

UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES

STRATEGIC FRAMEWORK



2014 – 2018

October 2014

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 University’s Mission

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.

USU President’s Vision Statement

By the end of CY 2018, 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 and support the readiness of the uniformed services. USU will be a central hub for uniformed services-related health education and training, research and scholarship, leadership education and training, and national security as it relates to global health. Each USU graduate will be a health & healthcare 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

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 health and national security.

Caring. We foster an atmosphere of 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 academic freedom as fundamental to the advancement of knowledge and a lifetime of learning.

Selfless Service. We are committed to serve those who defend the nation and all Americans 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.

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.

The Five Mission Domains

1. Education and Training. USU educates and trains health professionals and scientists dedicated to career service and leadership in the Department of Defense and United States Public Health Service. We build, sustain, and modify a curriculum that is:
 - a. Integrated, enhancing course work that facilitates a rigorous exchange in and among the three primary academic schools: the School of Medicine, the Graduate School of Nursing, and the Postgraduate Dental College;
 - 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 officers who are excellent leaders and superb physicians, nurses, psychologists, dentists, scientists, administrators, and other health professionals.

2. Research and Scholarship: USU research and scholarship are central to the other four mission domains. USU research focuses on:
 - a. Basic research, developing new knowledge;
 - b. Translational 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. System and operations research, generating and applying new knowledge to health systems worldwide;
 - e. Population health research, focusing on health outcomes across various populations;
 - f. Policy research, the development, application and evaluation of knowledge around which effective policy can be based.

3. Leadership. Today's USU graduates are tomorrow's national uniformed medical, nursing, dental, health administration, and Public Health Service leadership. USU concentrates on leadership development and thought leadership:
 - 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 empowering students to develop necessary skills and abilities to become outstanding leaders at all levels of our nation's uniformed health services;
 - b. Thought Leadership. USU is 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.
4. National Security and Global Health Engagement. The Military Health System and Public Health Service exist to ensure America's security:
 - a. USU provides education, training, and research in direct support of national strategies to protect the homeland and maintain our national interests abroad;
 - b. USU is the hub of knowledge for military global health engagement activities around the world.
5. Service. USU faculty, staff, and students provide service to:
 - a. The global community in support of the health of uniformed service members and U.S. interests;
 - b. The American people;
 - c. DoD and other federal agencies;
 - d. The National Capital Area (NCA) community.

Across all five 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

To realize the vision and accomplish the mission, USU needs to continue to fulfill essential tasks within each mission domain with empirically-based measures of performance. If these critical enabling tasks are achieved, then our strategic goals will be advanced and accomplished. These tasks include:

1. Education and Training
 - a. Strengthen recruitment, development, and retention programs that make learning, employment, and collaboration at USU attractive and rewarding for outstanding and diverse students, faculty, and staff.

- b. Graduate outstanding physicians, nurses, psychologists, dentists, scientists, and administrators and professional uniformed services officers.
 - c. Maintain accreditations at the University level and coordinate and support accreditations of constituent schools and programs.
 - d. Expand the use of cutting edge educational methodologies and teaching technologies.
 - e. Generate resources (funding, physical plant, and personnel), strategically allocate these resources, and promote optimal efficiency in their use to enhance Education and Training.
2. Research and Scholarship
- a. Conduct innovative scholarship in basic, translational, clinical, systems and operations, population health, and policy research relevant to the MHS, the health of the nation, and national security. Our research and scholarship are conducted at USU and within the DoD academic health programs at the Walter Reed National Military Medical Center (WRNMMC), Fort Belvoir Community Hospital (FBCH), and other military health teaching sites in the National Capital Area (NCA) and research sites globally. Moreover, we collaborate with other appropriate national and international research organizations where such collaborations will enhance global health and/or national security.
 - b. Generate resources (funding, physical plant, and personnel) and promote optimal efficiency in their use to enhance quality of faculty and student scholarship.
 - c. Encourage and support participation of USU faculty, students, and staff in DoD, Uniformed Service-specific, international and national health-related meetings.
3. Leadership
- a. Maintain and expand leadership development education and training relevant to the MHS, PHS, national health and security.
 - b. Maintain and expand USU's role in thought leadership for the MHS, PHS, and health of the nation.
4. National Security and Global Health
- a. Expand USU's role supporting national security.
 - b. Develop USU's capacity to support U.S. global health programs
5. Service
- a. Prepare and deploy health services engagement teams when requested by DoD and other U.S. agencies and organizations.
 - b. Continue and expand service to the MHS, the Walter Reed National Military Medical Center and the NCA, the MHS' network of clinics and hospitals worldwide, and above all to the individuals, units and leaders that comprise our uniformed services.
 - c. Through our people and products, support the global readiness of the uniformed services.

Strategic Plans within USU

Each school, center, and institute within USU will have an organizational strategy document that is consistent with the USU Strategic Framework. Each organization's strategic plan should indicate how it contributes to the USU Strategic Framework; its roles and responsibilities; and how performance is monitored and outcomes improved. Each plan need not address all of the USU mission domains; some are not appropriate for certain constituent organizations. While each plan will be different, all plans should contain, *inter alia*:

- Mission
- Vision
- Mission Domains
- Domain Critical Tasks.