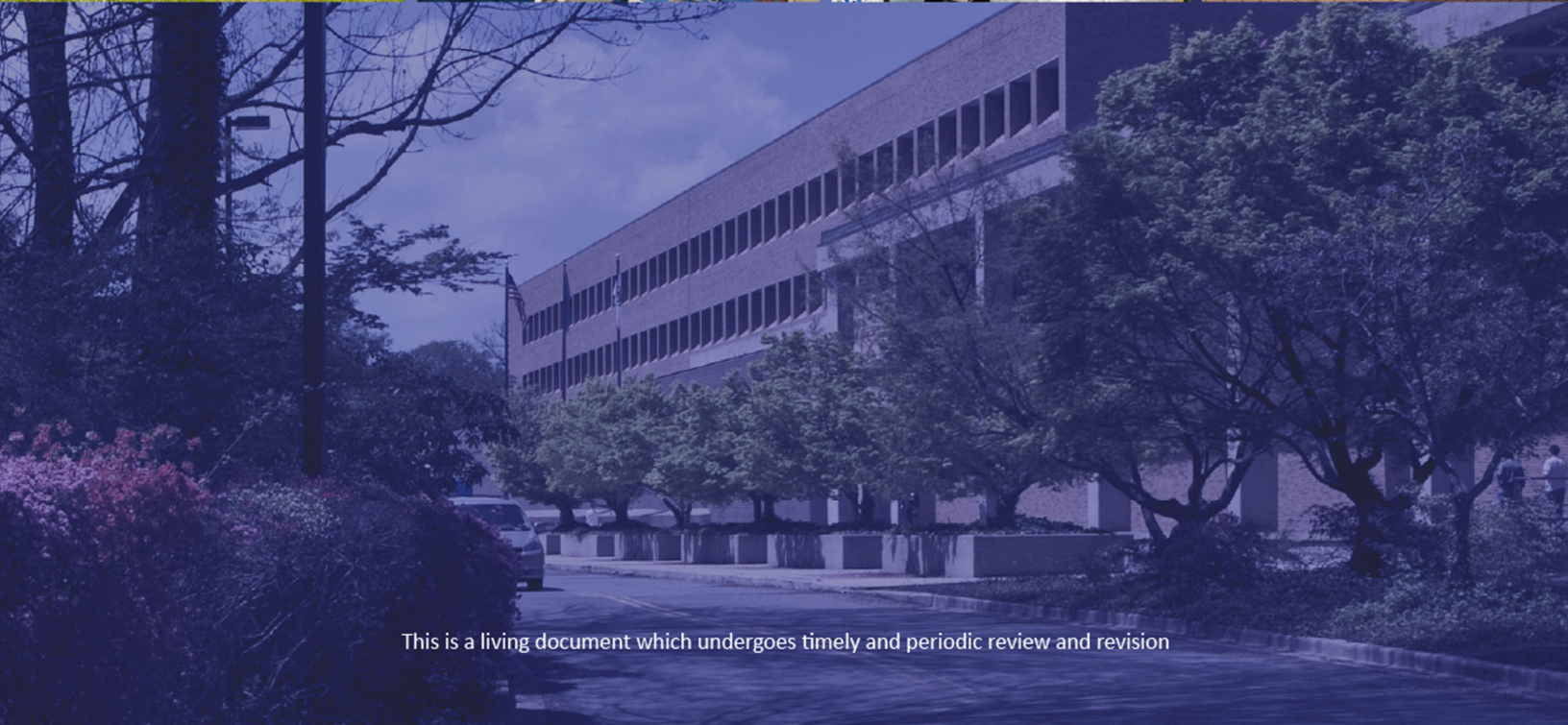




UNIFORMED SERVICES UNIVERSITY  
*of the* HEALTH SCIENCES

# STRATEGIC PLAN

## 2024 – 2028



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



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05 June 2024

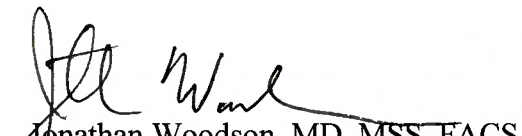


The Uniformed Services University of the Health Sciences (USU) is a national treasure, providing the highest quality education, research, leadership and selfless service across the Military Health System (MHS) and to those who defend the nation. Key to the accomplishment of our mission - as well as to that of the entire MHS – is a nested set of strategic plans that flow from the National Security and Defense Strategies and the MHS Strategy. The 2024-2028 USU Strategy provides the framework in which each of our schools, colleges, institutes, centers and programs fulfills its own mission and executes its supporting strategic plan.

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 objectives over the five-year planning period.

The result of that process is the USU 2024-2028 Strategic Plan. To 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. Of particular note are those initiatives that will transform USU into a digitally-native institution whose ongoing innovation will be a cornerstone of the digital transformation of the MHS.

