



## **Strategic Plan 2025-2028**

Innovation in Action

for Academic Excellence, Global Engagement, and Growth

*July 1, 2025  
Abridged*



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## Introduction

Albizu University's **2025–2028 Strategic Plan: Innovation in Action for Academic Excellence, Global Engagement, and Growth** reflects a bold and unified vision—"One University"—to drive institutional transformation over three years. Guided by our mission, vision, institutional goals and values, the plan advances academic excellence, global engagement, and long-term financial sustainability.

## Our Points of Reference<sup>1</sup>

The Strategic Plan 2025-2028 aligns with our vision, mission, and values.

### Vision

To be an international leader in academic innovation, research, and community service, promoting diversity to generate a transformative social impact.

### Mission

Albizu University educates professionals in behavioral sciences, speech pathology and other disciplines, committed to research, to improve quality of life, and to serve diverse communities.

### Values

At Albizu, "love reaches beyond knowledge" through:

#### ***Excellence***

We strive for excellence in teaching, research, and services.

#### ***Talent and Professional Growth***

We create spaces for the growth and development of human talent.

#### ***Social Justice and Diversity***

We foster social justice through inclusive environments of collaboration that respect diversity and equity.

#### ***Innovation with Purpose***

We respond to the challenges of society through innovation with a purpose.

#### ***Ethics and Integrity***

We act responsibly and make decisions with transparency and honesty.

### Institutional Goals

Albizu's aims to fulfill the mission of educating, advancing research, and serving communities are:

#### ***High Competency:***

To cultivate in our academic community an understanding of their field of study or practice, encompassing theory, practice, and ethics.

#### ***Critical Thinking:***

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<sup>1</sup> **Disclosure:** The construction or use of these statements did not, and does not, have the intention of conducting educational programs and activities in an exclusionary manner. These statements, along with any related derivative content (including, but not limited to, academic catalogs, handbooks, and manuals), do not target or discriminate against any specific gender, racial group, or nationality.



To develop abilities to think critically and apply research and creative problem-solving skills to address real-world issues.

***Service and Social Impact:***

To promote community service and active participation in projects that contribute meaningfully to social change.

***Equity and Inclusion:***

To foster an understanding of diverse cultural, historical, social, economic, and political contexts while promoting compassion, empathy, respect, and engagement in society.

***Innovation and Entrepreneurship:***

To encourage an entrepreneurial mindset that leads to innovation with a purpose.

## **Strategic Planning Process**

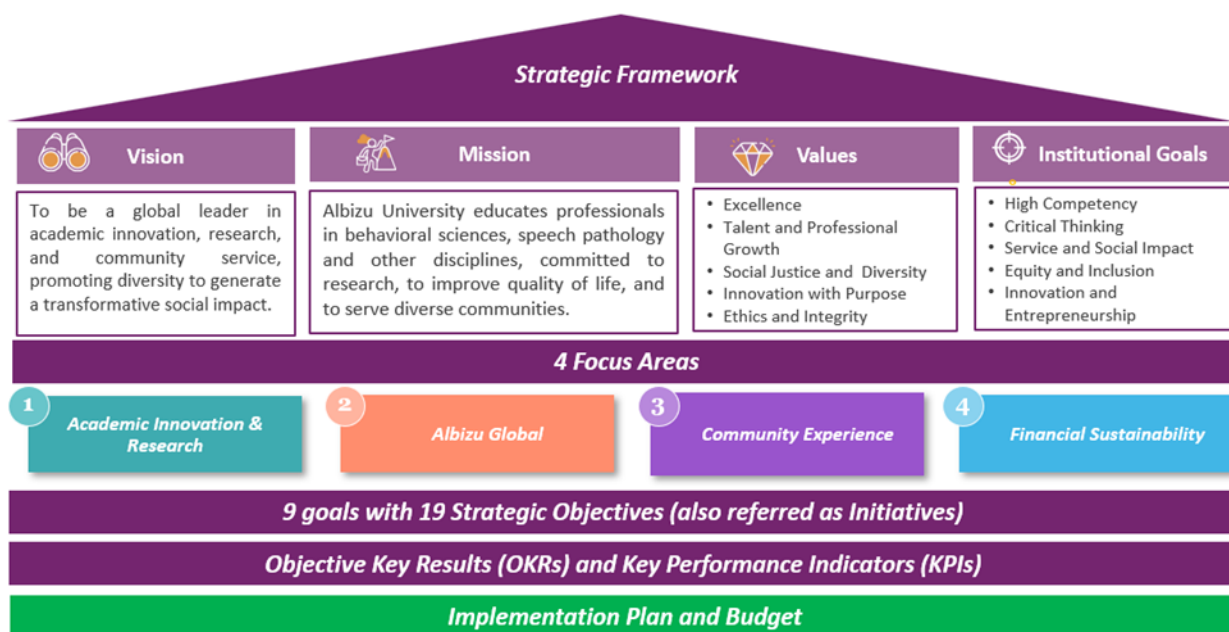
The plan was developed through a comprehensive, four-phase process launched in Summer 2024:

