# INSTITUTIONAL PLANNING

EAP Form 1.10 (Rev. 11/18)

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:

Ultimate Medical Academy (Online)

## II. PLANNING ELEMENTS

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

### Mission Statement

Ultimate Medical Academy (UMA) is a dynamic educational institution committed to equipping and empowering students to excel in healthcare careers. We strive to provide a learning experience that maximizes value for our students in a professional, supportive and ethical environment.

Six values and ten objectives underpin UMA's mission. These values and objectives provide a roadmap for institutional strategy and for team members behavior.

### Act with Integrity

We operate honestly and ethically in an industry-compliant fashion. We are fair and trustworthy in our interactions with all we serve. Our team members, at all levels, lead by example and strive to do the right thing for our students and for each other. We are disciplined professionals who strive to be straightforward and dependable.

### Champion Student Outcomes

We live by a strong commitment to our students and are passionate about preparing them for meaningful careers. We are deeply dedicated to ensuring students' educational and career success. We excel at building our students' confidence and empowering them to reach their full potential.

### Commit to Team Member Success

We are committed to our team members' success. We strive to create an environment that attracts and retains the best talent while offering continuous learning, professional development and career growth opportunities. We recognize and reward our team members for their contributions to the organization and to our students.

**Pursue Results with Purpose**

We pursue results with a sense of urgency and purpose. We take responsibility for achieving ambitious, measurable results and hold each other accountable. We think strategically and critically, greet new ideas openly, and look for innovative solutions to challenges.

**Have Fun. Build Energy**

Enjoying what we do is central to achieving our goals. Building energy, having fun, being optimistic and creating a positive working environment are all critical to our success and that of our students. We strive to be inspired and to inspire others. We consistently show appreciation and celebrate our success, both large and small.

**Work as One**

We believe that diverse, inclusive teams produce breakthrough results. We strive to build and maintain positive relationships with colleagues from all types of backgrounds by showing respect and humility when interacting with each other and resolve conflicts in a constructive manner. By working together, we win together, ensuring that the goals of the institution are the focal point of our efforts.

**Purpose and Institutional Objectives**

In keeping with the needs and background of our students and in fulfilling UMA's mission, Ultimate Medical Academy's faculty, administration and management's purpose is to:

- Bring awareness to the local community of the opportunities in the allied health field achievable through completion of UMA's specialized allied health training programs.
- Provide in-depth programs that prepare students for direct entry into the job market.
- Support students in the successful completion of their programs of study.
- Provide students with opportunities to develop the soft skills necessary to be successful in school and in their careers.
- Assist students in finding relevant externships/practicums and jobs to improve their financial outlook and reach their career objectives.
- Contribute to the community at large by providing well-trained and well-prepared allied health professionals.
- Create a challenging but supportive environment for team members, so that each has learning and growth opportunities, as well as the infrastructure necessary to do his/her job effectively.
- Establish for team members an environment and policies that ensure UMA's regulatory compliance.
- Guide students to be successful professionals at their places of employment.
- UMA's online learning combines flexible offerings with a comprehensive set of support services in order to engage, equip and empower our community of learners for academic and long-term career success. Students are provided a multitude of on-demand tools and resources to facilitate and support their learning and development including supplemental reading materials, study tools and tips, instructional webinars and tutorials.

**DIVERSITY STATEMENT**

At Ultimate Medical Academy, we recognize and value distinct life experiences and perspectives. UMA seeks to inspire our team members, and in turn our students, by creating a culture where diversity, inclusion, and respect for others are championed.

**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.

Ultimate Medical Academy is a dynamic educational institution committed to equipping and empowering students to excel in healthcare careers. We strive to provide a learning experience that maximizes value for our students in a professional, supportive and ethical environment.

UMA enrolls students interested in completing a credential to enable employment in the healthcare industry. UMA's students receive support through interactive online courses, academic advising, tutoring, resume and interiview coaching, job search assistance and technical support. UMA actively cultivates strong employer partnerships in the healthcare industry to secure additional employment opportunities for its students.