I extend my appreciation for the creativity and hard work that the entire USU strategic planning team has devoted to the attached Strategy. Our challenge is to now execute the plan, adapting specific initiatives to the emerging realities of our operational environment while always retaining the focus on our missions, visions and our responsibilities to those Americans who volunteer to go in harm's way in defense of the nation.

  
Jonathan Woodson, MD, MSS, FACS  
President





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## USU Strategy 2024-2028 Executive Summary

**Overview:** As America's Federal Health Sciences Academy, the Uniformed Services University of the Health Sciences (USU) is an invaluable, indispensable and cost-effective force multiplier, providing cutting-edge and digitally-enabled military health education and training, research and scholarship, thought leadership and direct operational support, thereby enabling the readiness of the Military Health System (MHS), the Services, the Combatant Commands and the American Warfighter.

**Purpose of the USU Strategy:** The purpose of the USU Strategy is to serve as a roadmap to guide the University and all our constituent elements to accomplish our mission, achieve our vision, and to optimize the readiness of all students, scientists, graduates and faculty to best support national security in a digitally transformative age.

**Background:** The environment in which USU will operate over the planning period is undergoing profound and enduring change, requiring a pragmatic, ambitious Strategy that positions the University to respond to the challenges of today and tomorrow. Salient features of the present and emerging environment include increasing international instability in the European, IndoPacific, and Middle Eastern regions. Overlaying these dynamics is the digital revolution in all aspects of the health enterprise, providing unprecedented opportunities for USU to reimagine how we operationalize our mission and achieve our vision.

**The Mission:** The mission of USU is to support the readiness of America's Warfighters, units and leaders, 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.

**The Vision:** By 2028, USU will be fully digitally-native and internationally recognized as our nation's leading Federal health sciences educational, research and leadership institution enhancing the health of the DoD community and optimizing the readiness of the American Warfighter.

**USU Lines of Effort:** USU's five Lines of Effort (LOEs) are our strategic domains and reflect the major vectors that the University will follow throughout the period of this Strategic Plan. The LOEs all directly support readiness and operational capabilities of our military forces and align with higher level strategies and policies, including the 2024-2028 MHS Strategy. Our LOEs include:

1. MHS Force Generation: Military Health Education and Training.
2. MHS Force Sustainment: Life-Cycle Health Professional Development and Management.
3. MHS Research and Scholarship.

4. MHS Enterprise Thought Leadership and Innovation.
5. MHS Global Health Engagement and Operational Support.

**Strategic Objectives:** Under each of the LOEs, the USU Strategy defines a set long-term strategic objectives that are ambitious, achievable, measurable and contribute directly to our mission and to the readiness of the MHS.

**Key Enabling Tasks: Cross-Cutting Objectives:** To achieve our mission, realize our vision and accomplish our objectives in each of our LOEs, USU will accomplish a set of enabling tasks that span across USU. These tasks include:

1. Design and Implement USU Digital Transformation
2. Increase Effectiveness of Internal Processes
3. Match Structure to Function
4. Develop and Expand Strategic Partnerships and Collaboration
5. Improve Strategic Communications
6. Recruit, Retain and Develop Effective Educators, Scientists, Role Models, Staff Professionals, and Leaders
7. Strategically Grow and Allocate Physical and IT Infrastructure
8. Strategically Grow and Allocate Financial Resources
9. Expand USU Authorities to Parallel those of other DoD Education Institutions

**Near-Term Initiatives:** To support the Lines of Effort and associated strategic objectives, we will pursue a number of one–two-year near-term initiatives. These initiatives form the foundations for measuring our success in achieving our strategic objectives.

**Implementation:** The efficacy of the USU Strategy depends upon disciplined, rigorous and continuous implementation which is built on:

1. Clear responsibilities and authorities
2. Full and continuous implementation of USU’s Strategic Measures of Performance (SMOP) process
3. Periodic strategy reviews and adjustments by the USU Cabinet

**Conclusion:** USU stands at a critical juncture. The confluence of the revolution in digital technologies, 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 uncertain landscape 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.

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**USU Strategy  
2024-2028**

**1. Purpose:**

The purpose of the USU Strategy is to serve as a roadmap to guide the Uniformed Services University of the Health Sciences (USU) and all of our constituent elements to accomplish the University's mission and achieve our vision, and to optimize the readiness of all students, scientists, graduates and faculty to best support the American Warfighter in a digitally transformative age.

