



UNIFORMED SERVICES UNIVERSITY
of the HEALTH SCIENCES

STRATEGIC PLAN 2021–2025

OCTOBER 2021



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

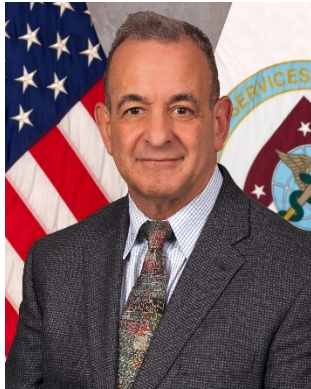


UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES

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29 October 2021



The Uniformed Services University is a unique and invaluable institution, providing dedicated and committed health professionals to the Uniformed Services, to DoD's beneficiaries and to the American Warfighter. For nearly half a century, USU has been at the forefront of education, research and leadership across the Military Health System, and the entire USU family should take enormous pride in our contributions to the security of the nation.

Over the course of the past decade, our strategic planning system has matured into an inclusive, visionary and imaginative process that begins with a rigorous examination of our strengths and weaknesses and an exhaustive inventory of our environment – both internal to the University and external throughout the national security community. We then capture the challenges and opportunities that our capabilities and our environment present, and articulate strategic goals and objectives over the five-year planning period.

The result of the most recent iteration of that process – begun last December – is the USU Strategic Plan 2021-2025. To further operationalize this plan, we have also developed a list of specific near-term initiatives that we need to undertake in order to accomplish our mission and realize our vision, including those initiatives that focus us inward on our systems and processes so critical to the work undertaken by the members of our team.

I want to extend my appreciation to the USU planning team and to the senior leaders of our faculty and staff who have been instrumental in the development of the 2021-2025 Strategic Plan. Our challenge now is to reach outward and upward to meet the intent and purpose of the plan and, more importantly, to expand and enhance our contributions to the health and well-being of the Uniformed Services.

William M. Roberts, MD, MBA
Rear Admiral, United States Navy (Retired)
Acting President



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USU Strategic Plan 2021-2025

1. **Purpose:** The purpose of the USU Strategic Plan is to serve as a roadmap to guide the Uniformed Services University of the Health Sciences and all our constituent elements to accomplish the University's mission and achieve our vision and to optimize the Readiness of all students, graduates and faculty to best support the American Warfighter.

2. **References:**
 - a. Interim National Security Strategic Guidance, March 2021
 - b. Secretary of Defense Message to the Force, 4 March 2021
 - c. The National Defense Strategy of the United States – 2020
 - d. The Military Health System Strategy – May 2019
 - e. 10 USC 104 Uniformed Services University of the Health Science
 - f. DoD Instruction 5105.45, May 2019
 - g. Defense Health Board's 2017 report on improving research processes
 - h. CJCSI 3170.01I, Joint Capabilities Integration and Development Process
 - i. Middle States Directives on Accreditation and the schedule for USU's review
 - j. National Defense Authorization Acts 2019, 2020, 2021
 - k. CJCSI 3405.01, "Chairman's Total Force Fitness Framework"
 - l. MHS COVID-19 After Action Review Final Interim Report, January 2021
 - m. Report to Congress: COVID-19 Military Health System Review Panel Report, April 2021
 - n. Defense Wide Review SOC 172, 173, 1977, 179 Roll up, July 2020
 - o. USU Military Health Leader Development Strategic Plan (2021)
 - p. USU Research Strategic Plan (2021-2025)
 - q. OCIO Strategic Framework – 2020
 - r. USU Strategic Communications Plan – 2021

3. **Background:** The environment in which USU operates has changed significantly since 2019, requiring a pragmatic, ambitious Strategic Plan that positions the University to respond to the challenges of today and tomorrow. Salient features of that environment include:
 - a. The administration and its national security and national defense priorities.

 - b. Within the DoD, new emphasis is being placed on areas in which USU can provide direct support, including precision medicine, artificial intelligence, INDOPACOM, and operational medicine.

 - c. The reduction in combat operations as the result of the withdrawal for Afghanistan that will place increasing responsibility on the training and maintenance of medical skills developed during the conflict.

- d. COVID-19 and the impact on the nation, the Department of Defense, the Military Health System and the American Warfighter.
- e. The ongoing challenge from near-peer revisionist powers: Russia and China, and the concomitant increase in the threat environment in which U.S. military power may be required.
- f. The growing demand for the employment of soft power elements such as global health engagements as key components of advancing and protecting US vital national interests.
- g. Ongoing and expanding momentum to achieve greater efficiencies through realignments within the Military Health System (MHS) education and training enterprise and in medical research, as evidenced by the NDAA19 requirements (Ref 2j above)
- h. Changing requirements, including the possibility of downsizing, within MHS health professionals force and the impact on the MHS education and training and research enterprises.
- i. Increasing demand within DoD, the Services and the Combatant Commands (CCMDs) for ready-related support and services that can be provided by USU's centers (e.g. Global Health Engagement, Human Performance Optimization, USU Center for Biotechnology).
- j. Specific requirements and changes emerging from accreditation agencies, the Office of Management and Budget (OMB), DoD, the Services, and other departments and agencies that impact USU. Among these are:
 - i. The rapid growth of medical and associated information technologies (IT), affecting USU's administrative, education and research functions at geographically separated program sites, presenting both significant opportunities and substantial challenges as evidenced throughout the COVID-19 Pandemic.
 - ii. DoD IT policy requirements that constrain options for developing robust, adaptive USU technological systems that facilitate education and research delivery across the globe.
 - iii. Ongoing movements of organizations, units and activities within the Services that impact the administration of our education functions.
 - iv. The ongoing transition of health-related functions from the Services to the Defense Health Agency.
 - v. The accelerating employment of telehealth and distributed learning into our healthcare and education systems.

