



Strategic Plan 2020-2025

Executive Summary- Updated January 2022

Child Family Health International (CFHI), a United Nations-recognized non-profit organization based in the San Francisco Bay Area, California, is a distinguished leader in Global Health experiential learning for undergraduate, graduate and post-graduate trainees through both faculty-led and non-faculty-led program structures. CFHI has been providing standard-setting community-based study abroad programs for nearly 30 years. The organization has received Diversity Abroad's Award of Excellence in Diversity and Inclusion, the National Society for Experiential Education (NSEE)'s Award of Excellence for Outstanding Leader in Experiential Education: Community-Based Organization, and Greatnonprofits Top Rated Award. CFHI contributes to and engages with industry and professional organizations including the Forum on Education Abroad, NAFSA, the Consortium of Universities for Global Health, Global Health Council, Health Information for All (HIFA) and many more. CFHI partners and collaborates with over 100 universities to provide learning opportunities for pre-health, health professions, social science, and inter-disciplinary learners. CFHI has a three-pronged mission that includes Global Health education programs, research, and thought leadership.

The intent of this strategic plan is to capture CFHI's current positionality, strengths, as well as areas of opportunity. Our goal is to pave a path forward that is intentional while enabling creativity, flexibility, inclusion, and responsiveness to shifting trends, realities, and opportunities. Thus, our goal is to optimize CFHI's impacts and influence.

CFHI Mission Statement (Revised 2020)

Child Family Health International is dedicated to transformative Global Health Education programs, research, and thought leadership emphasizing community leadership, global citizenship, and ethical engagement.

Vision Statement

We exist because Global and Planetary Health are foundational and essential pursuits. To achieve our ideals, we must seek understanding while embracing humility, diversity, the primacy of local communities and sustainable approaches utilizing reflective practices that challenge neocolonial assumptions.

Organizational Values

CFHI strives to be the leader in virtual and place-based Global, Local, and Planetary Health Education Programs and Field Experiences- setting quality, ethical, and safety standards and promoting sustainable, locally-led, systems-based Local/Global Health interventions aimed at improving health and wellness worldwide.

CFHI endeavors to lead in areas of Global Health Education programs, research, and thought leadership in deep collaboration with our global team.

Value 1 - Global Health is a foundational, interdisciplinary pursuit.

- CFHI provides standard-setting virtual and place-based Global and Local Health Education Programs and Field Experiences in 11+ countries for graduate and undergraduate students and post-graduate trainees.
- CFHI portrays the scope of Global Health and Local/Global Health challenges, interventions, and stakeholders to provide a comprehensive understanding of Global Health including the complexities of determinants of health and inter-disciplinary collaboration necessary to address health disparities.
- CFHI's Global Health Education Programs highlight and are in alignment with the UN Sustainable Development Goals.
- CFHI Global Health Education Programs and Field Experiences aim to demonstrate how all disciplines come to bear on Global Health (from business majors who will be future CEOs to pre-medical students who will be future doctors) and provide programming that nurtures an understanding of Global Health for students and trainees from diverse disciplines and backgrounds.

Value 2 - Humility is required to achieve Global Health.

- CFHI builds humility into our program components on all levels, including theoretical frameworks, outreach/marketing, program focus/themes, curricular content, operational structures, and leadership.
- CFHI utilizes an Asset-Based Community Development (ABCD) and Engagement approach to inform how we frame, discuss, and structure our activities. Rather than

focusing on deficits and areas of lack, we focus on the strengths, assets and richness found in resource-poor or marginalized settings.

- CFHI emphasizes humility as an essential value and mindset of our scholars, staff, collaborators, and stakeholders who are often coming from a high income/HIC frame of reference or from one that is different than the communities where our programs take place. Thus, CFHI encourages the directive of our tagline: “Let the World Change You.”

