



**2022 - 2027**

**INMED University  
STRATEGIC PLANNING**

# INMED University Strategic Plan

January 24, 2022

Strategic planning for 2027 is at the University level and includes the Master's in International Health. The University Board of Directors will review the INMED University Strategic Plan, make recommendations as needed, and incorporate, as appropriate, the strategic plan ideas, objectives, and actions into application. The strategic plan will develop metrics for each of the goals as Key Performance Indicators. Metrics will include outcomes-based goals, objectives, and financial parameters.

## Guiding Vision, Mission, Core Values, and Value Proposition Statements

Vision:

INMED University will be the leading comprehensive international health, research-intensive and experiential university known for motivating and instilling the spirit of discovery, the ability to solve complex problems, and a passion for serving the forgotten of this world.

Mission:

Equipping healthcare professionals and students to serve the forgotten.

Core Values:

Core Values	Definition
Compassion to all humanity	Honoring the value of all human life. Respect the dignity, uniqueness and intrinsic worth of all – regardless of wealth, culture, or social status.
Excellence and Integrity	We are committed to high academic standards and exemplary conduct, demonstrating a steadfast moral and ethical uprightness.
Service	Committed to the world's most forgotten. Called to serve the most marginalized people on earth, to relieve suffering, to facilitate sustainable improvements, and to respect those in need as active participants in their own wellbeing.
Stewardship	Stewards of resources, knowledge, and partnerships. We are committed to being efficient, effective, and transparent in our communications and relationships

	with our students, partners, communities, and governments.
Partners	We actively seek association and cooperation with students, faculty, network, and organizations that share similar values and mission.
Lifelong Learning	Students and faculty are committed to lifelong learning in the pursuit of serving the forgotten.

Value Proposition:

INMED offers an affordable, accessible, high quality, relevant to evolving research and evidence, research, knowledge, and character development environment.

### INMED Strategic Plan 2027

The goals for Strategic Plan 2027 are:

- Goal 1: Excellence: Student-centered education focused on student success and engagement in serving the forgotten.
- Goal 2: Accreditation: Positioned to be successful in NECHE accreditation.
- Goal 3: Staff Development: Strengthen capacity of staff and promote innovation, excellence, and advancement.
- Goal 4: Faculty Development: Strengthen capacity of faculty and promote leadership in scholarship, and achievement.
- Goal 5: Financially Established: Financial funds allow for growth and investment for the future.

### **Goal 1: Excellence: Student-centered education focused on student success and engagement in serving the forgotten.**

---

Required Objectives for Goal 1:

#### **1.1 Recruit and enroll a diverse student body.**

Actions for Objective 1.1:

- Develop recruitment tools that broaden potential student reach. This includes expanding networks in schools of nursing, pharmacy, and allied health professions.
- Develop funding sources to increase internal scholarship and financial support for students.
- Develop faculty leadership to represent a diverse student body.
- Develop tracking tools and processes to identify student's current program or course progress and establish remediation when needed.

Outcome Measurements:

- By June 30, 2022, INMED will have developed marketing materials, networks, and communication that broadens its community reach of potential students.
- By June 30, 2022, INMED will have identified and engaged five current and five new donors to support an INMED scholarship fund to support student tuition.
- By June 30, 2023, INMED faculty leadership will be reflective of the diversity of the student body.
- By June 30, 2023, INMED will have successfully raised \$25,000 for student scholarship support.
- By June 30, 2022, INMED will have developed a process and tool to track student enrollment trends in relation to recruitment strategies. Review of strategies and adjustment of recruitment efforts will be based on findings.
- By June 30, 2022, INMED will have developed a tool and process to track student progress and initiate remediation when needed.

**1.2 Develop and teach high-quality programs and courses that allow scheduling flexibility to meet increasing demand and increase student enrollment, retention, and graduation.**

Action for Objective 1.2

- Assess current courses in the Master's in International Health Degree for timing, number of offerings, and schedule flexibility.
- Assess and identify any program course, competency, or professional practice gaps.
- Survey current students on the flexibility of the program and course schedules and structures to ensure it meets student needs.
- Assess student enrollment, retention, and graduation rates.

