

# Commission for Technical and Vocational Education and Training (CTVET)

## APPENDIX A



THE COMMISSION FOR TECHNICAL  
AND VOCATIONAL EDUCATION  
AND TRAINING

## NYARKOTEY UNIVERSITY COLLEGE OF HOLISTIC MEDICINE & TECHNOLOGY



## STRATEGIC PLAN

No	Key Areas
1	<p><b>Introduction</b></p> <p>Nyarkotey University College of Holistic Medicine and Technology (NUCHMT) is devoted to higher education in Competency-Based Training (CBT) in the field of Naturopathic and Holistic Medicine. This is the first College in Ghana, Africa, and at the global level dedicated to CBT education in Naturopathy and Holistic Medicine. This Competency Standard defines the <b>MINIMUM</b> required stock of knowledge, skills, and attitudes for medical and non-medical healthcare professionals and workers in the area of Naturopathy.</p>
2	<p><b>Vision Statement</b></p> <ul style="list-style-type: none"><li>➤ To be a world-class vocational university of Naturopathy and Holistic Medicine recognized for excellence, innovation, and healthcare</li></ul>

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	<p>catalyst in Competency-Based Education.</p> <ul style="list-style-type: none"> <li>➤ To be the preferred leader in Competency-Based Training in Naturopathy in Ghana and Africa</li> <li>➤ To provide groundbreaking and cutting-edge Competency-Based Education for advancing and integrating knowledge in Naturopathic Medicine and sciences.</li> <li>➤ To ultimately change the health and well-being of Ghanaians by using Modern Naturopathy to train Competent Naturopaths.</li> </ul>
3	<p><b>Mission Statement</b></p> <ul style="list-style-type: none"> <li>➤ To provide world class vocational Naturopathic education, training, research, and consultancy services to our students and stakeholders for the development of the nation and beyond.</li> <li>➤ To promote, propagate, and train highly qualified Naturopathic Practitioners using Competency-Based Curricula.</li> <li>➤ To educate future leaders in Naturopathic Medicine and sciences work with the regulators in Ghana and Africa to help streamline the practice of Naturopathic medicines</li> </ul>
4	<p><b>Statement of the Institutional Values</b></p> <p>The College has the following core values which will be applied to the achievement of its vision:</p> <p><b>Commitment:</b> We are committed to the generation of vocational knowledge using Competency-Based Education that impacts on our internal and external communities for healthcare transformation.</p> <p><b>Integrity:</b> We accomplished this by applying the principles of Naturopathy especially the principle of <i>primum non nocere</i> . We shall set up high standards of honesty and reliability through policies and environmental sustainability across all our activities for all members of the college for the achievement of academic excellence.</p> <p><b>Teamwork and Collegiality:</b> We encourage co-operation among all staff and associates as a means of building interpersonal trust for working as a</p>

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	<p>team at all levels. We nurture and facilitate industrial relationships and research partnerships with local and international organizations which foster knowledge transfer.</p> <p><b>Excellence:</b> We shall aim to attain high professionalism in Competency-Based Education, creativity, and continual improvement in every endeavor in our holistic medicine community. We never settle for second best.</p> <p><b>Diversity:</b> We shall provide equal opportunities for all categories of persons, irrespective of gender, social, economic, ethnic, religious, and physical capabilities at the Competency-Based Education model.</p>
5	<p><b>Goals</b></p> <p><b>Our Themes, Objectives and Strategies</b></p> <p>The purpose of this Strategic Plan is to focus on new strategies for meeting the demands of our current status as Nyarkotey University College of Holistic Medicine &amp; Technology(NUCHMT) to offer Competency-Based Training (CBT) Programmes under the Commission for Technical and Vocational Education and Training(CTVET). This Strategic Plan was developed by a Committee, after several months of discussions, deliberations and research. This Strategic Plan is definitive in terms of scope, experiences and expertise because of the composition of the Committee and the stakeholder consultations made.</p> <p>Based on the careful assessment of our current situation, the Committee</p>

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identified six broad strategic themes with strategic objectives on which the College should focus for the next five years (2022-2027) for the achievement of its Vision and Mission. The beauty of this Strategic Plan lies in the fact that it has been composed to contribute to both local and global development goals.