**2. References:**

- a. The National Security Strategy of the United States (2022)
- b. The National Defense Strategy of the United States (2022)
- c. The National Military Strategy of the United States (2023)
- d. The Military Health System Strategy (2023)
- e. Capstone Concept for Joint Operations Joint Force 2030 (Jun 2019)
- f. JP 4-02, "Joint Health Services" (2023)
- g. Substantive Interim Report to Congress in response to NDAA 23, Section 724 (2024)
- h. Deputy Secretary of Defense Memorandum, S: Stabilizing and Improving the Military Health System (2023)
- i. Assistant Secretary of Defense Memorandum, Military Health System Digital Transformation Strategy (2023)
- j. The MHS Digital Health Summit – Summary and Conclusions (2023)
- k. Middle States Commission on Higher Education Report (2023)
- l. USU Instruction 8100, "Strategic Planning Program" (2021)
- m. Defense Health Horizons Charter (2024)

**3. Background:**

The environment in which USU operates has changed significantly since 2021, requiring a pragmatic, ambitious Strategy that positions the University to respond to the challenges of today and tomorrow, aligned with higher-level strategies and the requirements of the Services and Combatant Commands (CCMDs). Salient features of the present and emerging environment include:

- a. Increasing international violence, including a major war in Ukraine, instability in the Middle East and rising Chinese aspirations in Southeast Asia and the Pacific Region, creating new urgency for the Military Health System (MHS) and USU to enhance our capabilities.



- b. The revolution in all aspects of digital health, providing unprecedented opportunities for USU to reimagine how we operationalize our mission and achieve our vision.
- c. COVID-19 and the impact on the nation, the Department of Defense (DoD), the MHS and the American Warfighter.
- d. The growing demand for the employment of soft power such as global health engagements as key components of advancing and protecting US vital national interests worldwide.
- e. Ongoing and expanding momentum to achieve greater efficiencies through realignments within the MHS Education and Training (E&T) enterprise and in medical research, as evidenced by the NDAA 23 requirements (Reference 2g).
- f. Renewed emphasis on meeting health professions workforce requirements as articulated by the Deputy Secretary of Defense (Reference 2h).
- g. Increasing demand within DoD, the Services and the CCMDs for readiness-related support and operational services that can be provided by USU's centers.

#### 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, the MHS and DoD will continue to confront a constrained resource environment, requiring rigorous, strategy-based resourcing justifications.
- b. COVID-19 lessons learned will place additional strategic emphasis within DoD on pandemic operations and Defense Support of Civil Authorities, requiring new or enhanced education and training throughout the MHS.
- c. USU will be assigned additional MHS E&T enterprise responsibilities, necessitating appropriate adjustments in internal structures, processes and resources over the planning period. These additional responsibilities will be supported by necessary resources.

- 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 the Medically Ready Force (MRF) and the Ready Medical Force (RMF).
- 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 address resource requirements.
- f. As major combat operations grow more likely, 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.
- g. USU will play an increasingly vital role as the MHS' Innovation Center across a broad spectrum of health system related policies, issues and tasks.

## 5. **Mission:**

The mission of USU is to support the readiness of America's Warfighters, units and leaders, 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 2028, USU will be fully digitally-native and 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 of 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 the American Warfighter, of our veterans and families, and of US interests worldwide.



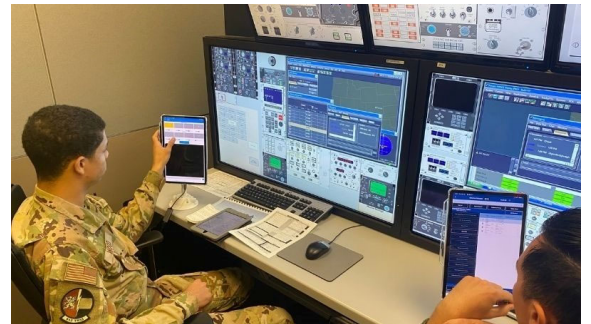
## 8. Lines of Effort:

USU's five Lines of Effort (LOEs) are the major vectors that the University will follow throughout the period of this strategic plan. While listed separately, these LOEs are interwoven, mutually supporting and align with the MHS Strategy (2024-2028). At Annex B are near-term initiatives that support each LOE's strategic objectives. At Annex C is a depiction of the alignment of our LOEs with the strategic goals contained in the MHS Strategy.

- a. LOE 1: MHS Force Generation – Education and Training. USU supports the generation of the RMF by educating health professionals, leaders, scientists and administrators to meet the needs of the DoD, the MHS, the Public Health Service (PHS), the CCMDs and operational units and individual Warfighters in support of operational readiness worldwide. Strategic objectives in support of LOE 1 include:



- 1) Enhance the RMF. Equip military health professionals, leaders, scientists, and administrators with the KSAs to meet the evolving healthcare needs of the military and to support operational readiness and Service and CCMD requirements. Empower USU leaders to sustain and meet current and evolving requirements for applicable schools, colleges, and programs.
- 2) Prepare Outstanding USU Graduates. Prepare graduates of USU to lead in the military medical department of the future.
- 3) Develop and Implement Cutting-Edge Educational Models and Pathways. Adapt USU's educational models to meet the challenges and opportunities emerging from the digital transformation in health education, with particular emphasis on Artificial Intelligence/ Machine Learning (AI/ML).
- 4) Sustain Accreditation. Sustain accreditation for our schools, colleges and programs throughout the planning period.
- 5) Nurture Outstanding Personnel. Recruit and retain personnel to meet USU schools, colleges and centers requirements.