Outcome Measurements:

- By April 01, INMED programs and course schedule and offerings from current year are reviewed. Stakeholder input on program and course scheduling will be documented and discussed.
- By June 30, 2022 – 2027 Master's in International Health will be assessed for academic or curriculum gaps. Survey of stakeholders, current trends, and expert input will be sought annually to determine current best-practices. Datum collected will serve to determine any gaps in current program or courses and development of new programs and courses.
- By May 01 of every academic year, INMED will establish an academic calendar based on review and stakeholder input.
- June 30, 2022 - 2027, student enrollment review, during annual strategic planning meeting, will assess trends in student enrollment, retention, and graduation rates. Datum collected will be discussed and strategic plans

developed or adjusted to promote quantitative increases in enrollment, retention, and graduation

### **1.3 Promote student program completion and career success in serving the forgotten.**

#### Action for Objective 1.3

- Establish admission criteria and processes that assists in identifying potential students that have the potential for academic success and likelihood for program completion.
- Establish admission criteria and process that identifies potential students with career aspirations to serve the forgotten.
- Develop mentorship program that connects students with individuals who are currently or have used their career to serve the forgotten.
- Establish a process that ensures every student is contacted by a faculty or staff advisor every three months.
- Develop and launch an alum career and service tracking platform.

#### Outcome Measurements:

- By June 30, 2022, develop questions on application that require potential students to identify, describe, and give examples of their academic or professional resilience. Answers will be weighted by reviewers.
- By June 30, 2022, develop application questions that ask potential students about career goals in relation to the Master's in International Health program.
- By June 30, 2022, develop a process and tool to verify that current students have engaged with a faculty or staff advisor at minimum four times in the past academic year. Engagement may include program or course advising, course support, research mentorship, or career development support.
- By June 30, 2022, develop a tool and process to make initial contact with all alum.
- June 30, 2023 – 2025 an alum tracking tool will collect datum on alum, including career choice and service engagement. The datum will be discussed at the annual strategic planning meeting to determine program outcomes and if needed adjustments in program.

### **Goal 2: Accreditation: Positioned to be successful in NECHE accreditation.**

---

#### Required Objectives for Goal 2:

#### **2.1 Successfully complete eligibility process**

##### Actions for Objective 2.1

- Meet with Commission staff to determine if INMED meets the Requirements of Affiliation.
- Submit eligibility report draft and submit to assigned NECHE staff.
- Complete NECHE staff visit and review feedback from eligibility report draft.

- Update eligibility report based on NECHE feedback and prepare for submission to Commission.
- Schedule and complete eligibility visit.

#### Outcome Measurements:

- By September 2021 schedule and complete an in-person meeting with Commission staff to determine if INMED meets the Requirements of Affiliation.
- Prior to December 01, 2021 complete the eligibility report draft and submit to NECHE staff.
- By December 01, 2021, schedule a NECHE staff visit to INMED.
- Prior to March 01, 2022 host a NECHE staff visit and receive feedback on eligibility draft.
- By April 01, 2022, update eligibility draft and provide to stakeholders (including NECHE staff) for review and feedback.
- By May 15, 2022, update eligibility report with feedback and produce a final draft for stakeholder approval.
- By June 01, 2022, submit eligibility report to NECHE staff.
- By June 15, 2022, schedule the NECHE Commission site visit for the fall of 2022.
- By 2023, INMED will receive eligibility status.

## **2.2 Successfully complete candidacy process**

#### Actions for Objective 2.2

- Meet with NECHE staff to begin formal application for candidacy.
- Develop self-study for candidacy.
- Schedule and complete a preliminary visit by Commission Team Chair.
- Schedule and complete a candidacy visit.
- INMED CEO reviews Commission Team Chair candidacy report and provides a response if applicable.

#### Outcome Measurements:

- By January 01, 2023, INMED leadership will meet with NECHE staff to begin formal application for candidacy.
- By February 01, 2023, INMED begins organizing datum and writing the narrative for self-study for candidacy.
- By July 01, 2025, schedule a preliminary visit by Commission Team Chair.
- Based on Commission Team Chair feedback, schedule the Candidacy visit.

## **Goal 3: Staff Development: Strengthen capacity of staff and promote innovation, excellence, and advancement.**

---

Required Objectives for Goal 3:

INMED strives to be a first-rate place to work. We value our employees and desire for them to flourish in their roles. We believe that when this happens, it makes achieving our mission of equipping healthcare professionals and students to serve the forgotten possible. An essential part of this is ensuring staff have the support they need and that as gaps in skill are identified, they are addressed through employee development and strategic growth.

