

Strategic Plan

2023 – 2028



INSTITUTE FOR
INTERNATIONAL
MEDICINE

An American-Based Educational Institution
Since 2003

INMED
2340 E. Meyer Blvd.
Building 1, Ste. 338
Kansas City, MO 64132

Updated and adopted July 1, 2023

About this Plan

INMED's Strategic Plan is a rolling five-year plan that encompasses all components of the institution and is renewed annually. The Strategic Plan is developed by INMED's Senior Leadership team in conjunction with key stakeholders, including staff and faculty. INMED's Board of Directors reviews the Strategic Plan, makes recommendations, and oversees its implementation. The Strategic Plan guides INMED's decision-making and is focused on the overall and ongoing improvement of the institution. The process for implementing and reviewing the Strategic Plan follows:

- July Plan implemented
- December Plan reviewed
- May Plan reviewed
- June Plan updated for coming year

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

- A. Vision: INMED strives to be the leading comprehensive international health, research-intensive and experiential institute for motivating and instilling the spirit of discovery, the ability to solve complex health-related problems, and a passion for serving the forgotten of this world.
- B. Mission: Equipping healthcare professionals and students to serve the forgotten.
- C. Value Proposition: INMED offers an affordable, accessible, high-quality educational experience that is relevant to evolving research, evidence, and knowledge, so that learners develop in both knowledge and character in order to improve the quality of healthcare around the world.
- D. Core Values:
 - 1. Compassion for all humanity: We honor the value of all human life by respecting the dignity, uniqueness, and intrinsic worth of all – regardless of wealth, culture, or social status.
 - 2. Excellence and Integrity: We are committed to high academic standards and exemplary conduct, demonstrating a steadfast moral and ethical uprightness.
 - 3. Service: We are 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.
 - 4. Stewardship: We are stewards of resources, knowledge, and partnerships and we are committed to being efficient, effective, and transparent in our communications and relationships with our students, partners, communities, and governments.
 - 5. Partners: We actively seek association and cooperation with students, faculty, networks, and organizations that share similar values and mission.
 - 6. Lifelong Learning: We are committed to lifelong learning in the pursuit of serving the forgotten.
- E. Strategic Plan Focus Areas
 - 1. Academics
 - 2. Non-faculty governance
 - 3. Institutional Resources
 - 4. Accreditation

Focus Area 1: Academics

Further develop a student-centered education focused on student success and engagement in serving the forgotten.

1.1 Recruit and enroll a diverse and growing student body.

To work toward achieving this goal, INMED will:

1.1A Develop 1) recruitment tools that broaden its reach to potential students, including expanding network in schools of nursing, pharmacy, and allied health professionals, exhibiting at conferences, leveraging social media, and a 2) mechanism to track student enrollment trends in relation to recruitment strategies.
(June 30, 2024)

1.1B Achieve MIH total enrollment of the following number of students for the given years:
2024: 41
2025: 47
2026: 54
2027: 62
2028: 71

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.

To work toward achieving this goal, INMED will:

1.2A Formalize a process to gather input from faculty, staff, and students, and to use that data to assess courses in the MIH program for timing, number of offerings, and schedule flexibility.
(ongoing for students; regularly scheduled meetings for faculty; establishment of Faculty Council)

1.2B Formalize a process to gather input from faculty, staff, and students, and to use that data, in consideration of current trends and emerging research, to assess the MIH for academic or curricular gaps.
(regularly scheduled faculty meetings and annual Academic Strategic Planning Meeting)

1.2C Assess student enrollment, retention, and graduation rates; develop or adjust strategic plans to promote quantitative increases in enrollment, retention, and graduation.
(annual Academic Strategic Planning Meeting)

1.2D Establish an Academic Calendar based on input from stakeholders.
(January 1, annually)

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

To work toward achieving this goal, INMED will:

1.3A Develop a mentorship program that connects students with individuals who currently are or who have used their career to serve the forgotten.
(June 30, 2025)

1.3B Develop and implement a process to ensure that each student engages with a faculty or staff advisor at least four times each academic year. Engagement topics may include program or course advising, course support, research mentorship, or career development support, among others.

