

UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES

STRATEGIC FRAMEWORK



2017-2021

April 2017

This is a living document which undergoes timely and periodic review and revision

Overview

This Strategic Framework is a roadmap guiding all Uniformed Services University of the Health Sciences elements – Schools, Centers, Institutes, and Administrative Functions – to jointly accomplish the University’s mission and achieve the USU President’s vision. The USU SF is graphically summarized in the Strategy Map at Annex A.

The University’s Mission

The mission of the Uniformed Services University of Health Sciences is to educate, train, and comprehensively prepare uniformed services health professionals, scientists, and leaders to support the Military and Public Health Systems, the National Security and National Defense Strategies of the United States, and the readiness of our Uniformed Services.

USU President’s Vision Statement

By the end of CY 2021, the Uniformed Services University of the Health Sciences will be widely recognized as the pre-eminent national educational institution for the creation of career uniformed services leaders in the health sciences who are prepared to serve the nation. USU will be a central focal point for the Uniformed Services in health-related education and training, research and scholarship, leadership development, and support to operational military units around the world. Each USU graduate will be a health professional and leader prepared with an outstanding health education, inter-professional health training, leadership training, and a deep and abiding commitment to selfless service, the uniformed services ethos, and the security of the United States.

Values

Selfless Service. We are committed to serve those who defend the nation and all Americans in uniform at home and abroad. We are sensitive to the unique role that our Soldiers, Sailors, Airmen, Marines, Coastguardsmen and Public Health Service professionals play in our national security. USU faculty, staff, and students provide selfless service to the global community in support of the health of uniformed service members, veterans, and families, and U.S. interests worldwide.

Integrity. We foster a culture of academic, physical, and moral integrity in our students, faculty and staff, and we are uncompromising in our adherence to the highest standards of intellectual and personal integrity.

Innovation. Our faculty, students, and staff contribute to, and creatively employ, knowledge in areas crucial to the health of the uniformed services and to national security.

Compassion and Caring. We foster an atmosphere of compassion, caring, mutual respect, courtesy, pride in work, and combined uniformed services and academic professional development.

Communication. We interact and share information in a timely manner with openness, candor, and sensitivity.

Excellence in Scholarship. We are committed to rigorous standards of scholarship, including teaching, research, integration, and application, and to academic freedom as fundamental to the advancement of knowledge and a lifetime of learning.

Collaboration and Teamwork. We value the contributions of each member of our community and work to achieve an environment characterized by cooperation, collegiality, tolerance, mutual respect, and an appreciation of diversity, as well as facilitate cooperation and collaboration in our science, educational methodologies, research, and leadership.

Leadership. We focus on developing and sustaining leadership throughout the USU community, including within our faculty, our staff, our researchers and our support personnel.

The Three Mission Domains – Our Strategic Themes

1. Education and Training. USU educates and trains outstanding physicians, advanced practice nurses, dentists, allied health professionals, scientists, administrators and military leaders who are dedicated to career service and leadership in the Department of Defense, United States Public Health Service, and across the U.S. Government. We build, sustain, and modify curricula that are:
 - a. Integrated, enhancing course work that facilitates a rigorous exchange in and among the four primary academic schools: the School of Medicine, the Graduate School of Nursing, the Postgraduate Dental College, and College of Allied Health Sciences.
 - b. State-of-the-art, leveraging and developing advanced educational methodologies – including distance-learning, integrated teaching, simulations and simulators – blended with proven medical education systems;
 - c. Competitive and stimulating, drawing the best and brightest to USU to prepare for a uniformed services health career;
 - d. Uniformed service-focused, graduating outstanding leaders who are superb health professionals in the uniformed services.

2. Research and Scholarship. USU research and scholarship are innovative and relevant to DoD and central to the other mission domains. USU research focuses on:
 - a. Basic Research, developing new knowledge;
 - b. Translational/Applied Research, applying basic sciences to practical applications of interest to the DoD and PHS;
 - c. Clinical Research, generating and applying new knowledge to populations and individuals;
 - d. Systems and Operations Research, generating and applying new knowledge to health systems worldwide;
 - e. Population Health Research, focusing on improving the overall health and health outcomes of service members, their families and other priority populations.
 - f. Health Policy Research, developing, application and evaluation of knowledge around which effective policy can be based.

