

John Patrick University
of Health and Applied Sciences

3-Year Strategic Plan

May 2023 – May 2026

JPU 3 Year Strategic Plan Outline

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Introduction

JPU is a progressive university with an initial focus on the Radiological Sciences. JPU has positioned itself to add additional programs with a focus on Integrative & Functional Medicine (IFM). Additionally, JPU is slowly promoting its business programs for those in the clinic that wish to enter management at some level. JPU's blended learning environment used in the Radiological Sciences promotes an opportunity for the working professional. JPU's business related and IFM programs use a full on-line approach.

The strategic plan focuses on the following:

- Best Practices
- Peer and Industry Practices
- Stakeholder Input

Best practices must be demonstrated at all levels of planning, implementation, delivery, operations, maintenance, and growth. Student and graduate success will always be the highest priority. Utilizing state, national, and programmatic benchmarks will become standards. Peer and industry practices must be monitored closely. The medical environment is rapidly changing and the needs to support this rapidly changing industry must be met with efficient training and education. Many institutions fail in this regard. This is a strength of JPU's and will be capitalized.

Input from the Principal, key leaders, Program Advisory Committees (PACs), Deans, Program Directors, Faculty, and staff is important. Many of these individuals are in the trenches, in the clinics, in the industry sector, and have first-hand knowledge of the changes prior to any formal publication of such. This input is invaluable. JPU leadership listens to the industry. JPU's faculty are leaders in the industry. This is a strength of JPU's and will be capitalized.

Mission

John Patrick University strives to help students develop skills and competencies to enhance their career through personal involvement of students with faculty and staff toward achieving technical expertise for success.

The Mission is reviewed annually by JPU faculty, leadership, and boards. This mission was established in 2009 when the University opened its doors. The Mission has not changed. The messaging is consistent. The mission statement is reviewed annually.

Vision

JPU will become one of the nation's preeminent comprehensive universities in the Radiological Sciences. We will be recognized by the excellence of our programs, the quality of our instruction, our innovative delivery, and our desire to be a contributing partner to our community, state, nation, and world.

Using this same philosophy, JPU will strive to establish this same reputation in the IFM and business disciplines.

The Vision is reviewed annually by JPU faculty, leadership, and boards.

Values

The general values and clinical values are listed below. These apply to students, faculty, leadership, and staff.

General Values

- ✓ Integrity
- ✓ Communication
- ✓ Teamwork
- ✓ Discipline

Clinical Values

- ✓ Compassion
- ✓ Competence
- ✓ Confidence
- ✓ Communication

Here, too, the leaders of JPU have found that the values are consistent with the programs that we have.

Defined Endpoint

JPU has added a narrative for students, faculty, staff and leadership that is based on aligned goals for the student and the institutions. JPU wants students to get to the endpoint. If all are aligned, then the endpoint is much more easily obtained. This vision is to help students see their optimized proven pathway to success. The Endpoint is defined by 4 events.

- ✓ JPU strives to make the students competent.
- ✓ JPU strives to optimize the students' pathway to graduation.
- ✓ JPU prepares the students so they can pass their respective boards if required.

- ✓ JPU works hard with the students to maximize their opportunity for employment placement.

Strategic Goals Background

JPU has identified 5 major strategic goals for the next 3-5 years. They are listed below:

- Student / Graduate Success:** JPU's primary focus is on educating its students to be successful graduates with ultimately being a positive attribute in the workforce. JPU works their students hard and has a responsibility to ensure that the students' experience is one in a positive learning environment.
- Program Growth and Cleansing:** JPU's program growth initiative is multi-faceted. JPU's program growth will focus on the following initiatives:
 - Launch of new degree / certificate programs.
 - Increased enrollment within new programs.
 - Increased resources to support the new programs.

Specific Goals with growth of programs are listed below.