## Strategy #1. Strengthen Student Success

All Student Success initiatives will be designed under the following guiding principles:

- Integrating student support with coursework.
- Setting high expectations while also providing strong support.
- Incorporating robust student engagement and intensive advising to encourage persistence.
- Developing a student-centered success and retention agenda designed for scale.
- Providing targeted professional development to ensure high-quality implementation of the student success and retention agenda.
- Assuring that programming responds to the needs of students engaged in distance as well as face-to-face instruction modes.
- Inviting Experts in the Field of Naturopathy to deliver Masterclass lectures
- Taking students to Naturopathic Facilities Tour and Plants Identification

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- Exposing students to Anatomy and Pharmacognosy Labs.
- At least 50% of the first Batch of Naturopathic Medical Students should have an MPhil by 2024 and PhD by 2028

## 1.1

***Bolster Career Services to prepare students to enter their professional fields, and increase opportunities for networking with potential employers.***

### 1.2.1 Partner with Trade area experts

and other partners to promote state-wide enrollment opportunities and internships.

## Strategy #2. Advance Academics

### 2.1 ***Promote NUCHMT's statewide mission through its Centers and online offerings.***

2.1.1 Increase the number of Competency-Based Training courses offered onsite at the College centers to establish and reinforce regional availability and presence.

2.1.2 Increase the number of cohort Competency-Based programs available at college centers (for example, Naturopathy, Homeopathy, Chiropractic, Ayurveda, Nutrition, Herbal Medicine, Osteopathy, and Acupuncture).

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2.1.3 Expand Competency-Based Training support for distance and online students (e.g. writing center support and library tutors).

2.1.4 Increase resources to support the student experience (student success hubs: tech hub, support hub, etc.).

2.1.5 Encourage students to publish at least one paper before graduation at under HND and BTech levels.

### Strategy #3. Enhance Marketing and Recruitment

#### **3.1 Expand enrollment.**

3.1.1 Continue to grow undergraduate and graduate enrollment in established academic programs, and cultivate admission to new and emerging programs.

3.1.2 Identify and sustain collaborations with CTVET and other sister institutions, such as Medical and Allied Health Schools collaborations.

3.1.3 As a countrywide and International institution, position the college to be an educational gateway for improved employment opportunities for Naturopaths regardless of location.

3.1.4 Leverage institutional, and other financial aid resources

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to support incoming students with meaningful and competitive aid packages. Expand Early College opportunities through existing and new high school partnerships and home-schooling organizations.

## Strategy #4. Cultivate Reputation and Resources

### **4.1 Expand Outreach and Influence**

- 4.1.1 Pursue additional community-based partnerships at all NUCHMT locations (campuses and centers), including businesses, nonprofit organizations, government entities, etc.
- 4.1.2 Renew alumni outreach and relationships; seek advocacy and testimonials to support NUCHMT's mission, specific programs, and initiatives.
- 4.1.3 Identify and pursue grant opportunities in support of strategic goals and initiatives.
- 4.1.4 Heighten engagement of NUCHMT advisory groups – Board of Visitors and Advisory Council – and explore ways to increase participation in civic engagement activities and career networking resources.
- 4.1.5 Grow external outreach by sharing NUCHMT stories, achievements, and events with the media, stakeholders, and the public via social media, press

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releases, and publications.

- 4.1.6 Explore the creation of a NUCHMT Annual Report to inform and engage others.

## Strategy #5. Foster Inclusion

This strategic goal represents the large-scale inclusion of diversity, equity, and inclusion goals in NUCHMT’s strategic planning process for the first time. As such, we have included a more comprehensive level of detail in this part of the plan to ensure that these goals are reviewed and assessed on a regular basis.

NUCHMT is committed to promoting diversity and inclusion in all aspects of the community by ensuring equitable access to higher education. Integral to that mission is developing efforts to create diverse, inclusive, and welcoming campus communities for all students, schools, and staff in order to provide a rich and fully equitable educational experience for all.

## **6.0 Strategy #6 Clinical Training or Preceptorship**

Build State of the Art Holistic Medical Community to house;  
Naturopathic Teaching Hospital in Africa, Botanical Garden, Spa,  
etc.

6

Institutional Analysis in relation to the programme(s) and center to be accredited



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### i. Strengths

The college has the following strengths:

1. Enjoys a good trade area public image.
2. Currently, the first and pioneer in Naturopathic education in Ghana and West Africa
3. Global Leader in Naturopathic education using competency-based training (CBT), in a niche trade area of Naturopathy and Holistic Medicine
4. The only Vocational University in Ghana engaged in special Naturopathic and Holistic Medicine education at the tertiary level
5. Has recognized international collaborations with Lincoln University College, Malaysia, for dual qualification in Naturopathy, Homeopathy, Ayurveda, Chiropractic etc
6. Has international arrangement for fellowship in Holistic Medicine for Prospective Practitioners in India.
7. Has renowned local and international lecturers and Professors in Naturopathy and Holistic Medicine
8. Has a well-developed Clinical internship programme
9. Has a well-developed rapport with the regulator, Traditional Medicine Practice Council of the Ministry of Health
10. The college initiated the National Standards documents on Naturopathy with the Ethics and Standards Committee of the Traditional Medicine Practice Council