Value 3- We are connected in our humanity and share one planet

- Our best world is one that embraces diversity and inclusiveness, recognizes and seeks to dismantle structural and other inequality, emphasizes the connectedness of humanity, seeks peaceful resolution to conflict, embraces human rights, works toward a sustainable environmental footprint, and safeguards a basic standard of living and health for the entire planet.
- CFHI offers a portfolio of virtual/online programs to increase access to these educational opportunities for more participants, and simultaneously to reduce our organizational carbon footprint. CFHI is exploring carbon offsets, climate pledges for participants, and other options to build in greater consciousness of our programs’ environmental impacts.
- CFHI builds human connections, nurtures diversity and inclusion, showcases human rights, and advocates for health of the entire planet.
- CFHI offers programs whose primary curricular focus is Planetary Health, highlighting and in alignment with UN Sustainable Development Goals 2, 6, 7, 10, 11, 12, 13, 14, & 15.

Value 4 - Health is a human right

- CFHI ascribes to the value that health is a Human Right. We teach this concept in our programming and curriculum.
- CFHI features health systems efforts to address health disparities. We highlight health systems/countries/local innovations to achieve Health for All.
- CFHI partners with a variety of local leaders including vulnerable and marginalized populations, highlighting local initiatives to address health for the most vulnerable, even when there is ongoing oppression and suboptimal human rights.
- CFHI approaches program development and operations thoughtfully, honoring our entire CFHI team and taking care to build systems, operations and approaches that honor our lives within and outside of work. Health is a human right for all, including mental, emotional, and physical health for our team.

Value 5 - Poorly designed voluntourism and programs based on neocolonial assumptions are dangerous, regressive, and antithetical to the field of Global Health

- CFHI provides programs and Field Experiences for students and universities (Academic Partners) that de-emphasize the agency of outside volunteers and emphasize the agency of local health systems and sustainable longitudinal approaches.
- CFHI enables students, trainees, and faculty to contribute to strengthening local health and social service systems through appropriately scoped supportive projects and activities including contributing to Continuous Quality Improvement (CQI), co-education initiatives, program evaluations, technical and non-technical activities aligned with skills sets of visitors, and reinforcement of local expertise/realization of global citizenship for local leaders/community members.

- CFHI challenges neocolonial assumptions and behavior from theoretical to practical aspects of programming and by nurturing value-aligned partnerships with academic institutions.
- CFHI provides universities with alternatives to poorly designed voluntourism opportunities, which endanger participants and host communities.
- CFHI researches and advocates for reforms throughout the Short-Term Experiences in Global Health (STEGH) sector.
- We maintain a humble approach to our work and recognize that we all have internalized forms of colonialism and bias. We seek to actively unlearn these beliefs through training, dedicated focus, and specific goals as a global team.
- CFHI draws from the expertise of global partners and bidirectionally flows information back to local partners and teams to ensure these organizational values are upheld at all levels.
- CFHI provides training to faculty, administrators, staff and program providers to encourage ethical, safe, rigorous experiential learning and other programming by the entire Global Health Education sector.

Value 6- We believe in high impact programs

- We measure the impacts of our programs on participants, host communities, and the Global Health education sector through collaborative research, surveys of global partners and students, and during site visits.
- We use multiple tools to measure the impacts of our programs including the Global Engagement Survey (GES), Intercultural Effectiveness Scale (IES), GlobeSmart by Aperian Global, and various university research collaborations.
- We set out competency-based impact goals for participants and scholars.

Value 7- We strive for Fair-Trade Learning ideals

- CFHI highlights the primacy of local community members as leaders, change agents, and sustainable solutions.
- We build programs on strong partnership foundations, aligning with partners on all levels of programming and seeking to meet FTL rubric ideals (https://drive.google.com/file/d/0B_U5itE6ZvKSYVZtMm1yTUpPVHM/view).
- We utilize an asset-based narrative, development and engagement approach, to showcase strengths within resource-limited settings, where others see poverty and lacking, we focus on the abundance of passion, resourcefulness, ingenuity, and perseverance.
- We meet regularly as a full Global Team and within smaller working groups to assess CFHI's Fair-Trade approach and make changes as needed to ensure a more equitable approach to our work.

CFHI Activities

1- Partner/Community Reciprocity and Engagement

CFHI is only as strong as our partnerships, community-based organizational structure, programmatics and related reciprocity. As we are showcasing local/national/regional health and

social service systems in a way that is asset-based and challenging neocolonial assumptions, it is critical to achieve our partner-centric activities and goals.