1. ASRTe
 - a. Expand the proven model nationally with a focus on large metropolitan cities.
 - b. Expand using a creative model for urgent care centers.
 - c. Expand the program working closely with system talent acquisition teams.
2. AS Sonography
 - a. Leverage the existing MOUs and ASRTe model to enter the market.
 - b. Find new markets in the private practice sonography centers.
3. AS Radiation Therapy
 - a. Launch program NLT Semester 2 of 2025
 - b. Leverage on radiation therapy MOUs in place
4. BS Medical Imaging
 - a. Promote the BS program to JPU Graduates
 - b. Promote the BS program to JPU Academic MOU partners
 - c. Find new market angles to penetrate
5. BS and MS in Medical Dosimetry
 - a. Execute controlled growth for JRCERT capacity increase
 - b. Leverage all relationships to continue clinical site base
 - c. Implement remote planning clinical rotation program
6. MS in Medical Physics
 - a. Promote respective boards for our graduates
 - b. Promote opportunities for JPU graduates in other BS disciplines
7. BS in Radiation Therapy
 - a. Expand Academic MOUs
 - b. Leverage current clinic site talent acquisition teams
8. IFM Program:

- a. Cannabinoid:
 - i. Establish over 60 MOUs over the next 3 years
 - ii. Work closely with individual states on training/education topics
- b. Memory Care:
 - i. Establish over 60 MOUs over the next 3 years
 - ii. Work closely with individual states on training/education topics
- c. IFM in General.
 - i. Work closely with professional organizations to promote licensure across different disciplines.

Specific Goals related to Program Cleansing Include

- 1. Retire Legacy Programs
- 2. Cleanse of Programs
 - a. Updated resources
 - b. Staff
- 3. Model Established for Growth

Specific Inclusion of the following Initiatives.

- 1. Military
 - a. Push Reset
 - b. Re-establish plan for the military
- 2. High School Graduates
 - a. Create model with hospitals for them to hire high school students as aides and promote opportunities to enter JPU medical imaging disciplines.
- c. **Community and Industry Recognition:** Much of JPU's success can be driven by promoting industry professionals in the advancement of their degrees. Community hospitals and major hospital systems can benefit from relations with JPU by promoting the professional development of their staff. These relationships can serve as potential clinical sites for JPU, potential star students, and potential graduate employers. This network can easily become very synergistic.

Specific Inclusion of the following initiatives.

- 1. Vendor relations identified for each of the disciplines.
- 2. Establish MOUs where applicable.
- d. **Vendor Relations:** Many of JPU's degree programs blend classical theory with modern technology. The easiest way to stay ahead of the competitive programs is to be closely tied with the leading equipment vendors in the field. Most of the equipment to support JPU's programs will be software oriented. Increasing vendor relations will also increase Industry recognition within the hospitals and the professions whom serve in these institutions.

Specific Inclusion of the following initiatives.

1. Vendor relations identified for each of the disciplines.
2. Establish MOUs where applicable.

e. **Credentialing / Industry Pathways:** JPU has recognized the importance to maintain credentialing routes and the pathways to the profession. Many of JPU's programs allow entry into career paths. Many JPU programs provide the skills and depth for them to advance their existing practice. Both entry and up-skilling can be complicated by board and certification requirements and by state-by-state requirements. JPU needs to navigate this for the students and for those students that may come in from the military.

Specific Inclusion:

1. Define pathways and ensure admission team members understand.
2. Create respective education materials for the student so they understand different pathways.

Strategic Goals with Objectives

Goal: Student / Graduate Success

- ✓ **Objective 1.** Maintain student retention rates greater than benchmark requirements in industry.
- ✓ **Objective 2.** Maintain student graduation rates greater than benchmark requirements in industry.
- ✓ **Objective 3.** Maintain graduate employment rates greater than benchmark requirements in industry.
- ✓ **Objective 4.** Maintain certification board rates greater than benchmark requirements in industry.

