Objective	Strengths	Weaknesses	Opportunities	Threats	Plans for Achievement	Update for 2022	Update for 2023	Update for 2024
Lead rehabilitation education	Successful licensure-leading programs on PT, OT, SLP, & nursing	Research efforts are at individual or small group levels, not driven by university imperatives	Increase OT enrollments; continue to improve licensure pass rates	Increased competition nationally	Develop 2-3 USAHS signature research programs during 5 years long range planning cycle by defining areas of focus in 2021 and research conducted 2022-2025	Goal is continuing and on- track.	wide research strategic plan.	Goal is continuing and on- track. Implementing university-wide research strategic plan with newly- appointed Director of Research.
	Post-licensure degrees in PT and OT; Health-care based programs in health administration and education	Reaching potential students- working professionals committed to advancing their education and careers	Increase awareness of USAHS' programs in post-licensure and health administration programming	Potential impact of changes in health care policies	Diversify program offerings to offset changes in any one program during 5-year long range planning cycle	Physician Assistant regulatory approval in process; MHA re-launched in Spring 2022; new nursing tracks launched for MSN PMPNHP and AGNP and PG cert PMPHNP and planning for others	Physician Assistant regulatory approval in process; MHA relaunched in Spring 2022; new nursing tracks launched for MSN PMPNHP, PG cert PMPHNP and planning for RN-MSN; launching OT hybrid immersion.	Physician Assistant regulatory approval in process; MHA moratorium on new enrollment; RN-MSN pathway launched; launched OT hybrid immersion; launching updated DPT curriculum on all campuses; launching SLP on San
	Strong network of clinical & community partners	Increasing competititon for clinical placements and preceptors	Deepen relationships with current partners and develop new partnerships by leveraging alumni, advisory board members,and community partners	Increased competition for clinical slots	Continue efforts to secure new partners and deepen relationships with current partners during 5-year long range planning cycle	Clinical placement team restructured and enhanced to further broaden clinical partnership outreach and enhance student experience. Number of clinical sites expanded to 3,622.	T = -	Number of clinical contracts increased to 5,576 representing over 40,000 clinical sites.
	Strong internal faculty development & support for external development	Many new faculty are experienced clinicians but inexperienced teachers, requiring enhanced faculty development, supervision, and mentorship	Completion of excellence in teaching course required of all faculty hires and support through newly created Institute for Faculty Excellence.	Competition to hire health science faculty with terminal academic degrees	Launching Institute for Learning, Innovation, and Faculty Excellence (iLIFE) that creates and implements a development program for all core faculty who started with the university in 2019 and 2020	ILIFE launched numerous training opportunities with a catalog of about 183 workshop offerings and approximately 300 attendees each month. iLIFE teaching effectiveness certificates launch planned for 2023	students.	ILIFE launched numerous training opportunities with a catalog of almost 500 workshop offerings and approximately 2,500 attendees. Developed iLEARN (Innovation, Learning Excellence, and Academic Resource Network for students with daily offerings for personal and professional development.
	Outstanding technical resources including existing online content for all didactic courses, SIM labs, green rooms	Maintaining hardware and software currency & providing training for all users	Leverage technologies to reach underserved student populations	Cost/potential budget impact	Include needed financial resources in LRP and annual budget processes; annually report on new technologies & uses that could benefit USAHS students	Goal is continuing and on- track.	Goal is continuing and on- track.	Goal is continuing and on- track.
Diversify programs and geographies	Launched MSN, DNP, and OTD programs	Up-front cost	Meet increasing demand	Hiring qualified faculty and preceptors	Continue to explore and define new programs and potential new locations to determine which to launch and when during the 5-year long range plan cycle	Physician Assistant regulatory approval in process; MHA re-launched in Spring 2022; new nursing tracks launched for MSN PMPNHP and AGNP and PG cert PMPHNP and planning for others	nursing tracks launched for MSN PMPNHP, PG cert PMPHNP and planning for RN- MSN; launching OT hybrid immersion.	regulatory approval in process; MHA moratorium on new enrollment; RN-MSN

## University of St. Augustine for Health Sciences SWOT Analysis

Achieve operational	Record of achieving and	Increasing workload related to	Mentor faculty and academic	Identifying people to mentor	Allocate additional resources	Goal is continuing and on-	Goal is continuing and on-	Goal is continuing and on-
excellence	maintaining institutional and	accreditation and assessment	administrators interested in	interest, skills, commitment to		track.	track. Vice President for	track. Added personnel
	programmatic accreditations		these areas to develop an	USAHS			Accreditation & Assessment	resources to the
			internal succession plan				began serving as liaison to	university-wide
							institutional accreditor.	accreditation team.