

Strategic Plan

2024 – 2027



INSTITUTE FOR
INTERNATIONAL
MEDICINE

An American-Based Educational Institution
Since 2003

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

Adopted August 1, 2024

About this Plan

INMED's Strategic Plan is a three-year plan that encompasses all components of the institution. 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, is focused on the overall and ongoing improvement of the institution and will be reviewed at least annually during INMED's Strategic Planning Retreat. The Vice President of Operations oversees the implementation of the Strategic Plan at the department level.

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 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. Genesis 1:26-27, Colossians 3:12
 - 2. Excellence and Integrity: We are committed to high academic standards and exemplary conduct, demonstrating a steadfast moral and ethical uprightness. Colossians 3:23, 2 Corinthians 8:21
 - 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. Ephesians 6:6-7, Luke 4:18-19
 - 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. 1 Corinthians 4:2, 14:40
 - 5. Partners: We actively seek association and cooperation with students, faculty, networks, and organizations that share similar values and mission. Hebrews 10:24-25, 1 Thessalonians 5:11
 - 6. Lifelong Learning: We are committed to lifelong learning in the pursuit of serving the forgotten. Matthew 11:29-30, Proverbs 4:11
- 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 Continually implement the recruitment strategies outlined in the [Marketing and Recruitment Plan](#).
- 1.1B Develop and implement mechanisms to (1) track student enrollment trends in relation to recruitment strategies and (2) analyze the effectiveness of the Marketing and Recruitment Plan.
(Summer 2025)
- 1.1C Achieve MIH total enrollment of the following number of students for the given academic years:
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, students, and INMED's Educational Consultant; use that data, in consideration of current trends and emerging research, to assess the MIH for academic or curricular gaps.
(Summer 2026)
- 1.2B Assess student enrollment, retention, and graduation rates; develop or adjust recruitment plans to promote quantitative increases in enrollment, retention, and graduation.
(annual Academic Strategic Planning Meeting)
- 1.2C Create areas of emphasis for the MIH program, market these areas to potential students, and integrate into student orientation and advising protocols.
 - Healthcare Leadership and Development
 - Disaster Relief
 - Obstetrics

- Low-resource primary care
(June 30, 2026)

- 1.2D Develop and implement an intentional program review process with specifications for outcome and effectiveness measures.
(Spring 2027)
- 1.2E Develop and implement a model of assessment of the academic program that defines the courses that are associated with specific competencies within the curriculum. Develop and implement a process to analyze the effectiveness this model and make appropriate changes to the curriculum.
(Spring 2025)
- 1.2F Develop, implement, and assess the effectiveness of the institutional research function; the primary focus will be with regards to educational effectiveness; secondary focuses include institutional research as it relates to finances and to staff, faculty, and board development.
(Fall 2026)

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 more senior students and/or alumni who currently are or who have used their career to serve the forgotten.
(Summer 2027)
- 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.
- Establish one faculty advisor for each ten learners by recruiting and training additional faculty to serve as advisors to students.
(Summer 2025)
 - Expand faculty advising to include regularly scheduled office hours. (Summer 2027)
- 1.3C Continue to develop an alumni tracking tool (Longitudinal Survey) 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.
(June 30, 2025)

1.4 Increase the role and influence of faculty in matters of the academic program; recruit highly qualified faculty; increase effectiveness of current faculty.

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. Codify diversity goals for faculty, with emphasis on recruitment of faculty who are representative of INMED's diverse student body as well as the characteristics of the communities that INMED students and faculty serve.
(Summer 2025)
- 1.4B Develop a system to assess the effectiveness of the faculty governance structure, including review of the Faculty Handbook, faculty council, and the faculty council by-laws.
(Spring 2025)
- 1.4C Develop a plan to add qualified faculty to develop and teach courses on the following topics, contingent on student demand. Other topics will be considered based on student and faculty input, emerging research and conditions in global medicine.
 - Vector-Borne Diseases
 - Community Development
 - International Relations
 - International Health Economics
 - Humanitarian Action
(Fall 2026)
- 1.4D Develop and implement a plan for Faculty Council to oversee curriculum development.
(Summer 2026)
- 1.4E To improve faculty effectiveness in teaching, (1) develop and implement a system to evaluate teaching and (2) establish a faculty development fund to be used by faculty for professional development.
(Fall 2024)

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.
(Summer 2025)

- 1.5B Develop a process to evaluate the effectiveness of each training site by analyzing data from preceptor and student feedback. Make decisions based on that data.
(Summer 2027)