4. **Assumptions**: For planning purposes, assumptions are suppositions about the future that should be considered before USU makes key decisions on strategic objectives, specific initiatives and associated courses of action. Assumptions should be both likely to be true and necessary for the execution of the plan.

- a. USU will confront a constrained resource environment, with the potential for modest reductions in programmed funding. As such, new funding for strategic opportunities will most likely require offsets and internal USU sourcing. USU and all DoD organizations will be required to continually find ways to become internally more efficient and effective.
 - b. COVID-19 lessons learned will place additional strategic emphasis within DoD on pandemic operations and Defense Support to Civil Agencies (DSCA), requiring new or enhanced education and training throughout the MHS.
 - c. USU will be assigned additional MHS education and training enterprise responsibilities, necessitating appropriate adjustments in internal structures and processes.
 - d. There will be continued demand from the Office of the Secretary of Defense, Joint Chiefs of Staff and Congress for MHS research relevant to warfighter preparedness and operational readiness.
 - e. The student population at USU will expand significantly over the planning period, and course offerings will evolve alongside changes in MHS health care requirements, requiring USU to successfully overcome resource constraints.
 - f. NexGen MILCON project (Building F) will be funded, constructed and fully operational by FY 26.
 - g. As combat operations subside, USU will continue to be called on to ensure that critical wartime Knowledge, Skills and Abilities (KSAs) are developed and maintained in the student populations within the University and with practitioners across the MHS.
5. **Mission:** The mission of USU is to support the readiness of America’s Warfighter and the health and well-being of the beneficiary community by educating and developing uniformed health professionals, scientists and leaders; by conducting cutting-edge, military-relevant research; by leading the MHS in key functional and intellectual areas; and by providing operational support to units around the world.
6. **Vision:** By 2025, the Uniformed Services University of the Health Sciences will be internationally recognized as our nation’s leading health sciences educational, research and leadership institution, enhancing the health of the DoD community and optimizing the readiness of the American Warfighter.
7. **Values:**
- a. **Compassion and Caring.** We foster an atmosphere of compassion, caring, mutual respect, courtesy, and pride in all our activities.
 - b. **Ethics and Integrity.** USU and all our people are uncompromising in our adherence to the system of moral and professional principles that govern the conduct of health professionals and military and health organizations.
 - c. **Excellence in Scholarship.** We are committed to rigorous standards of scholarship and to academic freedom as fundamental to the advancement of knowledge throughout a lifetime of learning.

- d. Innovation. Our faculty, students, and staff contribute to, and creatively employ, ground breaking knowledge in areas crucial to the health and readiness of the uniformed services and to national security.
- e. Selfless Service. USU faculty, staff, and students provide leadership, clinical support and selfless service to the global community in support of the health of Uniformed Service members, veterans and families, and of U.S. interests worldwide.

8. Mission Domains. USU's Mission Domains are our strategic themes and reflect the major vectors that the University will follow throughout the period of this strategic plan. While listed separately, these domains are interwoven and mutually supporting.

- a. Education. USU educates outstanding health professionals, leaders, scientists and administrators to meet the needs of the DoD, the MHS, the Public Health Service (PHS) and the Warfighter in support of operational readiness worldwide. We design, sustain, and modify curricula, both on campus and at military training locations, which are:
 - i. Integrated, enhancing course work that facilitates a rigorous exchange in and among our four primary academic schools: the School of Medicine, the Graduate School of Nursing, the Postgraduate Dental College, and the College of Allied Health Sciences.
 - ii. Requirements-based, with educational programs that focus on the needs of the Warfighter. We develop and disseminate educational innovations, enabling the Warfighter to operate with the latest educational technology for austere and potentially hazardous conditions for survivability and lethality.
 - iii. State-of-the-art, leveraging and developing advanced educational methodologies – including distributed learning, integrated teaching, simulations and simulators – blended with proven health education systems. Our educational tools are scalable and exportable to operational units around the world.
 - iv. Competitive and stimulating, drawing the best and brightest to USU to prepare for and enhance health careers in the service of our nation.
 - v. Warfighter-focused, educating and developing leaders who are also outstanding health professionals in the Uniformed Services and focused on combat casualty care as well as on the health and well-being of the beneficiary community.
 - vi. Lifelong, delivering full lifecycle learning, development of faculty, and support for continued professional development.
- b. Research and Scholarship. Our research and scholarship are requirements-driven, innovative and directly relevant to DoD, the American Warfighter and the beneficiary community. We generate cutting-edge research that is at the apex of the Military Health System's research enterprise with innovations that often have benefits for broader society. Our research domains are:
 - i. Basic Research, discovering and defining greater foundational knowledge or understanding of the fundamental aspects of phenomena and of observable facts

without specific applications towards processes or products in mind.