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11. Has a well-developed foreign exchange programme in Holistic Medicine with JDS Homeopathic Hospital, India, and others
12. The college is an educational member of the World Naturopathic Federation(WNF), Canada.
13. The College President, is a recognized Medical writer in National Newspapers, a global leader in Modern Naturopathic Medicine, has a legal background, and was a reviewer in the WNF, Health Technology Assessment Book on Naturopathy, published in 2022.
14. Has renowned virtual international Lecturers and on-campus-based lecturers
15. Is situated in a highly Country where 80% of the public relies on Natural Remedies according to the WHO.
16. Is sited in a country where the government supports Natural Medicines with Act 575 and Ministerial Directive cum Alternative Medicine.
17. Is situated in a country where over 55 government Hospitals have an Herbal Hospitals Department and integration ongoing.
18. Is situated in a country where there are Herbal Medicines Essential Lists to be prescribed in all government Hospitals.
19. Is located in a country where there is a Traditional and Alternative Medicine Directorate to promote the industry.
20. Is situated in a country where a study by Andel et

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al.(2012) reported that an estimated 951 tons of crude herbal medicine were sold at Ghana's herbal markets in 2010, with a total value of around US\$ 7.8 million.

### ii. Weaknesses

The College faces the following challenges:

1. Need for some Teaching staff to upgrade
2. Additional necessary infrastructure including ICT, laboratories, a one-stop Naturopathic Teaching Hospital, and staff offices as a result of the increasing number of students' numbers.
4. Low output in research and innovation by Teaching staff
5. Inadequate funding to foster expedited project implementation
6. Inadequate internally generated funds (IGF) and limited sourcing of grants and sponsorships
7. Inadequate teaching and learning aids
8. Inadequate publicity and marketing communication

### iii. Opportunities

The following opportunities are available to the College:

1. The continent spends over US\$6 billion annually on medical tourism
2. The global hibiscus flower powder market size was estimated at USD 113.3 million in 2019 and is expected to expand at a compounded annual growth rate (CAGR) of 7.2%

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from 2020 to 2027) by the Grand View Research

3. The global complementary and alternative medicine market size was valued at USD 82.27 billion in 2020 and is expected to expand at a compound annual growth rate (CAGR) of 22.03% from 2021 to 2028 by Grand View Research.

4. The COVID-19 pandemic brought public awareness of natural medicines

5. Enormous potential to impact positively on national/global development in the Naturopathy and Holistic Health space.

6. Academic and industrial partnerships to offer diverse programs such as short courses, regular, evening, modular, sandwich, and weekend programs

7. High prospects of increasing student numbers as a result of the Government's Free-Senior High School Programme, government Youstart project, advocacy for entrepreneurship project, demand for Natural Medicines education and consumption, the only institution in Africa to develop a tertiary program at the CBT level in Naturopathy and Holistic Health.

8. Opportunity for students to get recognized and accredited Naturopathy and Holistic Medicine qualifications (HND and B. Tech..) at the CBT level, first in Africa.

9. An attractive destination for international students from neighboring countries without Nationally accredited

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Naturopathic and Holistic Medicine programs at the Tertiary level.

10. Opportunity for students to write foreign Naturopathic licensure examinations

11. Availability of scholarships, support, and donor facilities for infrastructure, research, and staff/ student development from public and private organizations, and individuals

12. Goodwill

13. National agenda to develop and project TVET in Ghana

14. Availability of national and international collaborations for mutual benefits

15. More competent Naturopathic Professionals to provide healthcare and integrative practices to boost public confidence and safety in Natural Medicine