1. **Assessment of the Previous Process:** Stakeholders assessed the 2020–2023 plan to identify strengths and areas for improvement.
2. **Environmental Scan & SWOT Analysis:** Data collection, interviews, and surveys informed a current-state analysis and the identification of four strategic focus areas.
3. **Goal Setting:** Multi-stakeholder working groups defined institutional values, articulated institutional goals for the first time, and established strategic priorities.
4. **Strategy Development:** Goals and objectives were refined and prioritized. Performance indicators and measurable outcomes were established.

The participatory approach ensured that the plan reflects community voices and institutional priorities.

## **Strategic Framework**

Albizu University's strategic framework links four key institutional statements (vision, mission, values, and goals) to four focus areas of impact that will drive activities from 2025–2028. These focus areas –**Academic Innovation and Research, Albizu Global, Community Experience, and Financial Sustainability**– cascade down into 19 strategic initiatives designed to transform teaching, research, and service; expand virtually and geographically; improve the experience of the university community; and provide financial sustainability. The framework incorporates elements to assess the effectiveness of the implementation of the strategic plan, such as key performance indicators and objective key results.



## Focus Areas and Goals

Albizu University identified **four focus areas** articulated through **nine goals** and **nineteen strategic objectives**:

### Focus Area 1: Academic Innovation and Research

*Enhance the quality and relevance of our academic programs to meet the evolving needs of students and the job market, fostering a culture of academic innovation and excellence in research.*

- Goal 1:** Transform the design and delivery of the student learning experience
- Goal 2:** Increase research activities

### Focus Area 2: Albizu Global

*Define the strategy to achieve a borderless presence for the university through both online and physical expansion.*

- Goal 3:** Expand virtually
- Goal 4:** Strengthen international engagement

### Focus Area 3: Community Experience

*Strengthen our commitment to create a welcoming and supportive environment for all students, faculty, staff, prospects, and alumni.*

- Goal 5:** Improve the student, employee, and alumni experience
- Goal 6:** Enhance image and reputation

### Focus Area 4: Financial Sustainability



*Ensure the university's financial sustainability through responsible stewardship of resources.*

**Goal 7:** Achieve operational profitability

**Goal 8:** Increase non-tuition revenue

**Goal 9:** Ensure sustainable infrastructure funding plan for capital improvements

Six key initiatives have been identified as essential for achieving the expected transformation outlined in this plan. These are: (1) promote academic innovation and research to advance our mission; (2) define the Albizu Global strategy for a borderless presence; (3) expand the San Juan Campus, evaluate Mayagüez University Center, and maximize Miami Campus use; (4) optimize the information technology infrastructure, including the ERP capabilities and user utilization; (5) create a Business Unit to decrease the dependency on tuition revenue; and (6) improve the community experience of students, employees, prospects, and alumni.

## Implementation

The 2025–2028 Strategic Plan was approved by the Board of Trustees on April 8, 2025. On the same date, the Board also approved strategic budget allocations to support the first year of implementation. The President of Albizu University has appointed a Steering Committee—comprised of members of the executive leadership team—to oversee the implementation of the plan, report progress to the university community, and assess the effectiveness of the initiatives.





## Disclosure

Disclosure: ChatGPT was utilized to edit content.