- ii. Translational/Applied Research, applying basic sciences to practical applications of value to the DoD, the PHS and broader American society.
- iii. Clinical Research, generating and applying new knowledge to populations and individuals.
- iv. Health Systems and Operations Research, determining how social factors, financing systems, organizational structures and processes, health technologies, and personal behaviors affect access to health care, the quality and cost of health care, and ultimately, our health and well-being.
- v. Population Health Research, improving the overall health and health outcomes of Warfighters, their families and other priority populations.
- vi. Health Policy Research, developing, applying and evaluating knowledge around which effective policy can be based.
- vii. Social and Behavioral Research, focusing on human motivations, activities, psychological processes and interactions in small groups, families, communities, and whole societies.
- viii. Radiobiology and related fields research: addressing the individual and collective performance of service members operating in radiological and nuclear environments.
- ix. Education Research: studying how knowledge is conveyed and ultimately used by providers to care for our service members
- x. Support to military readiness and operations, bringing selected research initiatives directly to the Combatant Commands (COCOMs), component commands and units in the field.

We align our research domains with the following research concentrations:

- i. Medical Simulation and Information Sciences.
- ii. Military Infectious Diseases.
- iii. Military Operational Medicine.
- iv. Combat Casualty Care.
- v. Radiation Health Effects.
- vi. Neuropsychological Health, including research into TBI, PTSD, sleep health/disorders, cognitive readiness/resiliency, and other topics of high military relevance.

vii. Clinical and Rehabilitative Medicine.

viii. Global Health Engagement

ix. Total Force Fitness

c. Leadership and Leader Development. USU faculty, scientists, staff, and students provide expert intellectual contributions, clinical services and Health and Science leadership throughout the Uniformed Services and across the U.S. Government in support of National Security. We develop health professions leaders who are deeply committed to selfless service and to the nation.

i. Leadership. USU provides thoughtful and objective leadership and support in shaping DoD and MHS policies, processes and procedures. USU leaders are active participants in discussions, fora and analyses that shape the ability of the MHS to enhance the readiness of the force and support the health of the American Warfighter. USU provides leadership for multiple MHS organizations and initiatives. Moreover, USU provides direct support to Combatant Commands, Component Commands and operational forces around the world, as well as selfless service to the communities in which we are embedded.

ii. Leader Development. USU graduates are developed to serve as health professionals and leaders in the MHS and the PHS. USU is unique among health sciences educational institutions by integrating military and health professions leadership responsibilities so that our students develop necessary knowledge, skills and abilities (KSAs) to become outstanding leaders at all levels of our nation's Uniformed Services. Moreover, USU is the incubator for comprehensive military health professional development that is continuous, sequential and progressive throughout a lifetime of service. We ensure that our graduates are attuned to emerging complex ethical and moral behavior issues that will continue to grow out of expanded use of technology within the health enterprise.

9. **Strategic Objectives:** To realize our vision and accomplish our mission, USU must meet crucial objectives in each of our mission domains/themes. Our strategic objectives focus on a 3-5 year horizon, can be measured and have generated a series of tactical near-term initiatives listed in Annex B.

a. Education: Overall, we seek to maintain the highest level of education for all USU faculty and students, ensuring support for DoD and PHS health professional manpower requirements and satisfying all Academic Accreditation Standards. To do so, our Education strategic objectives include the following:

i. Innovate and enhance educational approaches to create and sustain a Ready Medical Force and address diversity, equity, and inclusion.

ii. Sustain accreditation for applicable schools, colleges, and programs.

iii. Enhance educational programs in response to Service needs and accreditation and professional standards.

- iv. Enhance the Student Experience and Faculty Development.
 - v. Develop and implement a plan to enhance education and training in Operational Medicine in conjunction with the Services and other educational institutions in support of USU colleges and schools.
 - vi. Support and promote graduate medical education programs within the MHS to ensure USU graduates have necessary opportunities for specialty training necessary to serve the Warfighter community.
- b. Research and Scholarship: Our research and scholarship must be invariably requirements-driven, focusing directly on operational medical readiness and the needs of the Warfighter. Our Research and Scholarship objectives include the following:
- i. Align USU research and scholarship to DoD Bio-medical requirements.
 - ii. Pilot sample of grants from one school and do the analytics on a semiannual basis, data mining all grants.
 - iii. Develop a University-level research advisory group consisting *inter alia* of the associate deans for research in our schools and colleges.
 - iv. Meet all regulatory and ethical requirements for the conduct of research and scholarship.
 - v. Execute innovative, relevant, agile and anticipatory research coupled with robust recruitment and retention.
 - vi. Establish and maintain strategic research partnerships.
 - vii. Ensure USU research processes are transparent, efficient, and accountable.
 - viii. Expand the reach and contributions of the university's Institutes, Centers, Consortia and Programs, realizing the vision for each as contained in Annex A.
- c. Leadership and Leader Development: USU provides institutional and individual leadership across the MHS and we develop health professionals throughout a lifetime of service to the nation. USU's roots are embedded throughout the bedrock of the MHS, providing irreplaceable support to the "Ready Medical Force" and the "Medically Ready Force".
- i. Leadership.
 - a) Provide health professional leadership throughout the Uniformed Services, and across the U.S. Government in support of warfighter readiness and national security with particular emphasis on USU's leadership role within the Military Health System (e.g. Pandemic Lessons Learned and strategic planning).
 - b) Establish and lead the National Capital Region Academic Health System.