Objective	Action Item	Timeline	Responsible	Evaluation
Retention Rate	Maintain Rate > Benchmark Establish practices to increase retention rate	Continuous	All: Leadership, Deans, PD, Faculty, Staff	Annually
Graduation Rate	Maintain Rate > Benchmark Establish practices to increase	Continuous	All: Leadership, Deans, PD, Faculty, Staff	Annually
Employment Rate	Maintain Rate > Benchmark Establish practices to increase	Continuous	All: Leadership, Deans, PD, Faculty, Staff	Annually

Board Pass Rate	Maintain Rate > Benchmark	Most boards are 1-2X per year. Continuous improvement.	All: Leadership,	Annually and as needed post board exam.
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Goal: Program Growth

- ✓ **Objective 1.** Launch of new degree and certificate programs
- ✓ **Objective 2.** Increased enrollment within new programs
- ✓ **Objective 3.** Increased resources to support new programs

Objective	Action Item	Timeline	Responsible	Evaluation
Launch of new degree / certificate programs	Work with PD to construct new program curricula based on industry needs. Streamline new program review and implementation.	Strategically planned to launch in a regimented timeline.	President, Leadership, Deans, PD	Annually
Increased enrollment within new programs	Support marketing and admissions efforts.	Continuous. Focus on controlled growth.	President, Leadership, Deans, PD	Annually
Increased resources to support the new programs	Identify strong faculty to support current and new programs.	Continous. With each program launch, ensure faculty count is sufficient to support programs.	Recruiter, PD	Annually
Specific: ASRTe	1.Expand into 5 major cities in 3 years 2. Establish urgent care model	Continuous	Program Leaders	Annually
Specific: AS Sono	1.Get ACCSC approval 2024 2. Leverage existing MOUs	Continuous	Program Leaders	Annually
Specific: AS RT	1.Get ACCSC approval by EOY 2024	Continuous	Program Leaders	Annually

	2. Leverage Existing MOU			
Specific: BSMI	1.Promote to JPU grads 2. Leverage Existing MOU	Continuous	Program Leaders	Annually
Specific: MedDos	1.Re-ignite existing clinical site 2.Add more clinical sites	Continuous	Program Leaders	Annually
Specific: MSMP	1.Promote program	Continuous	Program Leaders	Annually
Specific: BSRT	1.Promote program 2.Expand Sites	Continuous	Program Leaders	Annually
Specific: IFM-Cannabinoid	1.Establish 60 MOUs	Continuous	Program Leaders	Annually
Specific: IMF-Memory Care	1.Establish 60 MOUs	Continuous	Program Leaders	Annually
Specific: IFM-General	1.Secure seats on major professional organizations in IFM	Continuous	Program Leaders	Annually

Goal: Community Recognition

- ✓ **Objective 1.** JPU become engaged in the respective discipline professional organizations as either a member, sponsor, or in a leadership role.
- ✓ **Objective 2.** JPU become integrated into several hospital systems developing relationships with institutions whom wish to support their staff.
- ✓ **Objective 3.** JPU become engaged in expanding the opportunities of higher education to international students.

Objective	Action Item	Timeline	Responsible	Evaluation
Professional Organizations	Continue existing program engagement. New programs: work closely with each respective organization.	Continuous for existing programs. New programs: 6-24 months to establish programs.	President, Deans, PD	Annually
Hospital Systems	Continue working with hospitals and hospital systems on clinical site arrangements.	Continuous	President, Deans, PD	Annually
International	Maintain open communication with	Complex. Continuous.	President, Deans, PD	Annually

	international colleges, universities, vendors, and interested students.			
Specific: Inventory	Maintain accurate inventory of clinical partners (AA)	Continuous	Program Leaders	Annually
Specific: MOU	Maintain accurate inventory of clinical partners (MOU)	Continuous	Program Leaders	Annually

Goal: Vendor Relations

- ✓ **Objective 1.** JPU expand the use of modern day equipment and software for each respective program.
- ✓ **Objective 2.** JPU establish strong relationship with each discipline's respective vendors whom support that discipline.

Objective	Action Item	Timeline	Responsible	Evaluation
Vendor Software	Integrate industry software to best prepare our students.	Continuous evaluation.	President, PD	Annually
Vendor Working Relationships	Program Directors and respective faculty leverage vendor relationships for opportunities for our students / vendors.	Continuous promotion and outreach.	President, PD	Annually

Goal: Establishment of navigating credentialling and industry pathway success.