- b. LOE 2: MHS Force Sustainment - Life Cycle Health Professional Development and Management. USU supports the sustainment of the RMF by developing and implementing comprehensive professional development programs for health professions at all levels of their careers: recruitment, education, training and retention. Strategic objectives in support of LOE 2 include:

- 1) Develop Models for Robust Academic Leadership and Management. Develop an academic framework that provides leadership and management to enhance innovation, adaptability and growth.
  - 2) Enhance Life-long Educational Support. Ensure health care personnel lifecycle educational requirements are met.
  - 3) Provide Life-long Educational Delivery. Develop and implement a plan for continuous evaluation and timely content delivery for education and training anywhere DoD health care personnel are stationed.
  - 4) Grow the General Ronald H. Griffith Institute for Military Medical Professionalism. Augment current Service professional and leader development programs to specifically address the professional development requirements of MHS health professionals.
  - 5) Inspire Future MHS Leadership. Serve as a focus for educating and inspiring mid-career level military healthcare professionals about the opportunities for professional advancement in the MHS. Create an office at USU to assess the progress of USU graduates as they proceed in their military careers.
  - 6) Educate Current and Future Senior Military Officers. Sponsor conferences for senior line commanders regarding current and future medical challenges on the battlefields of the future, to include the medical ethical dilemmas faced by junior line and medical officers (e.g. dealing with large numbers of displaced indigent populations).
- c. LOE 3: MHS Research and Scholarship. Our research and scholarship are requirements-driven, innovative and directly relevant to DoD, the American Warfighter and the beneficiary community. We conduct cutting-edge research that is at the apex of the MHS's research enterprise with innovations that often have benefits for broader society. Strategic objectives in support of LOE 3 include:
- 1) Ensure DoD Orientation and Alignment. Align USU research and scholarship to DoD biomedical and clinical research requirements as well as discovery driven by Principal Investigators (PIs), emphasizing support to the Services, the CCMDs, the Warfighter, the MHS, our constellation of beneficiaries, and the nation as a whole.
  - 2) Diversify Research Funding Sources. Increase types and sources of research funding.
  - 3) Enhance Influence and Recognition. Expand the awareness and influence of the scientific and policy contributions of USU. Ensure USU research achievements are widely recognized for discovery, development, and delivery of military medical and other clinical innovations.
  - 4) Ensure Compliance with Standards. Meet all regulatory and ethical requirements for the conduct of research and scholarship.



- 5) Promote a Supportive Environment for Innovation. Foster innovation across the MHS and within the USU enterprise, including national faculty and trainees.
  - 6) Leverage Digital Transformation in Research. Invest in research initiatives and digital tools tailored to the unique needs of military personnel and operational environments. Identify, assess, and resource appropriate multidisciplinary technologies and innovations to facilitate research.
  - 7) Fully Establish the Research Data Environment. Create a common cloud-based systems platform in which the preponderance of data collection, management, and analysis is expected to take place, revolutionizing the research process for the investigators, while beginning to build the University's first data-inclusive repository of completed works.
  - 8) Foster Mutually Beneficial Research Partnerships. Establish and maintain strategic intra- and extramural research partnerships to promote innovative research.
- d. LOE 4: MHS Enterprise Thought Leadership and Innovation. USU faculty, scientists, staff, and students provide visionary innovations in health and science, forging significant contributions, clinical services and leadership throughout the Uniformed Services and across the US Government in support of National Security. USU serves as an MHS Innovations Hub. Strategic objectives in support of LOE 4 include:
- 1) Develop and Implement MHS Digital Transformation. Continue and expand our leadership role as the Office of Primary Responsibility in overseeing the digital transformation of the MHS, including the implementation of the MHS Digital Transformation Strategy (Reference 2i).
  - 2) Collaborate in the Development and Implementation of a Tightly Integrated System of Affiliations between USU and Military Treatment Facilities (MTFs). Develop proposed models, MOAs/MOUs and assessment tools.
  - 3) Support and Expand Defense Health Horizons (DHH). Oversee and expand DHH to provide responsive, imaginative and practical policy recommendations in response to near- and mid-term requirements and requests generated by the senior leaders throughout the MHS (Reference 2m).
  - 4) Develop MHS-related Collective Simulation Capabilities. Expand USU's simulation capabilities into an MHS node for collective training and modeling based on CCMD and Service simulations of Large-Scale Combat Operations (LSCO).
  - 5) Provide MHS Leadership. Continue and expand USU's leadership role in MHS-level initiatives as directed by the ASD(HA).
  - 6) Provide Comprehensive and Responsive "Reach-back" Support to the MHS and Operational Units throughout DoD. Enhance synchronization efforts with the Joint Staff and the Combatant Commands that leverages USU capabilities in support of operational requirements.