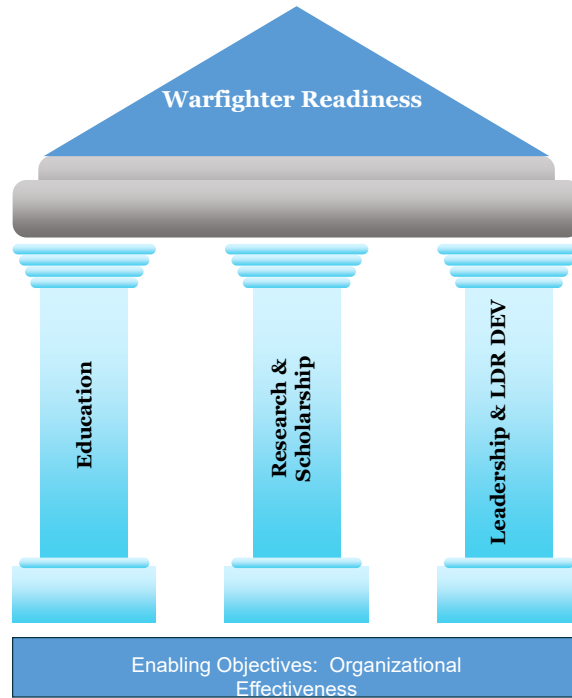
- c) In accordance with the intent of Section 711, NDAA 19, prepare a plan to integrate the MHS Education and Training Enterprise under USU.
 - d) Expand the Val G. Hemming Simulation Center into an MHS node for collective training and modeling, ensuring delegation of the requisite authorities.
 - e) Expand USU's support to the Uniformed Services and operational forces around the world.
- ii. Leader Development:
- a) Implement the USU Military Health Leader Development Strategic Plan.
 - b) Establish and expand the General Ronald H. Griffith Institute for Military Medical Professionalism.
 - c) Develop and assess methods and a system for aggregate leader development initiatives delivered through the University's centers and institutes to units in the field.
 - d) In conjunction with the Services, develop a life cycle leader development program for military health professionals that includes:

10. Key Enabling Tasks: Cross-Cutting Objectives: To achieve our mission, realize our vision and accomplish our objectives in each of our three strategic themes, USU must accomplish a set of enabling tasks/objectives that span across USU.

- a. Improve the Effectiveness of Internal Processes. USU must continuously design, refine and implement disciplined and regular staff procedures to ensure organizational objectives are achieved, information is shared and strategy-based decision-making is supported at every level.
- b. Develop and Expand Strategic Partnerships and Collaboration. USU faculty, staff and students must form collaborative partnerships that are demonstrably relevant to USU strategic priorities and enhance health-related services to support warfighter readiness and the health and well-being of the military community.
- c. Improve Strategic Communications. The University must formalize and expand our ability to communicate USU's vital contribution to national security to engender widespread understanding and garner support from all audiences and key stakeholders.
- d. Recruit, Retain and Develop Effective Educators, Scientists, Role Models, Staff Professionals, and Leaders. USU must continue to compete successfully with other institutions to recruit and retain a top-quality and diverse talent pool of students, faculty and staff.
- e. Strategically Grow and Allocate Physical and IT Infrastructure. As we expand the contributions that USU makes to the Uniformed Services and to the nation, we must ensure our internal infrastructure meets both current and future requirements.

- f. Strategically Grow and Allocate Financial Resources. USU must continue to generate funding through multiple sources to build and maintain its infrastructure to support USU’s mission, vision and objectives, and ensure that we align our funding requirements with strategic priorities. In light of the probability of a “zero-growth” resourcing environment, USU leaders must refine a strategy- based priority list that can help govern resource allocation.

Taken together, these enabling objectives lay the foundation for achieving our strategic and tactical objectives and support Warfighter readiness.