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. (Summer 2025)
- 2.1B Provide external education and mentorship opportunities to staff involved with institutional finances, including continuing education in grant-writing. This will include engagement with INMED's CPA and local resources. (ongoing)
- 2.1C Assess the need for a CFO who possesses the academic qualifications and experience necessary to oversee INMED's financials and business operations. (annually)
- 2.1D Develop and disseminate a CFO job description; integrate CFO salary into annual budget. (Spring 2026; CFO to be hired Summer 2026)

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 Continually implement the staff development strategies outlined in the [Technology Plan](#). (ongoing)
- 2.2B Develop and disseminate an IT job description; integrate position salary into annual budget. (Spring 2027; IT specialist to be hired Summer 2027)

2.3 Strengthen the capacity of the Academic Affairs Office to take oversight of the Academic Program.

To work toward achieving this goal, INMED will:

- 2.3A Collaborate with an Educational Consultant for various needs related to oversight and evaluation of the Academic Program.
(ongoing)
- 2.3B Assess the need to hire a part- or full-time Vice President of Academic Affairs who possesses the credentials (PhD or EdD) and experience to lead INMED's Academic Program.
(annually)
- 2.3C Develop and disseminate a Vice President of Academic Affairs job description; integrate position salary into annual budget.
(Spring 2025; VPA to be hired Summer 2025)

2.4 Promote the development and excellence of all staff members.

To work toward achieving this goal, INMED will:

- 2.4A Use the result of the annual staff survey and performance evaluations to identify and offer internal and external opportunities that promote staff development, networking, and professional growth. Include among those opportunities training for student support staff in the areas of mental health awareness and reporting, sexual harassment reporting, and accessible education.
(annually)
- 2.4 B Engage in ongoing professional development to understand and integrate federal regulations (i.e., accommodations) that affect post-secondary education into the effective operations of INMED.
(Fall 2026)

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, relationship to INMED, and bi-annually to review their effectiveness. Develop training and continuing education for Board members, as appropriate.
(Summer 2025)
- 2.5B Ensure formation and implementation of Board committees commensurate with the needs of the Board and the institution.
(Summer 2025)

- 2.5C Establish a process for the Board of Directors to review institutional policies.
(Summer 2024)

- 2.5D Establish recruitment policies and procedures, including clearly articulated diversity goals, to fill board positions to ensure the composition of the board reflects the areas of competence needed to fulfill its responsibilities, ensuring diversity. Establish onboarding procedures. Recruitment will focus on individuals who work or have experience working in institutions of higher education and individuals who work or have experience as lawyers.
(Summer 2025)

Focus Area 3: Institutional Resources

Bolster the institution's financial and technological resources and policies to ensure long-term stability. For more information regarding fundraising, refer to INMED's [Fundraising Strategies and Goals](#) document.

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. Assign staff member to spearhead grant-writing efforts.
(Summer 2024)
- 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.
(Summer 2025)
- 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 members of the Board of Directors) and grantors.
(Summer 2025)
- 3.2B Develop processes and strategies to establish the INMED Research Institute, including philanthropic sources of revenue to fund the Research Institute.
(Summer 2027)

- 3.2C Identity innovative tools and resources that expand Continuing Medical Education opportunities and increase efficiency of the program. (Summer 2025)
- 3.2D Develop a plan to increase Continuing Medical Education revenue through new partnerships and joint-providership opportunities. Hire part- or full-time staff member to serve on the CME team. (Summer 2024)
- 3.2E Establish INMED's Endowment Fund Policy, including fundraising strategies and investment and withdrawal policies. (Summer 2025)

3.3 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:

- 3.3A Develop INMED's Financial Aid Handbook and a system to analyze the effectiveness of the financial aid program. (Summer 2025)
- 3.3B Gather and analyze data for trends in enrollment and its relationship to income. Develop long-term financial plans / budgets to accompany this Strategic Plan and to include but not limited to revenue from projected enrollment, donations, increased CME revenue, and expenses related to hiring of additional staff. (Summer 2024)

Focus Area 4: Accreditation

Position the institution to be successful in NECHE accreditation.

4.1 Successfully complete initial accreditation process.

To work toward achieving this goal, INMED will:

- 4.1A Review requirements of initial accreditation and develop a comprehensive strategy to be successful.
(pending candidacy visit results)

- 4.1B Develop and implement a formal procedure to annually review institution policies, procedures, and website.
(Spring 2025)