16. Opportunity for students who did not make the grades to become Medical Doctors to become Naturopathic Doctors

17. Opportunities for Medical Doctors and Allied Health Professionals to study Naturopathic Medicine as a specialty

18. Opportunities for those without accredited Naturopathic qualifications to acquire Nationally accredited certificates

19. Opportunities to limit the stress of pursuing Naturopathic education outside with huge cost

20. Opportunities for Africans to forgo unaccredited Naturopathic Schools

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	<p><b>iv. Threats</b></p> <p>The college is faced with the following threats:</p> <ol style="list-style-type: none"> <li>1. Medical Community knowledge of Naturopathy and Holistic Medicine and the tag of quackery</li> <li>2. Skewed definition of Technical and Vocational University Education, which turns to give little or no attention to Naturopathic and Holistic Health Sciences Programmes</li> <li>3. High cost of staff payment</li> <li>4. External bottlenecks in the mounting of programmes</li> <li>5. Competition from private and public tertiary education institutions</li> <li>6. Erratic power supply</li> <li>7. Integration of Practitioners into the National Healthcare delivery</li> <li>8. The uncertainties after the new COVID-19 pandemic</li> <li>9. Delays in passage of alternative medicine bill.</li> <li>10. Difficulty in getting local university affiliates.</li> </ol>
7	<p><b>Main thrusts</b></p> <p><b>I. Specific objectives</b></p> <p>Strategy #1 Strengthen Student Success          Strategy #2 Advance Academics          Strategy #3 Enhance Marketing and Recruitment          Strategy #4 Cultivate Reputation and Resources          Strategy #5 Foster Inclusion          Strategy #6 Clinical Training or Preceptorship</p> <p><b>II. Strategies</b></p>

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## Strategy #1. Strengthen Student Success

All Student Success initiatives will be designed under the following guiding principles:

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- Assuring that programming responds to the needs of students engaged in distance as well as face-to-face instruction modes.
- Inviting Experts in the Field of Naturopathy to deliver Masterclass lectures
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- Exposing students to Anatomy and Pharmacognosy Labs.
- At least 50% of the first Batch of Naturopathic Medical Students should have an MPhil by 2024 and PhD by 2028

### **1.2 Enhance new student onboarding processes.**

1.1.1 Continue to develop a self-placement process for incoming students.

- Establish program-specific markers and outreach to students who miss markers, working with EAB (Education Advisory Board, a student relationship management application).

1.1.2 Improve orientation completion rates.

- Provide a focused path for first-time students.
- Develop mandatory online orientation with incentives.
- Continue onsite orientation programs as a complement to online new student orientation, with a focus on connection and engagement that includes non-cognitive skills, using incentives.
- Require refresher modules at appropriate intervals.
- Maintain and enhance academic modules.

1.1.3 Expand efforts to deliver financial literacy programming, with an emphasis on personal finance, budgeting, and debt management.

1.1.4 Develop pathways from Early College to matriculated programs.

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1.1.5 Establish process to require onboarding advising sessions for all newly admitted students.

## **1.3 Strengthen student support and development services and refine communication with students.**

1.3.1 Continue to leverage EAB to enhance communication with current students leveraging existing tools (email marketing and text messaging).

1.3.2 Establish and execute an integrated action plan that sharpens alignment of academic programs and student services to key “momentum points” using EAB, in the student life cycle to proactively drive increased retention.

1.3.3 Further, develop an Online Services Master Plan to provide all students with robust online access to services and support.

- Charter an inter-disciplinary committee of university stakeholders to develop the next-level Online Services Master Plan

1.3.4 Provide affordable options and expand capacity (open educational resources, first-year books, e-book rentals) to meet the course material needs of students, with a special focus on late admits and distance students.

## **1.4 Explore strategies to create and strengthen learning communities.**

1.4.1 As part of *Academic Programs of the Future*, explore faculty-driven academic program-specific entry-year experience initiatives.

1.4.2 Expand and develop our campus libraries.

1.4.3 Recognize the impact of the pandemic on the university community and support efforts to strengthen individual and collective resiliency and recovery.

## **1.5 Improve tracking and advising utilizing the EAB application.**

1.5.1 Review current tracking/advising policies and procedures.

- Improve access to services (i.e. mobile friendly) for all students.
- Expand support for distance and online students.
- Expand outreach to all students using Advising and Center staff.

1.5.2 Develop student tracking and early warning systems.

- Leverage analytics to improve processes.
- Expand the use of EAB with the development of greater content supporting student outreach and engagement efforts.
- Provide training and support for faculty and staff in the EAB application to encourage use.



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- 1.5.3 Evaluate and refine the process of embedding class stewards into barrier courses.
  - Integrate student support within courses; focus on intro/gateway/barrier courses and highest enrollment courses with lowest success rates.
- 1.5.4 Develop incentives (e.g., course discounts, bookstore gift certificates, free books) to encourage timely registration and student persistence.
- 1.5.5 Ensure timely registration.
  - Review current policies and practices regarding registration.
  - Send personalized registration messages (recommend courses based on degree progress reports).
  - Conduct focused program-specific outreach campaigns to current students to address barriers to re-registration and improve retention and progress toward completion.
  - Establish a regular schedule of communication by program liaisons and academic coordinators with students during the registration period.
  - Provide more opportunities for high-contact advising throughout a student's academic career.
  - Enhance the mentorship role of the School.