UMA increases public awareness through its institutional website (www.ultimatemedical.edu) which features information on the Institution, programs, admissions criteria, occupational outcomes, financial aid, program-specific blogs, student and alumni testimonials, affiliations with accrediting bodies, and other institutional information that highlights the student-centric and outcomes-based support that UMA provides. A personality quiz, featured on the website, enables prospective students to select which program may be the best fit for them.

UMA's other internet advertising primarily consists of advertising through online directories that list multiple schools and programs. These directories, which are operated by third-party vendors, match prospective students to schools and programs based upon the student's responses to a variety of questions, including geography, interests, and background. As discussed later in this section, UMA controls the content used by third parties and vigorously monitors usage of that content to confirm compliance with UMA's expectations. UMA does not purchase lists of prospective students from other organizations and does not build prospective student lists through promotions or contests.

UMA competes most directly with accredited, Title IV eligible, nationally focused online institutions offering similar programs. However, none with scale are exclusively focused on the healthcare market. We believe this focus on the healthcare market provides students with a unique expertise and depth of opportunity.

UMA competes with numerous non-Title IV eligible, distance education only institutions that differ from UMA by offering their programs at lower price points but with significantly less student support and placement assistance. Some of these schools do not provide their students with the same level of resources and student services as UMA, offering less support in a self-paced educational model—one which is not highly successful with our student demographic who requires support to succeed.

Further, UMA only competes on a limited basis with the larger online higher education providers who for the most part have opted to focus their program offerings at the bachelor's degree level and above

**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.

UMA's management team consistently demonstrates a high level of competency and integrity while developing and implementing its educational programs. Management in each of UMA's major functions maintains its own feedback loop and controls to meet our institutional accreditor's standards, to oversee and account for the conduct of staff in each department, and to ensure compliance with applicable laws.

Thomas Rametta, UMA's President, is the Administrator for UMA's online campus. Mr. Rametta is responsible for management of UMA's day-to-day operations, operational effectiveness, and the overall quality of UMA's programs. Mr. Rametta implements policies and procedures in keeping with UMA's mission and values, Accrediting Bureau of Health Education Schools standards, and regulatory requirements.

The Education leadership team for online programs oversees the administration of UMA's distance education programs. This team works closely with program leadership to provide mission and vision guidance and to support day-to-day program administration. The online campus serves thousands of students each year and provides extensive academic and other student support.

Executive Vice President, Geordie Hyland is responsive to the needs and requirements of faculty, staff and students and as such, is responsible for the management and oversight of UMA's Education department leadership, the quality and effectiveness of our online and campus programs, as well as the day to day operations of UMA's ground campuses.

Vice President of Online Programs and Academic Operations, Lisa McClure oversees the leadership of all programs including the provision of General Education and Elective courses. Ms. McClure is responsive to the needs and requirements of faculty, Education department staff, and students. Her oversight reaches faculty allocation, onboarding, training and support; curriculum development; Title IX compliance; disability services; taskforce meetings; advisory boards; UMA Cares (UMA's student complaint escalation mechanism). Her team's programmatic task force meetings examine retention, graduation, placement, satisfactory academic progress and student, graduate, alumni and employer satisfaction.

The Student Financial Aid team is overseen by Elizabeth Accomando, Vice President and Interim Head of Student Finance & Registrar who is responsible for financial aid support for new and continuing students, financial awareness counseling, default management programs, quailty assurance and registrar functions. This administrative team works closely with program leadership to provide mission and vision guidance and to support day-to-day financial aid administration. Ms. Accomando is supported by a team of directors, managers and team members.

The operations of UMA's Admissions department are overseen by Scott Sarrett, Senior Vice President of Student Engagement. Mr. Sarrett remains current in industry knowledge through attendance of relevant conferences and by staying abreast of regulation, rules, and legislative updates at the state and federal levels, as well as industry journal and publications.