11. **Organization:** To execute our functions, our structures must adapt to functional requirements, improving technologies and growth. Accordingly, we will develop and execute a future-oriented functional/structural design.
12. **Measures of Performance:** Across our three mission domains, USU must provide rigorous, standards-based, outcomes-oriented performance assessments. These assessments undergird the measures by which USU must continuously evaluate its programs and, in turn, form the basis upon which we will improve, sustain, and adapt our programs in the future. Metrics of performance in each of our three mission domains are as follows:
- a. Education (TBP)
 - b. Research and Scholarship (TBP)
 - c. Leadership and Leader Development (TBP)

13. Strategic Planning within USU:

a. Supporting Plans. Each school, center, and institute within USU will have a strategic plan that is consistent with the USU Strategic Plan. While each plan will be different, all organizations' plans should include at least:

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

b. Contingency Plans. The USU Strategic Plan (2021-2025) is based on the key assumptions contained in paragraph 4. USU will develop contingency plans in anticipation that one or more of these assumptions proves invalid, updated on a semi-annual basis.

14. Conclusion: USU stands at a critical juncture. The confluence of the COVID-19 pandemic, a major change in the White House and the administration, an unstable international environment and ongoing budgetary pressures combine to present us with both challenges and opportunities. This strategic plan is designed to ensure USU boldly navigates the troubled waters and that we continue to solidify, expand and enhance our contributions to the nation, to the MHS, to our DoD beneficiaries and to America's Warfighters.

Annex A
USU Centers

USU's Institutes, Centers, Consortia, Initiatives and Programs (collectively called 'centers') play a vital role in our research enterprise and provide support across the MHS, DoD and the U.S. Government. Each center has a strategic plan that supports overall USU objectives, particularly in our research domain. Below are the vision statements that provide the aspirations for each of our centers.

- a. Armed Forces Radiobiology Research Institute (AFRRI): By 2022, the Armed Forces AFRRI will be the DoD's central hub for subject matter expertise, basic and translational research, education, training, medical products, knowledge, advice, and operational support on issues relating to the biological and military impact of ionizing radiation. AFRRI's research methodologies will be state-of-the-art, characterized by agility, responsiveness, and innovation, and focused on both prophylactic and mitigation measures. AFRRI will also be the repository of a comprehensive research and operational architecture of the integration of multiple physical and psychological sciences to enhance the nuclear and radiological readiness of U.S. and allied forces to deter nuclear aggression and fight and win on a nuclear battlefield, should deterrence fail.
- b. Center for Biotechnology (CBT – formerly 4DBio³): By the end of 2024, the Center for Biotechnology will be a DoD Center of Excellence aligned under USU and the central hub within DOD for biotechnology research, innovation, and medical translation for the uniformed services. We will have demonstrated our value-added.
- c. Center for Deployment Psychology (CDP): By the end of 2024, the Center for Deployment Psychology (CDP) will be the DoD hub for ensuring that all service members, veterans, and their families receive quality behavioral healthcare that meets their unique needs.
- d. Center for Global Health Engagement (CGHE): By the end of 2021, CGHE will be globally recognized as a leading institution for the Department of Defense Global Health Engagement.
- e. Center for Health Professions Education (CHPE): By the end of 2024, CHPE will be widely recognized as a global leader in advancing health professions education through leadership in teaching, research, and innovation.
- f. Center for Neuroscience and Regenerative Medicine (CNRM): By the end of 2024, CNRM will be one of DoD's central hubs for brain health, including the evidence base that enhances the Department of Defense's clinical practice guidelines for traumatic brain injury diagnosis and treatment.
- g. Center for Rehabilitation Sciences Research (CRSR): By the end of 2025, CRSR will be a global leader in advancing rehabilitative care for war-related casualties.
- h. Center for the Study of Traumatic Stress (CSTS): By the end of 2024, the Center for the Study of Traumatic Stress will be internationally recognized as the Department of Defense's leader in expert knowledge, education, and research on traumatic stress, suicide and trauma-informed care, thus furthering DoD's and the nation's ability to respond to war,

trauma and disaster and its effects on service members, units, families, and the nation's communities.

- i. Center for Health Services Research (CHSR): By the end of 2024, CHSR nationally recognized as the leader in MHS Health Services Research. We will produce actionable, outcome-based policy recommendations and direct support that will improve health outcomes throughout the MHS.
- j. Center for Precision Military Medicine (CPMM): By the end of 2024, CPMM will be the central hub with the DoD for collaborative genomics research, education, and treatment in military medicine.
- k. Consortium for Health and Military Performance (CHAMP): By the end of 2023, CHAMP will be the premier Department of Defense translational resource in the complete range of disciplines associated with military-unique human performance optimization and Total Force Fitness. CHAMP will focus on maximizing warfighter readiness and performance and for optimizing the resilience of the global military family. As it continues to evolve, CHAMP will become an asset for the entire U.S. national security community.
- l. Defense and Veterans Center for Integrative Pain Management (DVCIPM): By the end of 2023, DVCIPM will be DoD's unifying force for military pain management excellence and standardization.
- m. Infectious Disease Clinical Research Program (IDCRP): By the end of the planning period, IDCRP will have substantially and demonstrably reduced the impact of infectious diseases in the military population through collaborative clinical research.
- n. Murtha Cancer Center Research Program (MCCRP): As the only DoD-designated Center of Excellence for cancer care, MCCRP will continue to serve as the nexus of cancer services and support for the MHS with clinical and translational research cancer programs fully integrated with USU, NCI, VA and other federal and non-federal entities.
- o. National Center for Disaster Medicine and Public Health (NCDMPH): By the end of 2023, NCDMPH will be the nation's academic center of excellence leading domestic and international disaster health education and research efforts. In collaboration with partners, we create and translate science and education to improve readiness.
- p. Surgical Critical Care Initiative (SC2I): By the end of 2024, SC2I will be DoD's driving force for changes in surgical care management using precision medicine.
- q. Tri-Service Center for Oral Health Studies (TSCOHS): By the end of 2023, the Tri-Service Center for Oral Health Studies will be widely recognized as the pre-eminent institution within the Department of Defense globally supporting the military mission through exceptional dental public health research and education. The Center will support and facilitate uniformed services-related health education and training, research and scholarship, leadership education and training, and national security as it relates to global health.

