

# INSTITUTIONAL PLANNING

EAP Form 1.10 (Rev. 11/18)



STATE OF WISCONSIN  
EDUCATIONAL APPROVAL PROGRAM  
P.O. Box 8366  
MADISON, WISCONSIN 53708-8366  
(608) 266-1996

The Educational Approval Program (EAP) is a postsecondary education agency that employs a regulatory model focused not only on compliance, but also institutional effectiveness. To facilitate an environment in which schools seek to be effective organizations that improve over time, the EAP requires schools to submit evidence that appropriate planning has been conducted. Although similar to a strategic or business plan, this information will enable the EAP and school officials to engage in a dialogue over time about the effectiveness and future of the school.

Schools that already have some type of strategic or business plan (e.g., schools that have either a corporate or accreditation plan) must adapt these documents to the following requirements and focus on Wisconsin operations and students. The EAP does not expect any school to divulge any sensitive, proprietary business information. The information must address the five elements identified below and provide the information requested.

## I. SCHOOL INFORMATION

Name of School:

Academy of Health, Inc.

## II. PLANNING ELEMENTS

**A. MISSION.** Describe your school's mission and vision, which identifies its purpose and its core values.

The mission of the Academy of Health is to advance the art and science of massage therapy and bodywork through professional collaboration, public outreach, research, and innovative education.

The Academy is organized exclusively for charitable, educational, and scientific purposes. As a nonprofit corporation, the academy places emphasis and resources solely on advancing its mission.

**B. MARKET.** Discuss the nature of your school and the business in which it is engaged. Describe who your existing and/or potential customers are and what motivates them to enroll in your school. Explain how you let these customers know you are in business. Finally, identify who your competitors are and how you are different from them.

Our market is potential students who are interested in becoming massage therapists. We are looking for students who are interested in a part-time program delivered in a blended (online and in-person format). Our competitors include: The Institute of Beauty and Wellness, Blue Sky, East-West Institute, Kohler Waters Spa Professional School of Massage Therapy, and Wisconsin School of Massage.

Our school is unique in our blended delivery format. Our educational environment in professional spa businesses allows us to give students real world experience, while keeping overhead costs (and by extension, tuition) low.

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**C. MANAGEMENT.** Describe your management team and how it functions to lead, administer and position the school. If your school has advisory boards, describe how the school uses them for program and school improvement.

Our school is managed by our President and Founder, Dr. Jeffrey Montoya. Dr. Montoya works closely with the other instructors to design and implement the program to meet student needs.

We do not currently hold advisory board meetings.

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**D. SWOT ANALYSIS.** Identify your school's strengths, weaknesses, opportunities and threats (SWOT). Based on the results of this SWOT analysis, provide the following:

- 3 to 5 goals for strengths/weaknesses and how they will be addressed by your school.
- 3 to 5 goals for opportunities/threats and how they will be addressed by your school.

The goals should have specific objectives, defined results, a timeline for completion and metrics (some type of evaluation or measurement) by which the institution can evaluate/measure their success. In developing its goals, the school may wish to refer to the Elements of Effective Institutions graphic that is included on the back page of this form.

**Strengths:**

Main instructor: Jeffrey Montoya is doctoral trained and a practicing massage therapist

Low overhead

Up-to-date curriculum

Digital diplomas through Parchment.com

90% Massage and Bodywork Licensing Examination pass-rate for graduates

**Weaknesses:** Low visibility (still relatively new and unknown)

**Opportunities:** Able to form partnerships with other massage businesses/spas in Wisconsin

Employment outcomes for massage therapists is good and growing

**Threats:** Low enrollment, particularly for Manitowoc, Door County and Sun Prairie

Slow processing of paperwork and applications by DSPS for graduates to become licensed and employed

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**D. SWOT ANALYSIS** *(continued)*

Goals: (2021 updates)

Due to continuing COVID concerns we did not host networking events in 2021/2022. This is still a viable goal.

Two graduates are still awaiting their licenses and have not yet been able to be employed, but we anticipate they will be employed when they get their licenses.

We have not yet hired an administrative assistant

**2023 Goals**

Continue to increase enrollments in Door County, Manitowoc and Sun Prairie sites

Would like 4 students for each start date at each site

**Updated 2023/2024 Goals:**

Enrollment has increased for Sun Prairie site, Door County and Manitowoc currently on pause

Sponsoring Wisconsin Massage Festival in October 2023

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**E. FUTURE VISION.** Describe your school 5 years from now. What will it look like and how will it be positioned in the marketplace.

The Academy is well-positioned for steady growth in both student numbers and teaching locations. In 5 years we'd like to have 24 students enrolled at each start date spread over 4 teaching locations throughout the state of Wisconsin.

We envision our graduates staying connected and forming a support network of licensed therapists who collaborate in creative ways to make a difference in the profession and our communities.

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**III. SUBMISSION**

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***I hereby certify that the information contained on this form and any attachments to the form is true and correct to the best of my knowledge.***

Signature of Authorized School Official:



Print or Type Name and Title of Authorized School Official:  
Dr. Jeffrey Montoya

Date:  
08/17/2023

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## INSTITUTIONAL SYSTEMS

