



# THE SEARCH FOR A PRESIDENT



# ANNOUNCES A NATIONAL SEARCH

Albizu University invites applications, nominations, and expressions of interest for the position of President of this private, non-profit institution of higher learning with campuses in Miami, Florida; San Juan, Puerto Rico; and a university center in Mayagüez. With unique emphasis on educating culturally competent individuals to serve the diverse populations of our global community, the University offers certificates, bachelors, masters, and doctoral programs in Psychology, Education, Speech, Criminal Justice and Human Services. This vibrant center of higher education seeks an innovative leader who is aligned with Albizu's vision, inspires others to excel and has the organizational skills needed to implement the University's strategic priorities to grow, adapt and thrive in an evolving educational landscape.



# ► Our Mission, Vision and Values



## **VISION**

To be an international leader in academic innovation, research, and community service, fostering 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.

## **OUR VALUES**

- At Albizu, “love reaches beyond knowledge”
- Excellence in academic programs and services
- The integral and humanistic development of the student is essential at Albizu
- Respect for diversity
- Commitment to social responsibility
- Updating and integration of knowledge with technological advances
- Ethical behavior at all organizational levels
- Commitment to the development of our human resources
- Openness to academic community participation
- Operational transparency and administrative efficiency

Albizu University seeks to educate and train professionals in a manner that enables them to:

- Integrate theory and practice in their chosen fields
- Be sensitive to the cultural realities of different ethnic groups
- Understand and put into practice ethical norms and professional standards
- View personal growth and development as a lifelong process

In fulfillment of its institutional goals, Albizu University follows a long tradition of academic excellence, innovative educational policies, and community commitment. In the words of our founder, Carlos Albizu-Miranda, “love reaches beyond knowledge.”

# ► Our History: From the Past to the Present and Beyond



The origin of Albizu University dates to 1966, when the Puerto Rico Institute of Psychology (Instituto Psicológico de Puerto Rico) was founded with the specific objective of offering a master's program in clinical psychology.

At the time, there were very few mental health professionals in Puerto Rico and most of them received their professional education abroad. Upon completing their studies, returning mental health professionals were forced to adapt their training to Puerto Rican sociocultural realities. A distinguished Puerto Rican psychologist, Dr. Carlos Albizu-Miranda, developed the Puerto Rico Institute of Psychology in response to the need for culturally sensitive professional training.

In 1971, its name was changed to the Caribbean Center for Advanced Studies (Centro Caribeño de Estudios Postgraduados), and in 1980, Dr. Albizu-Miranda established the Miami Institute of Psychology to extend the benefit of graduate psychology programs that were sensitive to cultural and ethnic issues in the continental United States. In January 2000, the university in Miami and the university in Puerto Rico (along with one university center) were renamed Carlos Albizu University in honor of its founder and is now known as Albizu University.

Today, the university is an educational institution whose accredited academic and research programs are founded, both in theory and in practice, on the multicultural heritages of Puerto Rico (at our university in Puerto Rico) and South Florida (at our university in Miami.) Through the programs at its two campuses, Albizu University provides professional training that is relevant and responsive to the mental health needs of multicultural communities and to the necessity for culturally sensitive research, thereby contributing to furthering the development of psychology, health, education and human services professions.

## **FOUNDER**

Carlos Albizu-Miranda recognized the need to view psychological assessment and intervention from the perspective of the population it serves. He is renowned as an educator, the founder of the university that bears his name, and the first President of the National Latinx Psychological Association (formerly known as the National Hispanic Psychological Association).







## WHERE WE ARE TODAY

Albizu University's main Puerto Rico campus is located in scenic, historic Old San Juan. The university center in Mayaguez was added to serve residents in the western region of the island. In Miami, the campus in Doral is part of a thriving, dynamic community, known worldwide and fueled by Miami's cosmopolitan culture.

Together, Albizu's three locations serve more than 3,000 students in an enriching, global environment.

Since 1974, the university is accredited by the Middle States Commission on Higher Education. According to the National Science Foundation, Albizu University is ranked among the top universities in the United States that grant doctorates to the Hispanic population. The University's faculty is formed by a respectable team of professors with master's and doctoral degrees who have vast experience in their areas and local and international recognition.