UMA's Chief Information Officer, Andy Rhodes is responsible for establishing and executing UMA's technical vision and roadmap by leveraging technology to increase student outcomes and optimize internal processes and techniques.

The Learner Services Department is led by UMA's Vice President of Learner Services, Joe Gugliuzza. Mr. Gugliuzza is responsible for the management and day-to-day operations of the Learner Services department. The department provides support for students throughout their time at UMA. New Student Advisors focus on helping students adjust to life as an online learner, to outline the great resources UMA offers, and to help each student be successful during the first 10-15 weeks of school. After the first 10-15 weeks, each student is assigned a Learner Services Advisor who remains at their service through graduation. Both New Student Advisors and Learner Services Advisors are available to answer any questions about grades, the online classroom, student expectations and more.

UMA's Career Services department is led by UMA's Senior Vice President of Career Services, Thomas Moon. Mr. Moon is responsible for the management of UMA's Certification Services, Career Services, and Alumni Services departments. Mr. Moon oversees strategy and support services that align with UMA's mission to ensure successful student outcomes. Specifically, the Vice President of Career Services is responsible for career placement, externships, registration, certification, employer partnerships and alumni services assist graduates in locating entry-level career opportunities related to their field of study. The team of Career Services Advisors provide job search assistance for all UMA graduates. Career Services Advisors focus on assisting students with resume reviews, job search strategy, job opportunities, the application process, interview preparation, reference building and overall support in their employment pursuits.

Each program offered at UMA has an active advisory board of in-field specialists and community representatives. The advisory boards convene at least once annually. Each program advisory board is comprised of more than three external industry representatives with expertise and experience directly related to the field of study. Each advisory board includes a distance education specialist who provides feedback and recommendations on the online delivery method and the process and infrastructure needed to effectively deploy the online program. During advisory board meetings, advisory board members review the institutional mission, student outcomes, curriculum, and support services to evaluate the program's progress toward fulfilling its mission. Additionally, each advisory board discusses topics including program learning objectives, program strengths and weaknesses, current and projected community needs for graduates in the field, annual evaluation of program effectiveness, and student, graduate, and employer feedback. Advisory board members recommend strategies for improving student outcomes, satisfaction rates, and institutional efficiencies. These recommendations are used to inform the program's continuous improvement processes.

- 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**

UMA's key strength is its focus around student outcomes (i.e. student education and job placement). UMA devotes substantial resources and personnel to educating students, preparing them for the job market, and helping them find suitable employment after graduation and throughout their careers.

UMA's commitment to student success is represented by its personalized approach to student services, including tutoring, mentoring, practical training, financial literacy training, and career coaching as well as content around life and career skills delivered through our programs. To underscore this commitment, UMA has invested meaningfully in Learner and Career Services personnel and infrastructure to ensure support for its students. The student centric/outcomes focused approach has resulted in achievement of a 93+% student satisfaction.

UMA benefits from a deep, energetic management team with a long history together. This team drives numerous cross-department initiatives that have proven highly effective at helping UMA's student demographic succeed while providing stability to the institution.

UMA also continues to monitor trends in the healthcare market through market research, feedback from employers and input from its programmatic advisory boards which consist of subject matter experts representing faculty, employers and industry. Through this dialogue UMA looks for opportunities to augment its existing content while identifying new programmatic and content areas which consider employer needs and student interest.

We expect to continue to augment or add new program offerings to ensure our graduates are the employees of choice in the healthcare industry and that our programs meet the needs of the sector.

UMA expects the healthcare market to remain robust and is one of few sectors projected to have faster than average employment growth Healthcare employment growth has been thriving since the end of the 2008 recession. While healthcare employment suffered due to the COVID-19 pandemic, it has now recovered above pre-pandemic levels, and the Bureau of Labor Statistics ("BLS") expects it to account for nearly 25% of all new employment in the U.s. by 2031.  In addition, data from the BLS and the American Medical Association highlight that the majority of these jobs are not clinical roles, such as registered nurses.  They are mostly administrative and management jobs, including receptionists and office clerks.  We expect future growth to be driven by increased demand resulting from an aging population and that the growing complexity of the healthcare system will continue to demand trained personnel with strong customer service skills.