- Formalize protocol for learner advising prior to the beginning of each term. (June 30, 2023)
- Establish one faculty advisor for each ten learners. (June 30, 2025)
- Expand faculty advising to include regularly scheduled office hours. (June 30, 2027)

1.3C Continue to develop an alumni tracking tool to make initial contact with all alumni and to collect data, including career choice and service involvement. The data will be used to draw conclusions regarding the effectiveness of the program and to determine if adjustments need to be made.

(December 31, 2023: tool developed)

(June 30, 2024: send to all alumni)

1.4 Increase the role and influence of faculty in matters of the academic program.

To work toward achieving this goal, INMED will:

1.4A Formalize faculty recruitment, on-boarding, and orientation processes, and implement those processes as necessary to accommodate faculty and program needs.
(June 30, 2023)

1.4B Create a faculty governance structure, including the appointment of Dean of Faculty, and host three Faculty Council meetings annually.
(December 31, 2023)

- 1.4C Develop and implement a faculty survey of the academic program and use the data from that survey to improve the program.
(June 30, 2023 and annually thereafter)
- 1.4D Develop a plan to add qualified faculty to develop and teach courses on the following topics:
- Vector-Borne Diseases
 - Community Development
 - International Relations
 - International Health Economics
 - Humanitarian Action
- 1.4E Strengthen its faculty handbook to include relevant academic policies and procedures; develop a process to ensure that faculty are aware of handbook contents and updates.
(June 30, 2023)
- 1.4F Create elective tracks for the MIH program.
(June 30, 2025)

1.5 Bolster INMED's relationship with its service-learning sites

To work toward achieving this goal, INMED will:

- 1.5A Establish or re-establish written agreements with each training site to ensure the training sites are appropriately integrated into the MIH program.
(June 30, 2024)
- 1.5B Formalize the roles and responsibilities of on-site preceptors.
(June 30, 2024)

Focus Area 2: Non-Faculty Governance

Strengthen capacity of staff to promote innovation, excellence, and advancement; ensure that staffing levels are sufficient to achieve INMED's mission; strengthen capacity of board of directors to promote appropriate involvement and oversight.

2.1 Strengthen the capacity and skill of staff in financial management and make appropriate plans for future financial staffing.

To work toward achieving this goal, INMED will:

2.1A Establish internal policies and procedures for on boarding and continuing education for staff involved with organizational financials. (June 30, 2025)

2.1B Provide external education and mentorship opportunities to staff involved with institutional finances. This will include engagement with INMED's CPA and local resources. (ongoing)

2.1C Assess the need for and develop a budget line item for a CFO. (annually)

2.1D Develop and disseminate a CFO job description. (June 30, 2025)

2.2 Strengthen the capacity and skill of staff in information technology and make appropriate plans for future information technology staffing.

To work toward achieving this goal, INMED will:

2.2A Establish internal policies and procedures for on boarding and continuing education for staff with regards to information technology. (June 30, 2024)

2.2B Establish and disseminate a process for staff to communicate with external IT consultants for technical support, assistance, and maintenance. (June 30, 2024)

2.2C Assess the need for and develop a budget line item for a staff IT specialist position. (June 30, 2024)

2.2D Develop and disseminate a staff IT specialist job description. (June 30, 2025)

2.3 Promote the development and excellence of all staff members.

To work toward achieving this goal, INMED will:

- 2.3A Administer annual staff survey to identify areas of interest for professional growth and development and to evaluate employee workload and potential burnout factors.
(send annually in May)
- 2.3B Identify and offer external opportunities that promote staff development, networking, and professional growth.
(June 30, 2024)
- 2.4C Develop and implement a policy and procedure for higher education tuition reimbursement for INMED staff.
(June 30, 2023)