Governed by a 17-member Board of Trustees, Albizu University seeks to represent the best interests of our students, faculty, and the community we serve. Our policies are created to further the mission of Dr. Carlos Albizu in an enlightened environment of good governance, integrity, and vision for the future.

In the first quarter of 2020, Albizu University, along with educational institutions, businesses and organizations around the globe, were thrust into an unknown and unexpected situation with the COVID-19 pandemic. Two years later, related disruptions continue to challenge established norms about the structure, staffing and resources involved in education. Even the most astute leaders are challenged to find certainty in these uncharted waters.

At this juncture, Albizu University seeks an exceptional leader who can facilitate change, sustain excellence in all environments and support the best interests of our students, faculty, and our communities.

**“We do not seek knowledge that is competitive, but rather, knowledge that is cooperative.”**

**Dr. Carlos Albizu-Miranda**

# ► Unit Descriptions



## **SAN JUAN CAMPUS**

Albizu University in San Juan was the first Hispanic Institution in Puerto Rico and the Caribbean to be accredited by the American Psychological Association. Our San Juan campus offers modern classrooms, a library, a scientific research center and computer labs.

Established in 1966, the landmark university building is part of the history of the walled city of Old San Juan—an iconic location that is part of the university experience. The Old San Juan campus is found in the center of the Puerto Rican capital and is surrounded by historic buildings, museums, restaurants, **town-squares**, and a variety of businesses, making student life enjoyable and interesting.

A student at the San Juan Campus has access to a locally and internationally recognized top-quality education with benefits such as:

- An institution accredited by the Middle States Commission on Higher Education
- Master of Science in Speech and Language Pathology program is accredited by the Council on Academic Accreditation (CAA) of the American Speech-Language-Hearing Association (ASHA)
- The American Psychological Association has accredited both the PhD and PsyD Clinical Psychology programs
- An interdisciplinary bachelor's degree that is unique to Puerto Rico, focusing on psychology or speech and language therapy degrees
- A location with a strong and diverse community feeling which makes for a unique learning environment

SAN JUAN





### **MIAMI CAMPUS (DORAL)**

The Miami Campus is located in the metropolitan area of Miami, Florida. Miami is a vibrant, thriving metropolis that offers students an interesting off-campus experience; whether it is enjoying South Beach, visiting museums, attending cultural events, or dining at one of its many ethnic restaurants.

Students at the Miami campus benefit from a diverse and sophisticated environment with educational advantages such as:

- The university is accredited by the Middle States Commission on Higher Education
- The American Psychological Association has accredited both the PhD and PsyD Clinical Psychology programs
- PsyD APA Internship
- Master of Science in Speech and Language Pathology program is accredited by the Council on Academic Accreditation (CAA) of the American Speech-Language-Hearing Association (ASHA)
- Miami is a competitive higher education marketplace
- An environment that promotes cross-program collaboration to maximize the learning experience

# MIAMI



### **MAYAGÜEZ UNIVERSITY CENTER**

The Mayagüez University Center is a modern and comfortable learning space located on the coast of Mayagüez, one of Puerto Rico's most important cities. Modern classrooms and amenities, coupled with ample parking space and 24-hour security, welcome our dedicated students and professors in a tight-knit community with a hometown atmosphere.

Students in Mayagüez Center benefit from an institution that:

- Is accredited by the Middle States Commission on Higher Education and authorized by the Board of Postsecondary Institutions in Puerto Rico
- Offers graduate and undergraduate programs in psychology, speech and language pathology and autism and neurodevelopmental disorders
- Has a Master of Science in Speech and Language Pathology program accredited by the Council on Academic Accreditation (CAA) of the American Speech-Language-Hearing Association (ASHA)
- Offers continuing education programs, community outreach and a convenient location that provides for a wholesome education opportunity

### **ALBIZU CLINICS**

Our community clinics at all three locations are focused on mental health, along with speech and language pathology services with no requirement for insurance. Staffed by our graduate students with supervision by licensed clinicians and faculty, our Albizu clinics offer low-cost developmental, psychometric, psychoeducational and psychological evaluations, and group and individual therapy for children, adults, and seniors.

