment rates of graduates	91% (SLP)				90% (SLP)		

2019 -2021 Albizu Strategic Plan Indicators								
		Puerto Rico				U.S.		Albizu
		San Juan		Mayagüez		Miami		Global
		Actual Status	Target	Actual Status	Target	Actual Status	Target	Target
Goal 2. Fully Develop the Institution's Digital (Online) Functionality								
	Indicators:							
	Number of faculty members teaching hybrid or online courses	92		39		56		
	Number of online courses	16 (4%)	24	0	7	25 (11%)		
	Number of new hybrid and web-assisted courses added	150 (41%)	225	66 (56%)	99	77 (34%)	115	
	Number of new online programs	0		0		2		3
	Number of partnerships established						0	5
	Implementations of student self-service modules	90%	100%	90%	100%	10%	100%	100%
	Cybersecurity compliance	Target: 100%						
	Progress on online global campus web page							100%

2019 -2021 Albizu Strategic Plan Indicators							
	Puerto Rico				U.S.		Albizu
	San Juan		Mayagüez		Miami		Global
	Actual Status	Target	Actual Status	Target	Actual Status	Target	Target
Goal 2 (continued). Fully Develop the Institution's Digital (Online) Functionality							
	Indicators:						
	Number of data policies approved by governing bodies	Target: An institutional data governance policy approved and adopted					

2019 -2021 Albizu Strategic Plan Indicators								
		Puerto Rico				U.S.		Albizu
		San Juan		Mayagüez		Miami		Global
		Actual Status	Target	Actual Status	Target	Actual Status	Target	Target
Goal 3. Increase Enrollment and Retention								
	Indicators:							
	Total Enrollment	1,457	1,771	339	509	905	1,100	
	Undergraduate Retention Rate	100%	85%	NA	85%	62%	80%	
	Graduate Retention Rate	95%	90%		90%	80%	85%	
	Graduation Rate (FTFT)	NA	>60%	NA	NA	100%	>60%	
	Satisfaction Index	73%	85%	76%	85%	87%	90%	
	Academic Plan	No	Approved Plan	No	Approved Plan	No	Approved Plan	

2019 -2021 Albizu Strategic Plan Indicators								
		Puerto Rico				U.S.		Albizu
		San Juan		Mayagüez		Miami		Global
		Actual Status	Target	Actual Status	Target	Actual Status	Target	Target
Goal 4. Increase Sources of Revenue								
	Indicators:							
	Net Income of Clinics	Deficit	Positive Net Income	Deficit	Positive Net Income	Deficit	Positive Net Income	
	Net Income of Professional and Continuing Education	Deficit	Positive Net Income	Deficit	Positive Net Income	Deficit	Positive Net Income	Positive Net Income
	Endowment	Target: > \$1M						
	Grants Income	\$884K				\$1.2M		
	Tuition dependency %	78%	70%	78%	70%	78%	70%	

2019 -2021 Albizu Strategic Plan Indicators								
		Puerto Rico				U.S.		Albizu
		San Juan		Mayagüez		Miami		Global
		Actual Status	Target	Actual Status	Target	Actual Status	Target	Target
Goal 5. Define the Marketing and Branding Strategy								
	Indicators:							
	Tuition Revenue	\$12.8M				\$12.1M		
	Number of Leads	2,541		715		3,007		
	Publicity							
	Admission yield	82%		90%		78%		
	Website Traffic							