3. Leadership and Service. USU faculty, staff, and students are health professionals, providing sought-after leadership and service throughout the uniformed services, and across the U.S. Government in support of National Security.
 - a. Leadership Development. USU graduates are tomorrow’s military health and Public Health Service leaders. USU is unique among health sciences educational institutions by integrating leadership responsibilities that empower students to develop necessary skills and abilities to become outstanding leaders at all levels of our nation’s uniformed health services.
 - b. Operational Support. USU provides health-related education, training, and research in direct support of DoD and national strategies to protect the homeland and maintain our national interests abroad.

Across our three mission domains, USU provides rigorous, standards-based, outcomes-oriented performance assessments. These assessments provide measures by which USU continuously evaluates its programs and, in turn, will be the basis upon which we will improve, sustain, and adapt our programs in the future.

Domain Critical Tasks: Our Objectives

To realize our vision and accomplish our mission, USU needs to meet a number of crucial objectives in each of our mission domains/themes:

1. Education and Training

- a. Graduate outstanding physicians, nurses, psychologists, dentists, scientists, health professionals and administrators at multiple educational levels who are, at the same time, uniformed services leaders. (ENDS objective 1, E1 on USUHS Strategy Map, page 8)
- b. Become the focal point for military health education throughout the uniformed services. (WAYS objective 1, W1)
 - i. Incorporate a broader range of uniformed services health professionals into our overall education and training system.
 - ii. Deliver lifelong and full lifecycle learning in health-related education and training, research and scholarship, leadership development, and service in support of DoD and national security.
- c. Align our curricula and academic support services to attain, sustain or exceed applicable national accreditation standards at the University, schools and program levels. (W2)
 - i. Develop systems that augment efforts in achieving successful accreditations at the University, schools and program levels.
- d. Expand the use of cutting-edge educational methodology and teaching technology to ensure integration of educational and training programs across the MHS and DoD, and throughout the learning lifecycle. (W3)

2. Research and Scholarship

- a. Conduct innovative research and scholarship in basic, translational, clinical, systems and operations, population health, and health policy relevant to the MHS, DoD and the uniformed services. (E2)
- b. Align USU research and scholarship portfolio with DoD requirements and priorities. (W4)
 - i. Create feedback loops with DoD to ensure research and scholarship alignment and collaboration;
 - ii. Align resourcing of research and scholarship initiatives with DoD and USU strategic priorities.
- c. Advance research and scholarship in collaboration with MTFs, DoD and other federal activities. (W5)
 - i. Improve mechanisms for research and scholarship collaboration, especially with MTFs, enhanced Multi-Service Markets (eMSMs) and the NCR Academic Health System.
 - ii. Become widely accepted as a resource for critical information, thoughtful analysis, and valuable insight for current and future military and public health leaders and practitioners in all health fields.

3. Leadership and Service

- a. Provide sought-after leadership and service throughout the uniformed services, and across U.S. Government in support of national security. (E3)
- b. Become the central node within DoD and the MHS for leadership development for military health professionals. (W6)
- c. Expand USU's support to the uniformed services and operational forces around the world, including USU's relevance to the Joint Staff, COCOMs, component commands and other elements of the uniformed services by providing medical and scientific advice, products and SMEs to units in the field: (W7)
 - i. Lead, integrate and synchronize USU's global health engagement contributions

- ii. Enhance warfighter readiness by supporting Human Performance Optimization and Total Force Fitness
- iii. Improve medical responses to radiological and nuclear events.

Key Enabling Tasks: Cross-Cutting Objectives

In order to achieve our mission, realize our vision and accomplish our objectives in each of our three strategic themes, USU must accomplish a set of key enabling tasks/objectives that span across USU.