The clinics serve the communities and help the students education process:

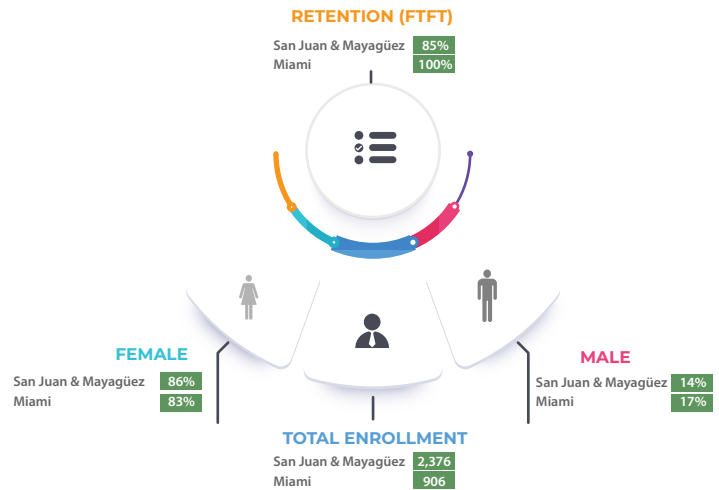
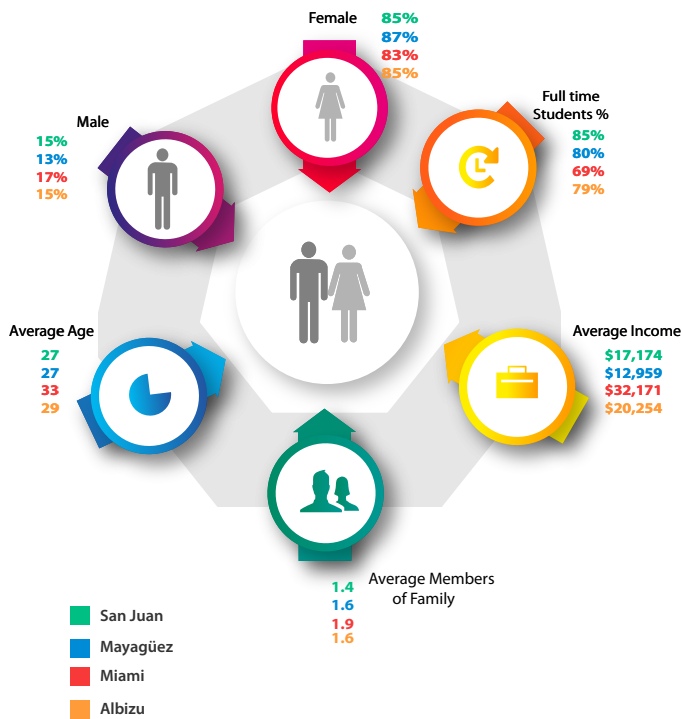
- Providing opportunities to students to refine their acquired skills while offering mental health and speech and language services to the general public
- Students work under the supervision of licensed psychologists and pathologists