- r. Tri-Service Nursing Research Program (TSNRP): By the end of 2025, the Tri-Service Nursing Research Program (TSNRP) will be the country's premier program that supports and allows armed forces nurses to conduct military nursing research and to facilitate nursing research to optimize the health of military members and their beneficiaries
- s. Val G. Hemming Simulation Center. By the end of 2023, the Simulation Center will be a center of excellence that promotes expertise in medical education on the cutting edge of simulation technology and medical readiness while providing assessment and validation of clinical skills in collaboration with other organizations to provide a return on investments.

Annex B Tactical Initiatives

To support the strategic objectives outlined in the 2021-2025 USU Strategic Plan, we will pursue a number of near-term initiatives. These initiatives have a 1-2 year focus and will change as conditions change throughout the 5-year planning cycle. These initiatives also form the foundations for measuring our success in achieving our strategic objectives. This Annex will be updated on a quarterly basis, without requiring revision to the Strategic Plan itself.

a. Education:

- i. Strategic Objective: Innovate and enhance educational approaches to create and sustain a Ready Medical Force and address diversity, equity, and inclusion. Tactical initiatives include the following:
 - a) Develop a plan to identify and address biases in the curriculum, where applicable.
 - b) Finalize, communicate, and implement plan for utilization of DLL and ETI.
 - c) Recruit and hire new Director, Val Hemming Simulation Center.
 - d) Identify baseline metrics for diversity mix of faculty, students, and staff.

- ii. Strategic Objective: Sustain accreditation for applicable schools, colleges, and programs. Tactical initiatives include the following:
 - a) Complete MSCHE Self Study (2023).
 - b) Charter subcommittees for completion of LCME Self Study.
 - c) Charter subcommittees for completion of Nurse Anesthesia Self Study, COA
 - d) Complete report on Accreditation timeline and completion for ADA CODA
 - e) Complete coordination for initial accreditation for EMS Paramedic program.

- iii. Strategic Objective: Enhance educational programs in response to Service needs and accreditation and professional standards. Tactical initiatives include the following:
 - a) Expand College of Allied Health Sciences (CAHS) catalog of program offerings from 24 to 40 from METC Branch Campus, additional locations, and other institutional sites given requisite resources.
 - b) Expand enrollment in the School of Medicine from 180 to 200 MD students per class.
 - c) Expand APRN degrees/specialties to include critical care & emergency nursing practitioners in response to Service needs.
 - d) Assess the feasibility of awarding certificates in psycho-mental health, emergency nursing, family nurse practitioners, and women's health care practitioner in response to Service needs.
 - e) Transition to competency-based curricula in all schools consistent with expectations and guidelines of our accrediting bodies.
 - f) Expand interprofessional collaborations across schools, colleges, and professions.

- iv. Strategic Objective: Enhance the Student Experience and Faculty Development. Tactical initiatives include the following:

- a) Initiate coordination between Student Affairs offices and share “Best Practices”, where applicable.
 - b) Implement a pilot for Professional Writing Center within the LRC for students and faculty.
 - c) Develop a strategy for baseline Faculty Development for new faculty and coordination of resources for all USU schools and colleges.
- v. Strategic Objective: Develop and implement a plan to enhance education and training in Operational Medicine in conjunction with the Services and other educational institutions in support of USU colleges and schools. Tactical initiatives include the following:
- a) Develop a first-year plan, including responding to DoD’s demand signal for cold weather medicine.
 - b) Develop a 3-year strategic plan.
 - c) Develop a business plan.
- b. Research and Scholarship:
- i. Strategic Objective: Align USU research and scholarship to DoD Bio-medical requirements, in response to DoD’s areas of emphasis. Tactical initiatives include the following:
 - a) Build on USU’s Center for Military Precision Medicine as the cutting edge for precision medicine research.
 - b) Expand USU’s contribution to INDOPACM-related research, including IPRAMM.
 - c) Examine the possibilities of a USU role in the implications of Artificial Intelligence on healthcare in the MHS.
 - ii. Strategic Objective: Meet all regulatory and ethical requirements for the conduct of research and scholarship. Tactical initiatives include the following:
 - a) Meet all applicable federal, state, local and DoD regulatory requirements governing the involvement of humans in research, use of animals in research, the use of recombinant or synthetic nucleic acids in research and the safe use of hazardous biological agents.
 - b) Comply with the Health Insurance Portability and Accountability Act (HIPAA).
 - c) Implement robust Post-approval Compliance Monitoring Programs for human and animal research.
 - d) Execute a vigilant Research Integrity oversight process.
 - iii. Strategic Objective: Execute innovative, relevant, agile and anticipatory research coupled with robust recruitment and retention. Tactical initiatives include the following:
 - a) “Build the bench” with quality researchers focused on DoD priority research.
 - b) Inform prospective faculty of expectations for the conduct and administration of research in support of the Warfighter.
 - c) Develop an electronic Research Investigator Handbook.