1. Develop and Expand Strategic Partnerships and Collaboration. (W8)
USU faculty, staff, and students form collaborative partnerships to support USU strategic priorities and to enhance health-related services within the USU family, within the NCA, within the MHS, across the uniformed services and throughout the national and global health communities.
 - a. Expand USU's collaborative relationships throughout the MHS and DoD.
 - b. Continue and expand collaboration with the Walter Reed National Military Medical Center and the National Capital Region (NCR), the MHS' network of clinics and hospitals worldwide, and above all the individuals, units and leaders that comprise our uniformed services.
 - c. Expand collaboration and partnerships with non-DoD health organizations and agencies.
2. Improve Strategic Communications. (W9)
The University must formalize and expand our ability to communicate our role in national security in order to garner widespread understanding and support from both internal and external audiences, and strengthen our brand.
 - a. Refresh, publish and implement a formal strategic communications plan that includes social media and is tailored for internal and external stakeholders.
 - b. Integrate existing and projected strategic communications programs that reside within the University's various Responsibility Centers.
3. Improve the Effectiveness of Internal Processes. (W10)
USU must continuously design, refine and implement disciplined and regular staff procedures to ensure that organizational objectives are achieved, information is shared and strategy-based decision-making is supported at every level.
4. Recruit, Retain and Create Effective Educators, Scientists, Role Models and Leaders. (MEANS objective 1, M1)
USU must continue to make learning, employment, and collaboration at USU attractive and rewarding for outstanding and diverse students, faculty, and staff.
 - a. Strengthen recruitment
 - b. Continuously educate and train staff and faculty
5. Strategically Grow and Allocate Physical and IT Infrastructure. (M2)
As we grow and expand the contributions that USU makes to the uniformed services and to the nation, we must ensure that our internal infrastructure meets both current and future requirements.
6. Strategically Grow and Allocate Financial Resources. (M3)
USU must continue to generate funding through multiple sources that support USU's mission, vision and objectives, and ensure that we align our funding requirements with strategic priorities.

Strategic Alignment within USUHS

Each school, center, and institute within USU will have a strategic plan that is consistent with the USU Strategic Framework. Each organization's strategic plan should indicate how it contributes to the USU Strategic Framework. Each plan need not address all of the USU mission domains and objectives; some are not appropriate for certain constituent organizations.

While each plan will be different, all organizations should develop:

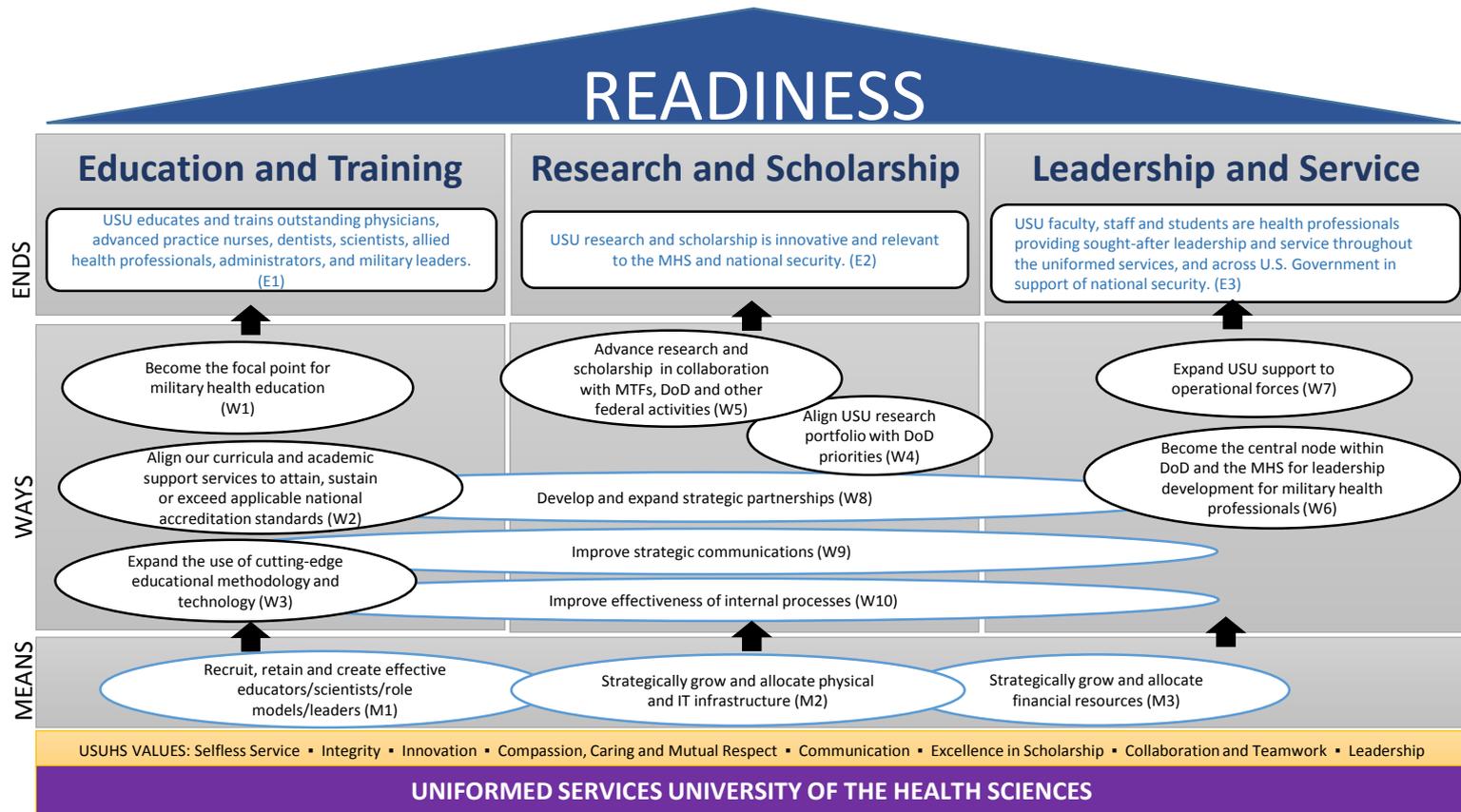
- Mission
- Vision
- Mission Domains/Strategic Themes
- Domain Critical Tasks/Objectives
- Measures of Performance