**MAYAGÜEZ**

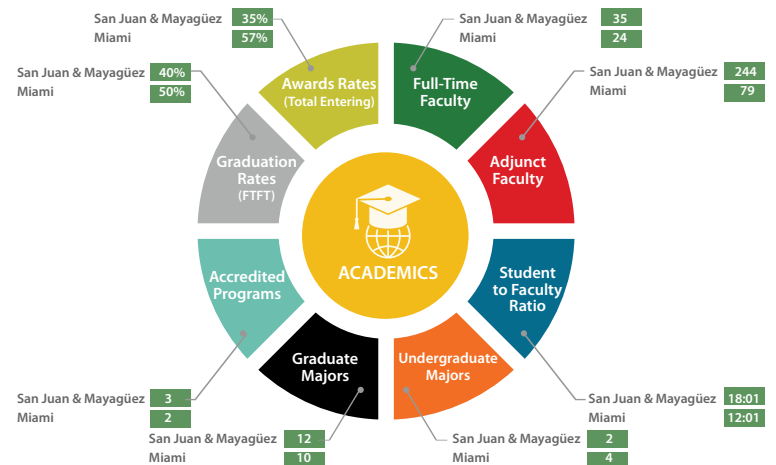
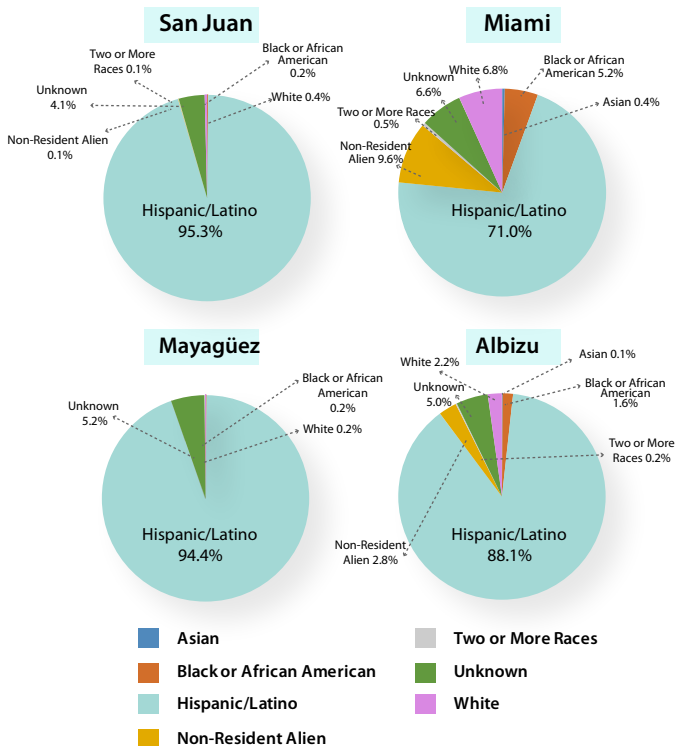


# Fast Facts

## STUDENT CHARACTERISTICS



## ETHNICITY CHART



# ► Strategic Priorities



The following strategic goals directed our institutional development for the last 5 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 the sub goals that are specific and quantifiable. The strategic plan guided all campus-level planning efforts, thus ensuring both lateral and vertical integration of the institutional planning processes. The plan guided budget allocations for the last five years.

Through implementation of the 2019-2022 Strategic Plan, we were able to strengthen the quality of our academic programs. This enabled us to strategically position ourselves in Puerto Rico, Miami and internationally. You can access the plan through this link:

You can access the plan through this link:  
[https://www.albizu.edu/wp-content/uploads/dlm\\_uploads/2021/09/Strategic-Plan-2019-2022.pdf](https://www.albizu.edu/wp-content/uploads/dlm_uploads/2021/09/Strategic-Plan-2019-2022.pdf)



# ► Opportunities and Challenges

**Enrollment** – Despite a turbulent higher education marketplace, Albizu University's total enrollment has increased. For example, the Spring 2022 enrollment is 31% higher than the comparable total for Spring 2018. Albizu's markets do present varied opportunities and challenges. Puerto Rico, who accounts for 70% of total Albizu enrollment, faces significant demographic hurdles, though the Mayaguez Center is growing and eventually will evolve to a campus status. On the other hand, Miami, while competitive, is one of the United States' largest metropolitan areas. Metro Miami is growing and represents an opening to expand though face-to-face, hybrid and online programs.

Albizu boasts programs that have achieved the highest standards possible from several specialized accreditation bodies. The University's reputation for quality and competitive pricing provides a strong foundation from which to grow.

Further, Albizu has the chance to expand its online offerings to achieve penetration of the Latin American and Caribbean markets as well as locations in the mainland United States with significant Hispanic populations.

New programs beyond Albizu's historical niches also present possible growth areas.