- d) Conduct early investigator mentorship, including grant writing workshops, familiarity with institutional research pathways and DoD opportunities, and training in working with non-profits.

iv. Strategic Objective: Establish and maintain strategic research partnerships. Tactical initiatives include the following:

- a) Develop a USU-WRNMMC Working Group to discuss research activities and financial models to for appropriate fiscal balance between the two institutions.
- b) Develop and expand strategic partnerships and collaborations with other institutions (e.g. USG inter-agency, MHS, academia, NGO's, non-profit, private sector and relevant international organizations)
- c) Serve as an attractive collaborative enterprise with which other research organizations seek partnership
- d) Examine the expansion of the IPRAMM model to other geographic regions

v. Strategic Objective: Ensure USU processes are transparent, efficient, and accountable. Tactical initiatives include the following:

- a) Refine and fully implement a functional research administration system
- b) Ensure that Principal Investigators understand how to design their research to meet DoD Biomedical gaps and ensure compliance with DoD research priorities.
- c) Request information through contracting for COTS to accomplish oversight/mining of data.
- d) Identify recurring requests for data to justify which data we should collect.
- e) Assess the need to handle Personal Health Information and Personal Identification Information data.
- f) Continue development of Tech Transfer methodologies and leverage the Office of Research Technology Applications.

c. Leadership and Leader Development:

i. Leadership.

- a) Strategic Objective: Provide health professional leadership throughout the Uniformed Services, and across the U.S. Government in support of warfighter readiness and national security with particular emphasis on USU's leadership role within the Military Health System (e.g. Pandemic Lessons Learned and strategic planning).
- b) Strategic Objective: Establish and lead the National Capital Region Academic Health System. Tactical initiatives include the following:
 - 1) Develop a concept paper and an associated decision briefing for senior leaders in Health Affairs and the Defense Health Agency.
 - 2) Begin with the establishment of an Academic Health Center (USU and WRNMMC), expanding on existing agreements.

- c) Strategic Objective/Tactical Initiative: In accordance with the intent of Section 711, NDAA 19, prepare a plan to integrate the MHS Education and Training Enterprise under USU.
- d) Strategic Objective: Expand the Griffith Institute for Military Health Professionalism. Tactical initiatives include the following:
 - 1) A new MHS Center for Health Lessons Learned.
 - 2) In conjunction with the National Defense University, a Military Medical Exercises division.
- e) Strategic Objective: Expand the Val G. Hemming Simulation Center into an MHS node for collective training and modeling, ensuring delegation of the requisite authorities. Tactical initiatives include the following:
 - 1) Develop a plan for expansion into an MHS node.
 - 2) Obtain support across the MHS.
- f) Strategic Objective: Expand USU's support to the Uniformed Services and operational forces around the world, including enhancing USU's relevance to the Joint Staff, COCOMs, component commands and other elements of the Uniformed Services. Tactical initiatives include the following:
 - 1) Ensure that each specific direct support objectives are contained in the strategic plans for each of the University's centers.

ii. Leader Development:

- a) Strategic Objective: Implement the USU Military Health Leader Development Strategic Plan. Tactical initiatives include the following:
 - 1) Conduct quarterly In-Process Reviews (IPRs) for the University President and the cabinet.
 - 2) Develop POM issues to support long-term sustainability.
- b) Strategic Objective: Establish and expand the General Ronald H. Griffith Institute for Military Medical Professionalism as DoD's hub for subject matter expertise and support in military medical ethics, health professional leader development, military health history, military health lessons learned and military health simulations and exercises. Tactical initiatives include the following:
 - 1) Develop a comprehensive 5-year strategic plan for the Griffith Institute, including resource requirements.
 - 2) Develop POM issues to support long-term sustainability.