UNIFORMED SERVICES UNIVERSITY STRATEGY MAP

The **mission** of the Uniformed Services University of Health Sciences is to educate, train, and comprehensively prepare uniformed services health professionals, officers, scientists, and leaders to support the Military and Public Health Systems, the National Security and National Defense Strategies of the United States, and the readiness of our Uniformed Services.

Vision: By the end of CY 2021, USU will be widely recognized as the pre-eminent national educational institution for the creation of career uniformed services leaders in the health sciences who are prepared to serve the nation and support our Warfighters. USU will be a central focal point for the Uniformed Services in health-related education and training, research and scholarship, leadership development, and support to national security, readiness and global health engagement. Each USU graduate will be a health professional and leader prepared with an outstanding health education, inter-professional health training, leadership training, and a deep and abiding commitment to selfless service, the uniformed services ethos, and the security of the United States.



USUHS Strategy Map

The USUHS Strategic Framework (SF) is a roadmap guiding all Uniformed Services University of the Health Sciences elements to jointly accomplish the University's mission and achieve the USU President's vision. The USU SF is graphically summarized in the Strategy Map.

Strategy Map tells the cause-and-effect story of how an organization creates value. The Strategy Map is one of the tools of communicating strategy developed as a part of the Balanced Scorecard methodology, developed by Robert S. Kaplan and David Norton at Harvard Business School. Thousands of private and public organizations, including Military Health System and Defense Health Agency, have implemented this methodology as a management tool for describing, communicating, and implementing strategy. This approach focuses on formulating organizational strategy so that it is easily understood, communicated throughout the organization, and acted upon.

The April 2017 USUHS Strategy Map describes the USUHS Strategy as focused on Readiness* and breaks down that strategy into strategic objectives grouped in three **Strategic Themes**: Education and Training, Research and Scholarship, and Leadership and Service.

The **Strategic Objectives** (bubbles on the Strategy Map) are organized in three perspectives: ENDS or Key Stakeholder Perspective (How we create value for our stakeholders), WAYS or Internal Process Perspective (How we improve internal processes to deliver more value) and MEANS or Learning and Growth and Resources Perspectives (How we support our internal processes through improved knowledge, skills, technology, and other organizational capacity; how we maximize our resources to achieve our strategic priorities; how we ensure fiscal accountability.)

Behind each strategic objective is a detailed objective statement that clearly defines the meaning of the strategic objective and the associated measures. Each measure will have a target and a supporting initiatives that will drive the organization toward its intended outcomes.

To ensure **organizational alignment**, each of the USUHS schools, centers, institutes, and administrative functions will have a strategic plan that is consistent with the USU Strategic Framework.

The Strategic Framework and Strategy Map are a part of the USUHS Strategic Performance Management System, and are living documents which are regularly used, reviewed and changed as needed.

*Readiness is defined in accordance with JCS Publication 1: The ability of military forces to fight and meet the demands of assigned missions.