All things considered, the new Albizu President will have the chance to meet the enrollment challenges and seize the considerable opportunities before the University, including recruitment, student success and retention. The President can expect a collaborative and cooperative partnership from the Board of Trustees and their new colleagues.

**One university** – While recognizing the nuances of the markets the institution serves, The Board of Trustees has clearly set a goal of bringing greater uniformity and standardization to Albizu. The academic programs, policies, and procedures must exhibit a more consistent approach that enhances the student experience and quality of work life. The same is true for business practices. Achieving the idea of one university requires leadership to focus on meeting student needs, while avoiding over-centralization and increased bureaucracy. This transition will take some time, particularly on the academic side of the house, where many students enrolled under Albizu's current offerings. Yet, this is a matter the new President should place at the top of their priorities.

**Streamlined Decision Making** – While Albizu has a rich and proud history, it is in a new era where more streamlined decision making is a requirement. Fully leveraging the University's ERP and elimination of duplicative approval steps and other delays will enable Albizu to become nimbler and swiftly resolve important issues. The Board of Trustees looks forward to supporting the new President in this vital endeavor.



**The Board of Trustees** – Today, the Board is a cohesive and collaborative body, aligned on the major issues at the University. The next President will have the chance to forge a productive partnership with the governing body and usher in a new era of progress at Albizu.

**Diversity, Equity, and Inclusion** – Albizu serves a population with diverse backgrounds and heritages. The President will have the opportunity to be a champion for DEI through words and actions.

**Branding and Marketing** – Albizu is well known and regarded in Puerto Rico. The Miami market is less aware of the institution, though its students extol the quality of their experience. Working with their new colleagues, the new President will be able to leverage enhanced enrollment, branding, and technological strategies to expand awareness of the University and increase its footprint.

**Strategic Planning** – The University's current plan's time horizon ends in 2022 and it is in the process of creating a new plan, which will be approved by the Board of Trustees by mid-2022. While the new plan will represent an exciting opportunity for the new President, the Board has clearly stated that it will be a fluid and dynamic document. The Trustees will welcome the next President's perspectives on the plan, including new ideas that the successful candidate may bring forward.



**Presidential Visibility and Nuanced Understanding** – Albizu operates three locations, separated by considerable distance. Despite the expanse of the University's physical footprint, the listening sessions that formed the basis for this profile revealed considerable sentiment that the President must be present in all markets on a regular basis. Visits to Albizu locations and personal engagement with the communities they serve will enhance the new chief executive's understanding of the cultures of each marketplace, which will enhance presidential effectiveness.

**Mix of Colleagues** – Albizu has hired several new colleagues recently, including members of the President's senior team. They join a group of longer-serving individuals. Recognizing this fact, the President should emphasize team building to create a high-functioning group, poised to tackle the challenges and grasp the opportunities detailed elsewhere in this section of the Search Profile.

**Facilities** – The San Juan campus is in an historic building in Old San Juan, a charming area of the city. Yet, the structure was built for a considerably smaller number of students, faculty, and staff. Student parking is an important issue. The new President will need to carefully analyze the space needs of San Juan and work with the Board and other colleagues to plan for the long term. The Mayaguez Center is expanding and the build-out of existing space at that location also will require attention. The University recently purchased a \$4 million building in Miami that will give that campus greater visibility on a major arterial that should allow it to attract more students. All told, facilities will be an important consideration for the next President.

**Fundraising** – Albizu is about to hire a development professional to lead its fundraising efforts. The new President and their advancement partner will need to develop a culture of philanthropy among alums and effectively reach out to potential corporate, charitable and government partners to make progress in raising funds for important priorities at Albizu. This is a vital opportunity that should be seized.

**Human Capital** – Albizu faculty and staff are an extremely student centered and dedicated group of professionals. They frequently go the extra mile beyond their stated duties to ensure that students are served well. Going forward, the University will be well served by a careful analysis and protocol that will guide investments in human capital, particularly in growth areas. In like manner, Albizu should keep track of compensation trends to make sure it is positioned to attract and retain top quality talent.