### **3.1 Strengthen the capacity and skill of staff in INMED financial management.**

Actions for Objective 3.1

- Develop an internal on-boarding and continued education program that promotes financial leadership and oversight.
- Identify external educational opportunities and mentorships to develop staff financial skills and accountability.
- Establish a budget item to hire a CFO.
- Develop a CFO job description and establish requirements for candidates.

Outcome Measurement:

- By the end of academic year 2022 – 2023, establish an internal financial policies and processes on-boarding and continuing education program for staff involved with organizational financials.
- By June 30, 2022, provide staff involved with organizational financials external education and mentorship opportunities. This will include engagement with the current INMED CPA consultant and local resources.
- By June 30, 2023, develop a financial plan that includes adding a budget item to add an CFO position to the staff.
- By June 30, 2024, develop and disseminate a CFO job description and requirements

### **3.2 Strengthen capacity of staff in INMED Information Technology**

Actions for Objective 3.2

- Develop an internal onboarding policy and practices best practices and procedures for new hires.
- Develop a process plan for staff to communicate with external IT consultants for technical support, assistance, and maintenance.
- Plan and implement a minimum of two annual IT trainings for staff.
- Establish a budget item for an IT position on the staff.
- Create an IT position job description and requirements for the position.

Outcome Measurement:

- By June 30, 2023, establish an internal onboarding policies, best practices and procedures for new hires.

- By June 30, 2022, establish and disseminate a process plan for staff to communicate with external IT consultant for technical support, assistance, and maintenance.
- By June 2022, implement bi-annual IT trainings for staff. One during the annual organizational strategic planning meeting and one at the end of the calendar year.
- By June 30, 2026, develop a financial plan that includes adding a budget item to add an IT position to the staff.
- By June 30, 2026, develop and disseminate an IT job description and requirements.

### **3.3 Promote the development and excellence of all staff members.**

#### Action Objectives for 3.3

- Develop and launch an annual staff survey to identify areas of interest for professional growth and development.
- Develop a plan to identify and mitigate employee burnout factors.
- Assign an annual expense line item for staff development training.
- Identify and offer external opportunities that promote staff development, networking and professional growth.

#### Outcome Measurement:

- By June 01 2022, implement and disseminate a staff survey to identify key areas of interest for professional growth and development.
- By June 01, 2022, implement and disseminate a staff survey that evaluates employee workload and potential burnout factors.
- By June 30, 2022, establish an expense line item of \$500 on staff development.
- By June 30, 2022, incorporate employee vision casting and practical skills training at annual staff retreat
- By academic year 2023, provide staff external opportunities for professional development and networking.

### **Goal 4: Faculty Development: Strengthen capacity of faculty and promote leadership in scholarship, professional development, and achievement.**

---

#### Required Objectives for Goal 4:

INMED faculty are selected and trained to be exceptional preceptors and role models, well suited via their academic credentials and field experience. Developing and expanding of INMED faculty utilizes the following goals and benchmarks.

#### **4.1 Develop a formal process for faculty on-boarding and in-service.**



#### Action Objective 4.1

- Assess outcomes of current faculty orientation materials and tools for delivery.
- Schedule a bi-annual faculty in-service.
- Survey faculty to determine current needs of in-service training and identify areas to expand.

#### Outcome Measurement:

- By June 30, 2023, formalize semi-annual faculty on-boarding. Note: the size of the INMED faculty is currently small.
- By June 30, 2023, formalize semi-annual in-service.
- By June 30, 2025, expand faculty on-boarding to once each term; five times yearly. Note: this will accommodate the growing size of INMED faculty.
- By June 30, 2025, expand faculty in-service to once each term; five times yearly.
- By June 30, 2027, formalize establishment of an INMED Faculty Senate.
- By June 30, 2028, Faculty Senate will provide formal leadership and advocacy on all faculty on-boarding and regular in-service training.

### **4.2 Develop faculty capacity and quantity that possess expertise that will expand course offerings.**

#### Action Objective 4.2

- Assess faculty capacity to instruct high-demand courses.
- Survey current faculty to determine interest and qualifications to teach additional courses.
- Develop a plan to add qualified faculty to teach vector-borne diseases, community development, international relations, international health economics, and humanitarian action.

#### Outcome Measurement:

- By June 30, 2022, survey faculty on current workload and future capacity to expand course offerings.
- By June 30, 2023, add qualified faculty to teach vector-borne diseases and community development.
- By June 30, 2025, add faculty to teach international relations and international healthcare economics.
- By June 30, 2027, add faculty to teach international humanitarian action.