## **1.6 *Engage with external partners for student learning and success opportunities.***

- 1.6.1 Bolster Career Services to prepare students to enter their professional fields, and increase opportunities for networking with potential employers.
- 1.6.2 Partner with Trade area experts and other partners to promote state-wide enrollment opportunities and internships.

## **Strategy #2. Advance Academics**

### **2.2 *Promote NUCHMT's statewide mission through its Centers and online offerings.***

- 2.2.1 Increase the number of courses offered onsite at the College centers to establish and reinforce regional availability and presence.
- 2.2.2 Increase the number of cohort programs available at college centers (for example, Naturopathy, Homeopathy, Chiropractic, Ayurveda, Nutrition, Herbal Medicine, Osteopathy, and Acupuncture).
- 2.2.3 Expand academic support for distance and online students

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(e.g. writing center support and library tutors).

- 2.2.4 Increase resources to support the student experience (student success hubs: tech hub, support hub, etc.).
- 2.2.5 Encourage students to publish at least one paper before graduation at under HND and BTech levels.

## Curriculum

### **2.3 Develop new programs through internal and external collaboration.**

- 2.3.1 Explore additional new graduate-level programs to meet local and foreign needs.
- 2.3.2 Encourage the development of interdisciplinary and multidisciplinary programs through School collaboration within NUCHMT and CTVET in keeping with the spirit of unified accreditation.
- 2.3.3 Increase pathways and strengthen the promotion of credits for prior learning opportunities and benefits.
- 2.3.4 Support the conversion of graduate certificates to full-level graduate degree programs.

### **2.4 Sustain efforts to improve the quality of academic programs.**

- 2.4.1 Upgrade and redesign courses to meet current best practices and ensure CTVET compliance.
- 2.4.2 Improve retention by strengthening student engagement with academic programs.
- 2.4.3 Explore opportunities to evolve the academic program curricula to engage students with School in research, discovery, creativity, and innovation.
- 2.4.4 Enhance global citizenship, by exploring opportunities for students to learn about the emerging world community and their role in it.
- 2.4.5 Review and improve the annual report process to include action plan evaluation.
- 2.4.6 Refine **Academic Programs of the Future** to align and enrich the learning experience for distance and onsite students through pedagogical design, technological platform, structured interventions, and assessment of learning outcomes; and provide faculty with incentives and support for participation.
- 2.4.7 Support Ph.D. training for a cohort of lecturers without PhDs

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- and phase out the old system of lecturers without PhDs
- 2.4.8 Provide training and mentoring support for early career academics to enhance teaching and research skills.
  - 2.4.9 Provide research support and research leadership training opportunities for mid-career academics.
  - 2.4.10 At Least each Naturopathic Department should have a Professor by 2032

## **2.4 Assess and refine current developmental activities for underprepared students**

### **School**

## **2.5 Support Schools in adopting high-impact teaching practices.**

- 2.5.1 Leverage instructional design resources through the School Development Center.
- 2.5.2 Establish an annual student survey to provide feedback on advising.
- 2.5.3 Create communities to support teaching, and learning, and share best practices.
- 2.5.4 Refine expectations for tenure and post-tenure.
- 2.5.5 Explore additional opportunities and support for School scholarship, creative works, and research that enrich the educational experience.

## **Strategy #3. Enhance Marketing and Recruitment**

### **3.1 Expand enrollment.**

- 3.1.1 Continue to grow undergraduate and graduate enrollment in established academic programs, and cultivate admission to new and emerging programs.
- 3.1.2 Identify and sustain collaborations with CTVET and other sister institutions, such as Medical and Allied Health Schools collaborations.
- 3.1.3 As a countrywide and International institution, position the college to be an educational gateway for improved employment opportunities for Naturopaths regardless of location.
- 3.1.4 Leverage institutional, and other financial aid resources to

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support incoming students with meaningful and competitive aid packages.

- 3.1.5 Expand Early College opportunities through existing and new high school partnerships and homeschooling organizations.