- c) Strategic Objective: Develop and assess methods and a system for aggregate leader development initiatives delivered through the University's centers and institutes to units in the field. Tactical initiatives include the following:
 - 1) Inventory existing assessment systems in like institutions, particularly the Service Academies.
- d) Strategic Objective: In conjunction with the Services, develop a life cycle leader development program for military health professionals. Tactical initiatives include the following:
 - 1) Institutional leader development - assisting the Service leader development programs in identifying health-specific leader development goals within the DoD's formal educational institutions.
 - 2) Operational leader development - providing KSAs that are appropriate to rank and specialty.
 - 3) Self-development - augmenting Service self-development programs with tasks, conditions and standards that are appropriate for health leaders. As part of self-development, establish a mentorship program for students and junior healthcare professionals.

d. Key Enabling Tasks: Cross-Cutting Objectives:

- i. Strategic Objective: Improve the Effectiveness of Internal Processes. USU must continuously design, refine and implement disciplined and regular staff procedures to ensure organizational objectives are achieved, information is shared and strategy-based decision-making is supported at every level. Tactical initiatives include the following:
 - a) Develop and implement a University-level Process Improvement Cell (IPC).
 - b) Develop an internal planning process, led by the Office of Strategic Management and Integration, to anticipate and prepare for changes in the scope of USU responsibilities within the MHS education and training and the MHS medical research enterprises.
 - c) With oversight by the Office of University Academic Operations, develop and implement, a USU-wide data management system with a capability that will support the University's schools, colleges, centers and staff in rational, objective decision-making.
 - d) Develop and implement a USU-wide document tracking/document flow system, including posting of status and timelines for customer knowledge.
 - e) Leverage information technology to re-engineer internal processes to achieve greater efficiencies and reduce time to completion.

- f) Implement and measure the Research Administration System to facilitate the rapid and effective growth in our research enterprise.
- ii. Strategic Objective: Develop and Expand Strategic Partnerships and Collaboration. USU faculty, staff and students must form collaborative partnerships that are demonstrably relevant to USU strategic priorities and enhance health-related services to support warfighter readiness and the health and well-being of the military community. Tactical initiatives include the following:
 - a) Expand and formalize USU’s collaborative relationships throughout the MHS, DoD and the USG.
 - b) Continue to develop and expand the Memorandum of Agreement (MOA) between USU and the National Defense University (NDU) that supports the development and administration of a Health Security Strategy elective in which USU is identified as the formal “medical reach back” in academics and research for the formal joint education at NDU of leaders from all branches and services.
 - c) Expand collaboration and partnerships with non-DoD health organizations and agencies such as the Department of Health and Human Services, including the National Institutes of Health and the Centers for Disease Control and Prevention.
 - d) Establish a network of MOAs and Memoranda of Understanding (MOUs) with the Veteran’s Administration.
 - e) Expand partnerships and collaboration with non-USG colleges and universities.
- iii. Strategic Objective: Improve Strategic Communications. The University must formalize and expand our ability to communicate USU’s vital contribution to national security to engender widespread understanding and garner support from all audiences and key stakeholders. Tactical initiatives include the following:
 - a) Implement the USU Strategic Communications Plan that includes social media and is tailored for both internal and external stakeholders.
 - b) Integrate and align existing and projected strategic communications programs that reside within the University’s various Responsibility Centers.
- iv. Strategic Objective: Recruit, Retain and Develop Effective Educators, Scientists, Role Models, Staff Professionals, and Leaders. USU must continue to compete successfully with other institutions to recruit and retain a top-quality and diverse talent pool of students, faculty and staff.
 - a) Develop and implement a USU-wide integrated civilian hiring strategy that controls and prioritizes workforce growth. Ensure the appropriate use of Administrative Determined (AD) authority by reinforcing proper resourcing and fostering continuous and transparent engagement with the University’s strategic priorities.

- b) Enhance and expand the uniformed presence within USU, including combat arms officers. Engage with the Military Services on proposed adjustments to military manpower requirements supportive of USU. Develop and implement a USU-wide integrated military staff recruitment and assignment strategy that leverages appropriate Service personnel processes, both Active Component and Reserve, to achieve transparent, competitive officer and enlisted placements.
 - c) Clarify roles and strengthen accountability for supervision and career development between the military and civilian components of the workforce.
 - d) Develop succession plans for critical positions.
- v. Strategic Objective: Strategically Grow and Allocate Physical and IT Infrastructure. As we expand the contributions that USU makes to the Uniformed Services and to the nation, we must ensure our internal infrastructure meets both current and future requirements. Tactical initiatives include the following:
- a) Facilities:
 - 1) Develop, publish and implement a five-year USU Facilities Strategic Plan that is requirements-driven and will guide USU in the management of construction, renovation and allocation of physical resources.
 - 2) Ensure that the construction of the NexGen Building (Building “F”) meets all required milestones.
 - b) Information Technology:
 - a) Develop and update the IT Strategic Framework to serve as a three-year roadmap, guiding information and education technology operations, priorities and resourcing decisions.
 - b) Enhance collaboration and distributed learning capabilities, cybersecurity operations and infrastructure while optimizing costs. Specific objectives are contained in the OCIO Strategic Framework (ref 2q above).
 - c) In conjunction with HR, identify and implement IT personnel recruitment strategies
- vi. Strategic Objective: Strategically Grow and Allocate Financial Resources. 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. In light of the probability of a “zero-growth” resourcing environment, USU leaders must refine a strategy- based priority list that can help govern resource allocation. Tactical initiatives include the following:
- a) Continuously advance the value proposition of the University.
 - b) Expand visitation programs of key leaders to the University