- e. LOE 5: Global Health Engagement and Operational Support. USU supports the MHS by providing direct support to CCMDs, Component Commands, operational forces and Warfighters and their families around the world, as well as building capacity and interoperability. Strategic objectives in support of LOE 5 include:



- 1) Identify and Strengthen Strategic Relationships with Allies and Partners. Strengthen international collaborative relationships with Allies and Partners to advance CCMD priorities.
- 2) Advance the Principles of Security Cooperation, Security Assistance, and Civilian-Military Collaboration. Align with USG, DoD and CCMD security cooperation programs.
- 3) Improve Military-Civilian Coordination and Response to LSCO, Domestic and International Health-related Emergencies and Disasters. Ensure MHS professionals better understand the principles and stakeholder engagement involved with complex health emergencies.
- 4) Modernize and Execute Educational Products that Advance DoD Leadership in Global Health, Force Health Protection and Expeditionary Medicine. Improve training and education to ensure MHS health professionals are ready and prepared to support operational missions.
- 5) Develop Innovative Research and in-depth Analysis to Advance DoD Priorities in Areas of Global Health and Operational Support. Provide analytical and research support in domain areas that support the National Defense Strategy.

## 9. Key Enabling Tasks: Cross-Cutting Objectives:

To achieve our mission, realize our vision and accomplish our objectives in each of our LOEs, USU must accomplish a set of enabling tasks/objectives that span across the University. Key enabling tasks include:

- a. Design and Implement USU Digital Transformation. During the planning period, transform USU into a fully digitally-native institution, applying cutting-edge technologies along each of our LOEs and across our cross-cutting objectives and associated initiatives.
- b. Increase 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 appropriately shared and strategy-based decision-making is supported at every level. The Process Improvement Cell (PIC) established in 2023 will be the nexus for continuous process improvements.



- c. Match Structure to Function. As we move through the planning period, we must ensure that the University’s organizational structure optimizes the execution of our Strategy.
- d. Develop and Expand Strategic Partnerships and Collaboration. USU faculty, staff and students must form collaborative partnerships that are demonstrably relevant to USU
- e. strategic objectives and enhance health-related services to support Warfighter readiness and the health and well-being of the military community.
- f. Improve Strategic Communications. The University must formalize and expand our ability to communicate USU’s value proposition and our vital contributions to national security to engender widespread understanding and garner support from all pertinent audiences and key stakeholders.
- g. 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.
- h. 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.
- i. 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 the strategic priorities of DoD and the MHS. In light of a challenging resourcing environment, USU leaders must refine a strategy-based priority list that can help govern resource allocation and move increasingly from “soft”, sometimes unsustainable, funding to “hard”, predictable, POM-based funding.
- j. Expand USU Authorities. USU must be accorded the same authorities as those authorized for other DoD education institutions.

## **10. Implementation:**

The implementation of the USU Strategy (2024-2028) includes the following:

- a. Responsibilities.
  - 1) President, USU. Overall responsibility for the implementation of the USU Strategy resides with the President.
  - 2) Cabinet. The USU Cabinet is responsible for conducting periodic reviews of the implementation of the USU Strategy and for making recommendations on changes that may be required.
  - 3) Chief of Staff (CoS). The USU Chief of Staff serves as the President’s executive agent in overseeing the implementation of the Strategy.

- 4) Standing Committee on Strategic Planning (SCSP). The SCSP, chaired by the CoS and consisting of representatives from the USU Responsibility Centers, is the primary coordinating body for the implementation of the Strategy.
  - 5) Director, Office of Strategy Management and Integration (OSMI). The Director, OSMI oversees the development and review of the Strategic Measures of Performance (SMOPs), including the assignment of Office of Primary Responsibility (OPRs) and Office of Collateral Responsibility (OCRs), the development of measures of performance and associated metrics, and timelines and milestones.
  - 6) Chief Information Officer (CIO). The CIO supports the Director, OSMI in the management of data necessary for measuring performance.
  - 7) OPRs. OPRs are assigned for each LOE and for each associated initiative.
- b. Strategic Measures of Performance. Across our LOEs, USU must provide rigorous, standards-based, outcomes-oriented SMOPs. SMOPs provide the means by which USU continuously evaluates our programs and, in turn, form the basis upon which we will improve, sustain, and adapt our programs in the future. SMOPs for our strategic objectives and associated initiatives will be published in accordance with USU’s SMOP process and will include:
- 1) Restatement of the strategic objective and initiative
  - 2) Definition of the measure(s) of performance and associated metrics
  - 3) Assignment of OPRs and OCRs
  - 4) Establishment of timelines and milestones
  - 5) Overall assessment (green, amber, red) for each objective and initiative
- c. Semi-Annual Strategy Reviews by the USU Cabinet. Led by the Chief of Staff and the Director, OSMI, the Cabinet will conduct semi-annual reviews of the USU Strategy, using the SMOP process as their foundation.