### **4.3 Establish formal policies and processes for faculty student advising.**

#### Action Objective 4.3

- Develop resources and support to cultivate faculty to engage students as advisors.

- Create a faculty advisor structure that supports student success and respects the capacity of faculty.
- Establish formal faculty advising office hours and advertise to students.

Outcome Measurement:

- By June 30, 2023, formalize protocol for learner advising prior to the beginning of each term.
- By June 30, 2025, establish one faculty advisor for each ten learners.
- By June 30, 2027, expand faculty advising to include regularly scheduled office hours.

## **Goal 5: Financially Established: Financial funds allow for growth and investment for the future.**

---

Required Objectives for Goal 5:

### **5.1: Sustain current sources of revenue.**

Actions for Objective 5.1:

- Cultivate established grants and donations from both institutions and individuals, including alumni
- Develop strategies to promote student retention and success. (See 1.3)
- Leverage the credibility gained by receiving accreditation, data collected from student surveys, and new marketing strategies to increase student enrollment.
- Increase investment in the INMED Legacy Fund.
- Develop a plan to increase tuition cost of INMED courses to reflect inflation and accreditation status.

Outcome Measurements:

- By June 30, 2022, review current grants and donations. Assign INMED leadership to continue to cultivate these relationships.
- By December 31, 2022, develop an alumni-tracking tool that provides opportunities for financial support of INMED.
- Annually review and seek multi-year renewals of contracts with Accredited Continuing Education partners.
- By December 31, 2022, implement strategies found in Goal 1 to increase student retention and success.
- By June 30, 2022, and semi-annually thereafter, collaborate with faculty to develop new courses and implement strategies to recruit former and new students for those courses.
- By December 30, 2022, implement procedures to actively recruit new students through collaborations with other institutions, social media, and opportunities to exhibit at healthcare conferences.
- By June 30, 2022, establish and disseminate to INMED staff a plan to increase tuition of INMED's courses.

## **5.2: Secure new sources of revenue**

- Expand INMED's Accredited Continuing Education program.
- Expand student marketing through new course offerings. (See 4.2)
- Develop processes and strategies to grow the INMED Research Institute.
- Identify seven new grant or donation funders.

### Outcome Measurements:

- By June 30, 2022, identify 2-3 innovative tools and resources that expand Continuing Education opportunities and increase efficiency of the program.
- By June 30, 2023, update INMED's Continuing Medical Education Short-Self-Paced Courses and market those courses to former and new students.
- By June 30, 2025, establish an INMED Research Institute plan.
- By December 31, 2022, establish a consultant to assist INMED staff in grant-writing.

## **5.3 Analyze, Maintain, and Develop financial policies that reflect INMED's mission and values**

### Actions for Objective 5.2:

- Complete financial audit for FY 2021 and establish a contract with a firm to complete INMED's annual financial audit.
- Develop procedures to establish annual budget in collaboration with all stakeholders, including staff and Board of Directors.
- Earmark funds for a future CEO position.
- Install new Treasurer to the Board of Directors.
- Develop a mechanism to analyze INMED's financial policies and procedures.
- Formalize collaboration with INMED's CPA.

### Outcome Measurements

- By March 1, 2022, receive completed financial audit for FY 2021 and contract for annual audit from accounting firm.
- By April 1, 2022, collaborate with all stakeholders to establish annual budget procedure.
- By June 30, 2022, include a line-item on the annual budget for a future CEO.

- By April 1, 2022, install Michael J. Searcy, ChFC, CFP®, AIFA®, as the Treasurer of the Board of Directors.
- By June 30, 2022, and annually thereafter, INMED will review its financial policies and procedures, implementing any changes necessary to the financial well-being of the organization.
- By June 30, 2022, execute an Agreement with INMED's CPA that established the collaboration between INMED and the CPA.

### **5.3: Develop current staff and hire new staff that focus on financials**

#### Actions of Objective 5.3:

- Develop internal staff training on financial policies and procedures.
- Identify staff training from outside sources and develop mechanism to implement training.
- Hire a full-time Chief Financial Officer.

#### Outcome Measurements:

- By June 30, 2022, establish internal procedures for staff training on financial policies and procedures.
- By June 30, 2022, identify opportunities for staff to receive training from outside sources.
- By June 30, 2023, develop a financial plan that includes adding a budget item to add an CFO position to the staff.
- By June 30, 2024, develop and disseminate an CFO job description and requirements.
- By June 30, 2025, hire a full-time Chief Financial Officer with appropriate credentials and experience for an institution of higher education.