2.4 Ensure that staffing levels are sufficient to achieve INMED's mission.

To work toward achieving this goal, INMED will:

- 2.4A Establish recruitment policies and procedures to fill key leadership positions, including President and Dean of Faculty.
(December 31, 2023)

2.5 Strengthen capacity of board of directors to promote appropriate involvement and oversight.

To work toward achieving this goal, INMED will:

- 2.5A Establish a process for Board members to annually review their roles, responsibilities, and relationship to INMED.
(June 30, 2023)
- 2.5B Ensure formation and implementation of Board committees commensurate with the needs of the Board and the institution.
(June 30, 2025)
- 2.5C Establish a process for the Board of Directors to review institutional policies.
(June 30, 2024)
- 2.5D Establish recruitment policies and procedures to fill board positions to ensure the composition of the board reflects the areas of competence needed to fulfill its responsibilities.
 - Member from higher education (June 30, 2024)
 - Member with legal expertise (June 30, 2025)

Focus Area 3: Institutional Resources

Bolster the institution's financial and technological resources and policies to ensure long-term stability.

3.1 **Sustain and grow current sources of revenue.**

To work toward achieving this goal, INMED will:

- 3.1A Annually review grants and donations; assign INMED leadership to cultivate relationships with grantors and donors.
- 3.1B Develop and implement strategies to leverage the credibility gained by progress toward accreditation, data collected from student surveys, and new marketing strategies to increase student enrollment.
(June 30, 2024)
- 3.1C Increase tuition cost of INMED courses to reflect inflation and accreditation status according to the following (approximately 6% increase each two years)
2024: \$295/credit hour
2025: \$295/credit hour
2026: \$315/credit hour
2027: \$315/credit hour
2028: \$335/credit hour
- 3.1D Annually review and seek multi-year renewals of contracts with Continuing Medical Education partners.
(June 30, annually)

3.2 **Secure new sources of revenue**

To work toward achieving this goal, INMED will:

- 3.2A Develop a strategy to identify new donors (including alumni) and grantors.
(June 30, 2024)
- 3.2B Develop and offer new courses to former and current students.
(June 30, 2025)
- 3.2C Develop and implement procedures to actively recruit new students through collaborations with other institutions, social media, and opportunities to exhibit at healthcare conferences.
(June 30, 2024)

- 3.2D Develop processes and strategies to establish the INMED Research Institute.
(June 30, 2028)
- 3.2E Identify innovative tools and resources that expand Continuing Medical Education opportunities and increase efficiency of the program.
(June 30, 2024)
- 3.3F Develop a plan to increase Continuing Medical Education revenue through new partnerships and joint-providership opportunities.
(ongoing)

3.4 Analyze, Maintain, and Develop financial policies and procedures that reflect INMED's mission and values and that align with accreditation standards.

To work toward achieving this goal, INMED will:

- 3.4A Engage a certified accounting firm to complete an annual financial audit.
- 3.4B Annually review current financial policies and procedures.
- 3.4C Write financial policies and procedures for lacking areas.
 - Internal Control Mechanisms (June 30, 2023)
 - Revenue Recognition Policy (June 30, 2023)
 - Investment Policy (June 30, 2023)
 - Fundraising Policy and Procedures (June 30, 2023)

Focus Area 4: Accreditation

Position the institution to be successful in NECHE accreditation.

4.1 Successfully complete candidacy process.

To work toward achieving this goal, INMED will:

- 4.1A Establish an accreditation team and schedule regular meetings of the team.
(March 1, 2023)
- 4.1B Complete data first forms and write Self-Study.
(December 15, 2023)
- 4.1C Collaborate with NECHE staff to schedule and complete preliminary visit by Commission Team Chair as well as on-site evaluation for candidacy.
(December 31, 2023)

4.2 Successfully complete initial accreditation process.

To work toward achieving this goal, INMED will:

- 4.2A Review requirements of initial accreditation and develop a comprehensive strategy to be successful.
(pending candidacy visit results)