## **11. Risk Analysis:**

The risk analysis process will evaluate the executability of each individual task and initiative required to achieve a strategic objective. The analysis will consider the following criteria:

- a. President’s Priorities: The risk analysis will use, as its point of departure, the strategic priorities articulated by the USU President, based on the 2024-2028 USU Strategy.
- b. Available Funding: The availability of funding is a critical factor in determining whether a task or initiative can be executed. The analysis will assess the amount of funding required, the sources of funding, and the likelihood of obtaining the necessary funding.

- c. Available Personnel: The availability of qualified personnel is a critical factor in determining whether a task or initiative can be executed. The analysis will assess the number and qualifications of the personnel required, the availability of those personnel, and the likelihood of recruiting or hiring the necessary personnel.
- d. Legislative Authorities: The analysis will assess whether any legislative authorities are required to execute a task or initiative. If so, the analysis will assess the likelihood of obtaining the necessary legislative authorities.
- e. Other Factors: The analysis will also consider other factors that could affect the executability of a task or initiative such as the political, regulatory, and the technological environment.

The risk analysis will be used to identify the tasks and initiatives that are most likely to be successful and the tasks and initiatives that are most likely to encounter challenges. The analysis will also be used to develop mitigation plans for the identified risks.

## **12. Strategic Planning within USU:**

- a. Supporting Plans. Within six months of the issuance of the USU Strategy, each school, college, center, and institute within USU will have a strategic plan that is consistent with the USU Strategy. While each plan will be different, all organizations' strategic plans should include at least:
  - Background
  - Assumptions
  - Mission
  - Vision
  - LOEs
  - LOE Tasks/Objectives
  - Near-Term initiatives
  - Measures of Performance
- b. Contingency Plans. The USU Strategy (2024-2028) 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 an annual basis.

## **13. Conclusion:**

As we enter the 2024-2028 planning period, USU stands at a critical juncture. The confluence of the revolution in digital technologies, 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 landscapes 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 US 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): AFRRI is committed to be medically and operationally prepared to preserve operational force resilience and fighting strength in the event of adversarial deployment of nuclear weapons.
- b. Center for Biotechnology (CBT – formerly 4DBio<sup>3</sup>): To be a DoD Center for Technology aligned under USU and the central hub within DoD for biotechnology research, innovation, and medical translation for the uniformed services.
- c. Center for Deployment Psychology (CDP): CDP will be the central hub for the MHS in the development and implementation of behavioral health training and education to clinicians to ensure 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 calendar year 2026, the CGHE will be nationally and internationally recognized as a leading institution within the DoD for global health and health security.
- e. Center for Health Professions Education (CHPE): The vision of CHPE is to be widely recognized as a global leader for the MHS, PHS, VHA, and civilian communities in advancing health professions education (HPE) through leadership in teaching, research, and innovation.
- f. Center for Rehabilitation Sciences Research (CRSR): CRSR will be a global leader in advancing rehabilitative care for individuals with war-related trauma.
- g. Center for the Study of Traumatic Stress (CSTS): The CSTS is committed to advancing trauma-informed care and dedicated to furthering the nation's understanding of the impact of trauma on individuals, families, and communities.
- h. Center for Health Services Research (CHSR): By the end of calendar year 2024, CHSR will be nationally recognized as the leader in MHS Health Services Research. We will produce actionable, outcomes-based policy recommendations and direct support that will improve health outcomes throughout the MHS.
- i. Center for Military Precision Health (CMPH): By the end of 2024, CMPH will be a central hub for collaborative genomics research, education, and treatment in military medicine. CMPH will be a CLIA-certified and CAP-accredited organization: capable, accurate, informative, and secure for personalized genetics-based care and genomics studies in military populations.