2- Enrollment in Global Health Education Programs for Students, Institutions, Professionals

CFHI generates revenue through virtual and place-based program enrollment to support most fixed and variable expenses. In order to achieve our mission and vision while adhering to our values, we strive to sustainably grow program enrollment annually with a healthy mix between individual participants and enrollment through academic partnerships, each of which offer different strengths in terms of staff engagement and sustainability. We set program fees based on what the market will sustain while balancing the need for sustainable work/life balance for our entire global team and robust support for all aspects of programming including applicant screening, preparation and orientation; program and curriculum quality including evaluation and team learning; risk management and incident response, partnership support, and more. We benefit from Forum on Education Abroad Standards-Certified leadership on our team and look to the Forum Standards as a basis to help us achieve program quality on all levels along with enrollment growth.

3- Global Health Education Programs for Faculty Development

To achieve CFHI's mission and vision to promote health equity worldwide through ethical programs, research, and thought leadership, we must educate faculty and administrators about best practices and standards for health education programs. We are obliged to reach well beyond CFHI's program participants with these important messages, so as to help faculty and administrators become change agents and develop their own programs rooted in Fair Trade principles and ethically grounded best practices.

4- New Products and Services

As part of CFHI's commitment to stewarding ethical local/global health engagement through CFHI programs as well as programs offered by other institutions, we are compelled to explore new products and services that help to disseminate critically important resources and thought leadership. In addition, we must seek methods to diversify revenue streams for purposes of financial sustainability while remaining true to our mission, vision and values. These include synchronous and asynchronous virtual/online global health programs including electives, internships, practicums, courses, roundtables, and more.

5- Global Health Education Programs & Site Growth

In order to meet demand for programs, CFHI offers a diversity of global health programs and program sites that speak to interdisciplinary competencies within and beyond the health sciences, and highlight innovative local/global and planetary health initiatives, CFHI must strategically pilot and launch new programs and program sites. In the context of offering programs during the pandemic and eventual endemic phases of COVID-19, CFHI's focus for years 1-3 (2020 - 2023) of this strategic plan will be primarily on safely and successfully

reopening existing CFHI program sites. Consideration for new place-based sites will be as-needed on an ongoing basis, though primarily beginning in 2024 and beyond.

6- Thought Leadership

Thought leadership is a key tenant of CFHI's vision, and helps to ensure that CFHI's values are increasingly recognized as foundational and essential for everyone engaged in local/global health programs with students and faculty. Additionally, thought leadership activities contribute to CFHI's reputation as a "gold-standard" organization for experiential global health education and & planetary health education programs.

7- Fundraising

Fundraised revenue allows CFHI to ensure well-funded scholarships for diverse and traditionally underrepresented students in both the High Income and Low and Middle Income Countries, and offer increased support for partner Community Health Projects and Professional Development opportunities, as well as Solidarity Stipends for global team members during months when programs are undergoing quality improvement processes. Unrestricted donations provide key support to CFHI's fixed operational expenses as well as research, thought-leadership activities, and program quality initiatives.

8- Research

Though there is growing recognition of the need for standards and research in local/global health programming as well as measurement of impacts and outcomes for students and host communities, the literature remains insufficient and many gaps exist. CFHI has a key role to play in addressing these gaps and demonstrating through evidence the many harmful and successful engagement methods in local/global health programs.

9- Outreach/Marketing

A strong outreach/marketing strategy is key to CFHI's brand, virtual and place-based program enrollment growth, ongoing support and recognition of CFHI's thought leadership, and opportunities to contribute to research.

10- Operations

As a growing organization sending hundreds of students on virtual and place-based programs each year, CFHI relies on strong and regularly reviewed operational systems and practices to ensure optimal financial and bookkeeping practices, minimal exposure to risk, excellent human resource practices and talent management, strong systems, and optimal use of data to inform decision-making.

11- Alumni Support & Engagement

With well over 12,000 CFHI alumni located throughout the US and around the world, former program participants are one of CFHI's richest resources. As ambassadors for CFHI's programs and peers/mentors to potential students, they are uniquely and strategically positioned to contribute meaningfully to the achievement of CFHI's mission and vision through activities such as review of scholarship candidates, outreach to interested students, engagement with other CFHI alumni, support with program quality improvement initiatives, and contributions to outreach, research, and thought leadership.