# ► Qualifications and Qualities

The next President of Albizu will be an innovative, transformational, system thinker, who possesses a terminal degree in an appropriate academic discipline or related field and who embraces the unique mission of the institution. Successful senior-level experience in leading a specialized institution offering graduate degrees; managing change; and effectively interacting with the greater community are highly desired. Bicultural and bilingual in Spanish and English is a definite plus.

In addition, the following qualities are desired:

## **LEADERSHIP**

- The capacity to implement the changes necessary to preserve the uniqueness of two campuses and a center while achieving the efficiencies possible by centralizing administrative functions.
- The ability to champion and advance academic excellence, student success, and degree completion.
- A collaborative leadership style, demonstrated through the ability to engage academic, administrative, student, government, and community leaders respectfully, and achieve a shared vision and buy-in for a progressive agenda.
- The style and experience of a planner and a doer. Someone who takes pride in cultivating a team, setting clear, measurable goals and expectations, and achieving success.
- The ability to work with others toward a common goal in a situation where all parties may not agree.
- The ability to listen and learn.
- The ability to work collegially and responsively with the Board of Trustees.
- The ability to be visible and accessible to students, faculty, staff, and other constituents of the Albizu community.
- The capacity to inspire.
- The capacity for strategic thinking and innovation.
- The willingness to strive for consensus but also be decisive when appropriate.

## **BALANCE**

- The capacity to understand that being a prudent risk-taker and practical visionary is necessary to achieving success
- The capacity to follow up on innovative ideas with solid plans, effective measures of progress and successful completion of projects
- The ability to process multiple positions on issues, seek means to reconcile them, and effectively explain how and why decisions are made when complete and seamless reconciliation is not possible
- The ability to prioritize in a manner that increases support for academic change
- The ability to say “no” with transparency and compassion



## **RELATIONSHIP BUILDING**

- A focus on service to the community within a framework of social justice
- The ability to build collaborative relationships, trust, and respect across multiple constituencies (students, alumni, faculty, administration, elected officials and government agency heads, and community and strategic partners)
- The ability to develop and nurture partnerships with external leaders and organizations

## **BUSINESS ACUMEN**

- The ability to manage a complex educational organization
- The capacity to support data-driven decision making
- Experience in building and managing budgets in circumstances where the margin for error is small
- An understanding of the marketing of higher education programs
- Strategic planning experience

## **FUNDRAISING SKILLS**

- A record of success in raising money for a not-for-profit entity
- Demonstrated success in building a culture of philanthropy
- Success in building and managing an effective fundraising team

## **COMMUNICATION SKILLS**

- The ability to interact comfortably and effectively with diverse groups of people speaking Spanish or English in a variety of settings
- Strong interpersonal skills
- A willingness to leave one's office and engage people where they are
- Effective verbal and written communication skills
- The ability to listen carefully and to adjust one's style and method as needed to communicate effectively to a wide range of constituents

## **PERSONAL CHARACTERISTICS**

- The ability to earn and retain the respect and support of faculty, administrators, and staff
- A genuine affinity for the academic process and an appreciation of the work of scholars and teachers
- The highest ethical and moral standards in both professional and personal life
- Perseverance, a strong work ethic and drive to build a legacy of success
- Intellect – as evidenced by educational attainment, curiosity, and open-mindedness
- The eagerness and stamina to serve 24/7 as an institutional advocate and spokesperson
- Humility and a sense of humor



# ► Overview of Locations



## **OLD SAN JUAN**

To be a part of Albizu University in Old San Juan is to be surrounded by history. Our San Juan Campus is located in a colonial community that is the second-oldest city established in the New World five centuries ago. It is considered one of the most historically significant destinations in the Caribbean and is the most visited place in Puerto Rico both by tourists and locals alike. The San Juan Cruise Port, located a few streets away from our campus, is the largest and busiest cruise port in the Caribbean.

A walk on its streets takes you back in history, with buildings dating from the 16th century and fortresses like San Felipe del Morro and San Cristóbal that were built to fight off pirates. The city's Old-World vibe is a mix of colorful houses, cozy plazas, and festive ambiance. Because Old San Juan is an islet connected by bridges to the main island, breathtaking views of Atlantic Ocean and San Juan Bay make the city a truly beautiful and magical place.