## **3.2 *Execute targeted recruitment opportunities.***

- 3.2.1 Expand segmented communication strategies and increase outreach to specific populations including recent high school graduates, adults in practice, and Medical and Allied Health Practitioners.
- 3.2.2 Collaborate with Traditional Medicine Practitioners Association(GHAFTRAM) and African unaccredited Naturopathic schools to provide accredited qualifications to them

## **3.3 *Strengthen and expand current enrollment partnerships.***

- 3.3.1 In collaboration with Academic Affairs, update existing articulation agreements and pursue new agreements in an effort to channel transfer enrollment growth for the College academic programs with Emerging African Naturopathic Schools.
- 3.3.2 Expand existing partnerships with the Traditional Medicine Practice Council to enhance enrollment

## **3.4 *Marketing efforts and research.***

Leverage the NUCHMT website as the recruitment front door, by focusing on content to attract students (new and transfer).

- 3.4.2 Conduct targeted traditional and digital marketing campaigns using geo-targeting, geo-fencing, consumer databases, student search lists, and other data-driven tools to segment audiences and prospective students.
- 3.4.3 Conduct program marketing to promote new programs and re-introduce existing programs to potential students.
- 3.4.4 Improve collection and utilization of metrics for tracking marketing and recruitment efforts such as impressions, click-through rates, open rates, and time on pages/sites.
- 3.4.5 Utilize engagement technology to interact with prospective students, including TargetX CRM, texting, chatbot, and video-rich emails and social media posts.

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- 3.4.6 Continue use of paid media in radio, TV, streaming devices, internet search, and print media to promote NUCHMT as an affordable, accessible, and high-quality statewide higher education provider, as well as to support specific programs and initiatives.
- 3.4.7 Establishing and joining global Naturopathic research networks.
- 3.4.8 Establishing competitive research studentships.
- 3.4.9 Building capacity in grantsmanship.
- 3.5.10 Creating a greater focus on interdisciplinary research.

## Strategy #4. Cultivate Reputation and Resources

### **4.1 Expand Outreach and Influence**

- 4.1.1 Pursue additional community-based partnerships at all NUCHMT locations (campuses and centers), including businesses, nonprofit organizations, government entities, etc.
- 4.1.2 Renew alumni outreach and relationships; seek advocacy and testimonials to support NUCHMT's mission, specific programs, and initiatives.
- 4.1.3 Identify and pursue grant opportunities in support of strategic goals and initiatives.
- 4.1.4 Heighten engagement of NUCHMT advisory groups – Board of Visitors and Advisory Council – and explore ways to increase participation in civic engagement activities and career networking resources.
- 4.1.5 Grow external outreach by sharing NUCHMT stories, achievements, and events with the media, stakeholders, and the public via social media, press releases, and publications.
- 4.1.6 Explore the creation of a NUCHMT Annual Report to inform and engage others.

### **4.2 Nurture Community and Professional Development**

- 4.2.1 Strive to create a working environment that engenders a unity of purpose and sense of belonging that makes NUCHMT a great place to work.
  - Support the continued integration of all campuses, centers, and functions to create a more unified environment.
  - Sponsor the Directors' meeting and encourage departmental

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meetings to enhance communication, resolve operational concerns, and build institutional knowledge.

4.2.2 Maintain internal communication through open forums, newsletters, email, and social media outlets.

4.2.3 Demonstrate active support of the NUCHMT mission by advocating for professional development and career advancement opportunities for all Schools and staff.

## **4.3 Foster financial and operational sustainability**

4.3.1 Ensure human, financial, and other resources are sufficient to sustain the quality of the educational program and support the mission.

4.3.2 Identify opportunities to drive efficiency that enables responsive student support and fiscal savings.

4.3.3 Encourage cross-training and succession planning within departments to ensure academic and administrative continuity of operations.

## **4.4 Maintain and foster a culture of shared governance for the advancement of student success through discussions and engagement with students, School, and staff.**

### **Strategy #5. Foster Inclusion**

This strategic goal represents the large-scale inclusion of diversity, equity, and inclusion goals in NUCHMT's strategic planning process for the first time. As such, we have included a more comprehensive level of detail in this part of the plan to ensure that these goals are reviewed and assessed on a regular basis.

NUCHMT is committed to promoting diversity and inclusion in all aspects of the community by ensuring equitable access to higher education. Integral to that mission is developing efforts to create diverse, inclusive, and welcoming campus communities for all students, Schools, and staff in order to provide a rich and fully equitable educational experience for all.

## **5.1 Provide personnel and financial resources to oversee and manage the implementation of the plan.**

5.1.1 Identify the needs for and encourage the development of specific personnel to oversee our commitment.

5.1.2 Expand funding for institutional efforts that prioritize commitments (e.g., a multicultural office, professional development funding, campus space, and equipment)

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## **5.2 *Develop recruitment and retention practices designed to increase the diversity of Schools and staff in all of our locations.***

- 5.2.1 Develop advertising language, a strategy for advertising placement, and a requirement for the inclusion of a diversity statement for applicants for professional and faculty positions.
- 5.2.2 Strengthen training of search committee members
- 5.2.3 Conduct an equity audit (e.g., review process on hiring and develop shared systems resources or supports for other targeted outreach; best practices for diversifying applicant pools; standardize practices for implementing contract on tenure extensions/timeline pauses for caregiving/birth/adoption; review and assess race/gender faculty inequities).