- j. Consortium for Health and Military Performance (CHAMP): To be the premier DoD readiness resource for Human Performance Optimization (HPO) across the Total Force Fitness domains in support of DoD operations. As it continues to evolve, CHAMP will strive to expand HPO collaborations with Federal partners.
- k. Defense and Veterans Center for Integrative Pain Management (DVCIPM): DVCIPM serves as the unifying force for military pain management excellence and standardization.
- l. Infectious Disease Clinical Research Program (IDCRP): To substantially reduce the impact of infectious diseases in the military population through collaborative clinical research.
- m. DoD Medical Ethics Center (DMEC): DMEC will assist in the development and implementation of the DoD Medical Ethics Program (DoDMEP) and will develop a plan for MRS-wide medical ethics training, as per Sections 2.2 and 4.3 of DoDI 6025.27. Within USU schools, DMEC will coordinate closely with programs for professional military medical leadership development to train and develop a new generation of military medical leaders and professionals solidly grounded in the highest standards of medical ethics.
- n. General Ronald H. Griffith Institute for Military Medical Professionalism (GI). The GI provides a foundation in ethics, leadership and military medical professionalism and serves as a focus for leaders in military medicine, civilian medicine and advanced technology to meet and explore opportunities to pursue scientific improvements in medicine.
- o. Military Traumatic Brain Injury Initiative (MTBI<sup>2</sup>). Formerly the Center for Neuroscience and Regenerative Medicine (CNRM), MTBI<sup>2</sup> builds a substantial evidence base that enhances the DoD's clinical practice guidelines for traumatic brain injury diagnosis and treatment.
- p. Murtha Cancer Center Research Program (MCCRP): As the only DoD-designated cancer Center of Excellence, MCCRP is the nexus of cancer services and support for the MHS with clinical and translational research cancer programs fully integrated with USU, NCI, and VA.
- q. National Center for Disaster Medicine and Public Health (NCDMPH): NCDMPH will be the US academic Center of Excellence leading disaster health education and research. In collaboration with our Federal partners, we will facilitate science and education to inform policy, operations, and funding decisions that improve our readiness, save lives, and mitigate injuries in disasters.
- r. Surgical Critical Care Initiative (SC2i): To become a driving force for change in surgical care management using precision medicine.
- s. Tri-Service Center for Oral Health Studies (TSCOHS): TSCOHS will be recognized as the premier institution within the DoD supporting the military mission through exceptional DPH research, leadership, and education.
- t. Tri-Service Nursing Research Program (TSNRP): TSNRP will foster innovative research, support partnerships, inform leaders, and support operationally-relevant research and evidence-based practice.

- u. Val G. Hemming Simulation Center (SIM). The Val G. Hemming Simulation Center (SIM) 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 Information**

To support the Lines of Effort and associated strategic objectives outlined in the 2024-2028 USU Strategy, we will pursue a number of near-term initiatives. These initiatives have a one–two-year focus and will change as conditions change throughout the five-year planning cycle. These initiatives also form the foundations for measuring our success in achieving our strategic objectives. This Annex and its supporting Appendices will be updated on a semi-annual basis, without requiring revision to the Strategic Plan itself.

## Appendix 1: LOE 1: Force Generation - Education and Training

1. Strategic Objective: Enhance the Ready Medical Force (RMF). Equip military health professionals, leaders, scientists, and administrators with the knowledge, skills, and abilities to meet the evolving healthcare needs of the military and to support operational readiness and Service and CCMD requirements. Empower USU leaders to sustain and meet current and evolving requirements for applicable schools, colleges, and programs. Supporting initiatives include:
  - a. Identify, develop, enhance and continuously assess the knowledge, skills, and abilities required to meet current and future war- and peace-time healthcare requirements.
  - b. Develop and enhance interprofessional collaborative opportunities to support interprofessional- education, research, and practice to improve outcomes, improve communications, and better align with military team-based healthcare.
  - c. Recruit, retain, and sustain personnel to inspire future military career leaders.
  - e. Be prepared for USU to be assigned expanded roles and missions in support of the MHS E&T enterprise, the RMF, and force generation. Develop a flexible strategic MHS E&T transition framework/plan when/if required.
2. Strategic Objective: Prepare Outstanding USU Graduates. Prepare graduates of USU to lead in the military medical department of the future. Supporting initiatives include:
  - a. Ensure that graduates are ready for operational roles, trained to lead, inspire and adapt to the challenges in both in garrison and while deployed, regardless of the environment, to include Space. On the day of graduation:
    - 1) SOM physicians must be capable of functioning as Operational Medical Officers in combat units.
    - 2) GSN advanced practice nurses must be capable of functioning in a NATO Role 2 Hospital.
    - 3) PDC graduates must be capable of functioning at the top of their specialties.
    - 4) CAHS graduates must be capable of functioning at the top of their certifications.
  - b. Identify, develop, enhance and continuously assess the knowledge, skills, and abilities required to meet current and future healthcare professional leadership requirements in both garrison and deployed environments.
  - c. Develop a system to define current and future MHS leader requirements in collaboration with Service needs.