Old San Juan is home to the Governor's Mansion (known as "La Fortaleza"), the Capitol Hill, and numerous historic institutional buildings that are an essential part of the Island's past and present, along with historic churches, UNESCO sites, museums, and art galleries. The city also features fun new and vintage cocktail bars, Caribbean fusion restaurants and boutique hotels. Many artists, poets, intellectuals, and political leaders who have fallen in love with Old San Juan and call it home live in the city along with newcomers, entrepreneurs, students, and professionals.

Hundreds of visitors arrive every day to Old San Juan attracted by its food, music, culture, and the traditions of its many cultural events happening all year long. The buildings that house the San Juan campus and President's office--also in Old San Juan--have their own fascinating history that takes anyone on a captivating journey back in time.





# MIAMI AND DORAL

## **MIAMI AND DORAL**

Miami, Florida is a colorful, dynamic city known as a global hub, the gateway to Latin America and a center of creative energy. Home to an impressive number of colleges, universities, and international organizations in countless industries, Miami's journey to becoming a center of global enterprise began in 1896 when the extension of Henry Flagler's railroad made land development and tourism possible.

In the 1960s, there was an influence of Cuba that revitalized its slumping economy. Today, Miami is a booming city, a diverse hot-spot, and an exciting mix of cultural influences.

Albizu University is located in Doral, which is a city in western Miami-Dade County. Located just one mile from Miami International Airport, Doral is a thriving residential area known for its vibrant South American culture, welcoming public parks, shopping and entertainment, and picturesque golf courses. Doral also is a commercial hub and home to the headquarters of many corporations and professional organizations.







## **MAYAGÜEZ**

Mayagüez University Center is located in the coast area of this city, which is also known as the “Sultaness of the West” in Puerto Rico. Considered to be the most important city of Puerto Rico’s west coast, Mayagüez is an attractive and comfortable area that welcomes thousands of college students every year, since it is also home to Recinto Universitario de Mayagüez, an engineering school that is part of the University of Puerto Rico system.

Traditional and new businesses, industries and an agricultural research center are also an important part of the city’s daily life.

Mayagüez is a big city with a vibrant college scene, but also has the more relaxing feeling that one would usually find in a smaller town. The city has its own distinctive look with a European charm that offers a nice mix of traditional and modern structures and facilities.

Whether one goes to Mayagüez to work, to attend college, or just for visit, the residents will be genuine and treat you like family. The tropical weather, an inviting, colorful atmosphere and wonderful beaches along the west coast also make Mayagüez an interesting city to get to know the Island of Puerto Rico from a different perspective.



# ► Application and Nomination Process

## AGB SEARCH

Nominations and expressions of interest may be submitted electronically to:

**[AlbizuPres@agbsearch.com](mailto:AlbizuPres@agbsearch.com)**

Candidates are asked to submit electronically in MS Word or Adobe PDF:

- A letter of interest reflecting on the desired qualities and attributes noted above
- A CV, and
- The names, email addresses, and telephone numbers of five references.

References will not be contacted without first securing the permission of the candidate. The University welcomes the candidacies of women and persons from diverse populations. To receive full consideration, materials should be received on or before March 25. The next President will be invited to assume office on or about July 1, 2022.

Please direct inquiries to:

Richard W. Wueste, J.D.  
Executive Search Consultant  
AGB Search  
(540) 431-5131  
**[richard.wueste@agbsearch.com](mailto:richard.wueste@agbsearch.com)**

Frederick V. Moore, J.D.  
Executive Search Consultant  
AGB Search  
(712) 299-2544  
**[fred.moore@agbsearch.com](mailto:fred.moore@agbsearch.com)**

Albizu University does not discriminate in education or employment on the basis of sex, race, creed, color, national origin, religion, age, disability, veteran status, gender identity, or any other basis prohibited by local, state, or federal law.

Information on the search is also available at <https://www.albizu.edu/> or [www.agbsearch.com](http://www.agbsearch.com)