## **5.3 *Foster a culture of inclusion to ensure that all employees feel valued and welcomed within our institution.***

- 5.3.1 Implement an annual climate survey.
- 5.3.2 Provide space and time for affinity group participation and incorporate feedback from these groups in our governance and strategies.
- 5.3.3 Develop simple and straightforward procedures for reporting and following up on related concerns (e.g., bias, discrimination, hate speech, harassment).
- 5.3.4 Develop an inclusive calendar of religious holidays and encourage coordination of events in conjunction with this calendar.

## **5.4 *Define and express our commitment.***

- 5.4.1 The College council will help educate the community on the meaning of key terms such as diversity, equity, inclusion, anti-racism, and accessibility within the context of NUCHMT.
- 5.4.2 NUCHMT council will support the evaluation of core documents (mission, vision, strategic plan, academic statements, admissions materials, etc.) and make recommendations that integrate inclusivity and diversity practices and principles into our policies and documents.

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## **5.5 *Build institutional capacity for students, Schools, and staff to have meaningful engagement with NUCHMT's commitment to diversity, equity, and inclusion.***

- 5.5.1 Prioritize and support external professional development activities and implement best practices with the expectation that individuals will educate the community about what they have learned.
- 5.5.2 Develop regular workshops and professional development opportunities at NUCHMT for students, Schools, and staff to learn about (e.g. the Faculty Development Center's work in instructional design and pedagogy).
- 5.5.4 Develop support structures in admissions (e.g., materials in a variety of languages), advising, and other institutional offices that focus on underserved populations of students (e.g. students with disabilities, international students).
- 5.5.5 Develop channels for students and others to identify further support structures and pathways needed to improve success.

## **5.6 *Continue to increase diversity in NUCHMT's student population and work to be inclusive and equitable.***

- 5.6.1 Expand our equity and inclusion scholarships to attain a more diverse student body.
- 5.6.2 Develop physical spaces and other resources for all our students to feel included (e.g. safe zones and prayer rooms).
- 5.6.3 Identify underserved and marginalized groups facing barriers at NUCHMT and create outreach materials, resources, and programs for these groups.
- 5.6.4 Conduct regular surveys of NUCHMT's underrepresented student populations to identify how to better provide equitable access, and include them in our programming.

## **5.7 *Deliver academic programs that are inclusive of all the various forms of diversity and commit resources to implement the steps below.***