- ✓ **Objective 1.** Establish credentialling pathway navigation.
- ✓ **Objective 2.** Establish industry pathways for current and new programs.

Objective	Action Item	Timeline	Responsible	Evaluation
Establish credentialling pathway navigation.	Establish clear pathway for respective credentialling: certification or registration or licensure.	May 2021	PD and Director of Admin Ops	Annually
Establish industry pathways for current and new programs.	Identify all pathways to profession for JPU respective degrees.	May 2021	PD and Director of Admin Ops	Annually

Specific: Admissions Training	Develop training/education for admission team to include assistants	EOY 2024 Continuous	Program Leaders	Annually
Specific: Student Education	Educate students on different pathways	Advising Sessions, Bootcamp	Program Leaders	Annually

Evaluation

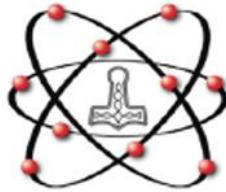
The progress and performance of the Strategic Plan will be evaluated annually, at a minimum. Many of the metrics used to evaluate the university as reported to the Indiana Board for Proprietary Education (BPE), Accrediting Commission for Career Schools and Colleges (ACCSC), and the US Department of Education (ED), and internal leadership committees address the areas in this plan. This report can be used as an evolving scorecard.

Due to the dynamic market in the medical market and the changes in the academic environment, JPU is prepared to modify its strategic plan as necessary to ensure sustainability to best serve its students. JPU does not view this plan as a static document. JPU recognizes the importance to adjust as necessary based on what is best for the industry, students, and graduates.

Closing

The strategic plan needs to stay dynamic, monitored, and evaluated. It should maintain focus on JPU's mission and vision. In doing so, JPU will stay engaged with the following which are used in the development of the plan:

- Best Practices
- Peer and Industry Practices
- Stakeholder Input



Addendum to Strategic Plan 2023-2026

New Program: BS in Radiologic Technology

New Program: MS in Radiological Sciences

November 2025

Consistent with JPU's 2023-2026 Strategic Plan, JPU identifies that the plan is a dynamic moving plan and not static. JPU shareholders (leadership, faculty, preceptors, graduates, and students) recognize the importance of creation of new programs to meet the needs of the industry. Although not specifically identified in the 2023-2026 plan, JPU will be adding 2 new programs that are in demand for the respective industry. For both programs, the greatest factor driving the need is the huge staffing shortage in the industry, both on the technical side and on the management side.

Program: BS in Radiologic Technology

The demand for radiologic technologists (x-ray techs) is estimated to be 50,000 in the United States. JPU currently offers an AS degree program that has been a proven model since 2021. JPU's student profile in this program shows that over half of the students already have an AS degree, BS degree or MS degree. Similar to other healthcare professions, the respective societies are pushing to elevate the academic standards in these programs. Additionally, most students don't want to stack an equivalent degree if they already have an AS. The field is rapidly changing and with the new technologies, the opportunity to create a unique curriculum with analytics, metrics, and built-in AI provides a differentiator between JPU AS and BS degrees. Objectives for the program are consistent with the existing strategic plan. These are reviewed at minimum annually with the respective shareholders.

Program: MS in Radiological Sciences

The majority of practicing managers and directors in the following disciplines followed the pathway of being a technologist first.

- Radiology: General
- Radiology: Special Procedures
- Radiology: CT, MRI, Sonography
- Radiology: Nuclear Medicine
- Oncology: Radiation Therapy
- Oncology: Cancer Centers

The huge shortage of technologists has not only affected its own discipline but the pipeline of industry expertise in the management sector. This has lead to unqualified managers being positioned in critical health care roles of imaging and oncology.

JPU's MS program in the Radiological Sciences provides the licensed healthcare professional with the needed background in management, leadership, finance, regulatory, and operations in the above listed disciplines. JPU's flexible online program with seasoned industry professional faculty, many still in practice, provides a perfect opportunity for those technologists that want to enter the management field.

Objectives for the program are consistent with the existing strategic plan. These are reviewed at minimum annually with the respective shareholders.

JPU anticipates a May 2026 start for both above programs.