UMA continues to invest in ensuring that employers are aware of UMA's offerings and benefits of the institutions skilled graduates. By enhancing the school's national employer network, UMA can provide even more opportunities to its students to ensure long-term professional success.

**Weaknesses**

UMA's key challenges revolve around its curricular focus in the healthcare market. This focus creates potential risk should there be major, unexpected negative changes in the healthcare employment market in general and/or shifts on skills required for graduate success. In order to mitigate this risk, UMA continues to look for opportunities to expand its portfolio and content to provide curricula that is relevant to the healthcare marketplace today with an eye on its skill needs for the future. The institution remains vigilant around its efforts to keep its offerings current and relevant to the healthcare industry.

**Opportunities**

UMA's program offerings appeal to prospective students who understand the opportunities in the healthcare sector and are seeking an expedient and effective way to complete training to obtain employment in this market. The frequent intake opportunities and online modality appeals to those who have challenges attending a traditional post-secondary or career school due to work, family or other obligations which often result in a non-traditional schedule well-suited for distance education. Further, UMA's student success infrastructure is an attractive element for prospective students who have faced academic challenges in the past and are unsure of their ability to and/or capacity to finish a degree.

UMA has the potential to increase its national brand awareness and growing market share in the online allied health education market. Growing UMA's brand awareness will provide more access to UMA's core demographic which may not be aware of the institution's offerings as well as grow the institution's recognition from employers. This provides more opportunity for students to achieve their professional goals while also helping meet demand from the healthcare sector for well-trained, entry-level employees.

One effect of the COVID-19 pandemic has been increased financial strain on many higher education institutions in the U.S. UMA's strong financial balance sheet has provided increased resilience to external shocks and will allow UMA to help fill in market needs as other participants are forced to reduce offerings or exit entirely.

**Threats**

UMA faces market threats from new entrants into the marketplace offering similar programs. To date, the institution has faced limited competition but there is potential for this to change. We believe there are significant barriers for similar institutions entering into the healthcare education market, considering the established processes, management structure and UMA's success with our student demographic.

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

UMA plans to be a leading allied health training provider with the resources to offer advanced learning experiences for our students through extensive national and regional partnerships with healthcare employers. Leveraging these resources will maximize career opportunities and job placements for our graduates. Currently UMA is focusing its resources on initiatives to further enhance overall student success through the development of its curricula and placement and retention outcomes. UMA is investing time and financial resources into the continued development and innovation around its curricula and academic delivery model. The goal of these efforts is to increase student engagement and provide more focused, practical career content. Such efforts will continue to build on existing internal and industry best practices and innovations which have proven to be effective with UMA's student population. We expect this regular approach to curriculum development and delivery, combined with ongoing process improvements, will result in better outcomes for our students.

UMA is monitoring trends in the healthcare market through market research, feedback from employers and input from its programmatic advisory boards. Through this dialogue, UMA will look for opportunities to augment its existing curricular content while also expanding its portfolio with programs that provide a value to our employer partners and a satisfactory return on investment to potential students. Our goal is to ensure our graduates are the employees of choice in the healthcare industry.

## III. SUBMISSION

*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:

Thomas Rametta, President

Date:

8/31/2023

# INSTITUTIONAL SYSTEMS

Institutional Planning

Fiscal Analysis & Planning

Advertising / Recruitment

Facilities Planning

Interview / Enrollment

**Mission
Values
Goals**

Program Evaluation
Graduates and Employers

Curriculum Development, Delivery & Evaluation

Student Services

Staff & Instructor Selection

Professional Development & Evaluation