- 5.7.1 Assess, review, and redevelop academic programs through



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	<p>CTVET support.</p> <p>5.7.2 Identify strategies for programs to become more inclusive of underrepresented groups (eg. engage with the activities of and members of underrepresented groups).</p> <p>5.7.3 Develop support structures to incorporate inclusive pedagogies that support the success of a diverse student population.</p> <p>5.7.4 Support faculty to review related curricula.</p> <p><b>5.8 <i>Examine and assess where NUCHMT falls short in our commitment to equity and develop strategies to overcome these shortcomings.</i></b></p> <p>5.8.1 Conduct annual climate surveys that we report to the community and use the data to assess progress in our work.</p> <p>5.8.2 Disaggregate data about student success (e.g., retention, participation in co-curricular activities, and use of tutoring services) to identify and address existing shortcomings.</p> <p>5.8.3 Develop a means of communication for members of the NUCHMT community (students, faculty, staff, and administration) who want to improve our equity work that connects them with the appropriate body at NUCHMT(e.g., the Dean of Students office,) in an effort to work together to develop strategies for overcoming inequities.</p> <p><b>6.0 Strategy #6 Clinical Training or Preceptorship</b></p> <p><b>6.1 Build State of the Art Holistic Medical Community to house; Naturopathic Teaching Hospital in Africa, Botanical Garden, Spa, etc</b></p> <p>6.2 Build a new ultramodern University for Holistic Medicine and Allied Sciences</p> <p><i>6.3 Build a one-stop Naturopathic Teaching Hospital for preceptorship programmes in Africa for Naturopathy and Holistic Medical student</i></p> <p>6.4 Build an ultra-modern Spa and Botanical Garden in the Holistic Medicine Community</p>						
<b>8</b>	<p><b>Implementation Plan</b></p> <p>I. Action (Activities)</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 5px;">➤ Engage Facilitators for discussions</td> <td style="text-align: right; padding: 5px;">3<sup>rd</sup> August 2022</td> </tr> <tr> <td style="padding: 5px;">➤ Engage Naturopathic Community</td> <td style="text-align: right; padding: 5px;">10<sup>th</sup> August 2022</td> </tr> <tr> <td style="padding: 5px;">➤ Engage the biomedical science community</td> <td style="text-align: right; padding: 5px;">15<sup>th</sup> August 2022</td> </tr> </table>	➤ Engage Facilitators for discussions	3 <sup>rd</sup> August 2022	➤ Engage Naturopathic Community	10 <sup>th</sup> August 2022	➤ Engage the biomedical science community	15 <sup>th</sup> August 2022
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	<p>in the Programme</p> <ul style="list-style-type: none"> <li>➤ Launch the Naturopathic Curricula <span style="float: right;">1<sup>st</sup> September 2022</span></li> <li>➤ Advertise the Programme <span style="float: right;">1<sup>st</sup> October 2022</span></li> <li>➤ Buy more Naturopathic Books to fill Library <span style="float: right;">2<sup>nd</sup> December 2022</span></li> <li>➤ Hire Developer for the Website <span style="float: right;">15<sup>th</sup> December 2022</span></li> </ul>
II.	<p><b>Performance Indicators</b></p> <ul style="list-style-type: none"> <li>➤ Feedbacks from facilitators</li> <li>➤ Naturopathic community referrals to the college</li> <li>➤ Referrals from the biomedical science community to the college</li> <li>➤ Media Publications indicating the launch of the Naturopathic curricula</li> <li>➤ Evidence of programme advertisement in print and electronic media</li> <li>➤ Evidence of more naturopathic books in the library</li> <li>➤ New website available online</li> </ul>
III.	<p><b>Responsibility</b></p> <ul style="list-style-type: none"> <li>➤ Engage Facilitators for discussions - Registrar</li> <li>➤ Engage Naturopathic Community - President</li> <li>➤ Engage the biomedical science community on the Programme - President</li> <li>➤ Launch the Naturopathic Curricula - The Governing Council</li> <li>➤ Advertise the Programme - Registrar</li> <li>➤ Buy more Naturopathic Books to fill Library - The Governing Council</li> <li>➤ Hire Developer for the Website - Registrar</li> </ul>
IV.	<p><b>Timeframe</b></p> <ul style="list-style-type: none"> <li>➤ Engage Facilitators for discussions <span style="float: right;">3<sup>rd</sup> August 2022</span></li> <li>➤ Engage Naturopathic Community <span style="float: right;">10<sup>th</sup> August 2022</span></li> <li>➤ Engage Stakeholders on the Programme <span style="float: right;">15<sup>th</sup> August 2022</span></li> <li>➤ Launch the Naturopathic Curricula <span style="float: right;">1<sup>st</sup> September 2022</span></li> <li>➤ Advertise the Programme <span style="float: right;">1<sup>st</sup> October 2022</span></li> <li>➤ Buy more Naturopathic Books to fill Library <span style="float: right;">2<sup>nd</sup> December 2022</span></li> </ul>

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	<ul style="list-style-type: none"> <li>➤ Hire Developer for the Website <span style="float: right;">15<sup>th</sup> December 2022</span></li> <li>➤ HND and BTech Programme start <span style="float: right;">13<sup>th</sup> February 2023</span></li> </ul>
9	<p><b>Monitoring and Evaluation Plan</b></p> <p>This Strategic Plan is the representation of our mission and vision of our six key strategic areas for the next Ten years (2022– 2032). This serves as a guide for the total transformation of the Naturopathic and Holistic Medicine community. As part of its delivery, a Monitoring Committee will be set up, and they will be in charge of supervising this Strategic Plan’s implementation. The Monitoring Committee shall liaise with the various levels of operations and implementation committees to conduct quarterly, annual, mid-period, and end-of-periodic assessments of the Strategic Plan’s implementation. The Committee shall submit a report to the President at the end of every evaluation period. As an emerging college in a niche Trade area which is the first of its kind in Ghana and Africa, apart from South Africa which has a Naturopathy program at the Tertiary level, we will strive for distinction in the delivery of our Vision, Mission, Core Values, and, above all, using the Naturopathic Principles as our guide. We therefore call on all to support this agenda to make the healthcare industry a better one.</p>
10	Budget and Financial Income Forecast (For at least the next 5 years)

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