- d. Expand existing programs to meet MHS needs.
  - 1) Expand the SOM to 200 students per class.
  - 2) Expand the CAHS catalog of program offerings to meet MHS needs from 26 to 71 at the METC branch campus, as well as at additional locations and other institutional sites.
  - 3) Expand APRN degrees/specialties and certification in response to MHS needs.
- 3. Strategic Objective: Develop and Implement Cutting-Edge Educational Models and Pathways. Adapt USU's educational models to meet the challenges and opportunities emerging from the digital transformation in health education, with particular emphasis on Artificial Intelligence/Machine Learning (AI/ML). Supporting initiatives include:
  - a. Enable processes to ensure programs adjust to advancements in technology that provide meaningful outcomes (e.g., AI/ML).
  - b. Lead in the quickly evolving healthcare education domain in promoting a culture of continuous learning, advancement, and adaptability.
  - c. Develop educational opportunities for healthcare professionals who are able and capable of meeting current and future technological, innovative, and cutting-edge requirements in healthcare.
  - d. Transition to competency-based curricula in all schools consistent with expectations and guidelines from our accrediting bodies.
- 4. Strategic Objective: Sustain Accreditation. Sustain accreditation for our schools, colleges and programs throughout the planning period. Supporting initiatives include:
  - a. Develop a dashboard for the President on the status of all University and program accreditations.
  - b. Develop accreditation preparation timelines and milestones for accreditation review.
- 5. Strategic Objective: Nurture Outstanding Personnel. Recruit and retain personnel to meet USU Schools' and Colleges' requirements. Supporting initiatives include:
  - a. Strengthen coordination of Student Affairs initiatives across Schools/Colleges and share "best practices" where applicable.
  - b. Establish and enhance a culture of wellness in compliance with accreditation standards.
  - c. Implement and expand the Professional Writing Center for students and faculty.
  - d. Measure and expand our program for Faculty Development for new faculty and coordinate resources for all USU Schools and Colleges.

## **Appendix 2: LOE 2: MHS Force Sustainment - Life Cycle Health Professional Development and Management**

1. Strategic Objective: Develop Models for Robust Academic Leadership and Management. Develop a USU academic framework that provides leadership and management to enhance innovation, adaptability and growth. Supporting initiatives include:
  - a. Establish the Office of the Provost/Chief Academic Officer that serves as a key strategic partner to the USU President and other senior leaders, helping to shape USU's academic direction and ensure its ongoing success and impact.
  - b. Develop USU's academic vision, outlining goals and strategies to achieve them, thereby providing direction and purpose to guide faculty, staff, and students towards common objectives.
  - c. Cultivate a culture of excellence in both teaching and research, supporting faculty and researchers in their professional development, advancing innovative teaching methods, and promoting research initiatives.
  - d. Establish systems to ensure academic standards and quality across all aspects of the University (e.g., assessment mechanisms, maintaining accreditation standards, academic integrity and performance).
  - e. Foster relationships with other institutions, government agencies, industry partners and the broader community to enhance opportunities for collaboration, research, funding, and knowledge exchange.
  
2. Strategic Objective: Enhance Lifelong Educational Delivery. Develop and implement a plan for continuous evaluation and timely content delivery for education and training anywhere DoD healthcare personnel are stationed. Supporting initiatives include:
  - a. Develop and maintain healthcare personnel with the skills, character, and diversity our nation needs to overcome today's and tomorrow's national security challenges.
  - b. Determine life cycle leadership development strategies to meet the needs of healthcare professionals.
  - c. Develop and maintain a diverse workforce that is current, fluent, interoperable, and adaptable with new and changing technologies.
  - d. Develop and/or enhance solutions to provide lifelong learning.
  - e. Develop processes to ensure USU members stay current with new, changing and evolving methodologies (e.g., practices, technology, capabilities) and strategies that enhance health, performance, and learning.

3. Strategic Objective: Provide Lifelong Educational Support. Ensure healthcare personnel lifecycle education requirements are met. Supporting initiatives include:
  - a. Develop academic solutions that support mission and healthcare personnel educational needs anytime and anywhere.
  - b. Provide agile educational and training support to adapt to technologically capable and digitally-enabled systems in healthcare.
  - c. Develop or enhance processes to maintain connections to USU personnel at all times.
  - d. Promote a culture of continuous practice improvement and lifelong academic solutions.
  
4. Strategic Objective: Grow the General Ronald H. Griffith Institute for Military Medical Professionalism. Augment current Service professional and leader development programs to specifically address the educational requirements of MHS health professionals. Supporting initiatives include:
  - a. Expand the Griffith Institute to serve as the central hub for the MHS in the design, coordination and implementation of a comprehensive medical leadership program that produces military healthcare professionals who are uncompromising in their ethics, firmly grounded in military medical history and law, focused on the patient and deeply committed to the profession of arms.
  - b. Revise and implement the Griffith Institute Strategic Plan.
  - c. Establish the Center for MHS Lessons Learned (CMLL). Collaborate with the US Army Combined Arms Center and the Army Center for Lessons Learned to develop the model and the plan for the CMLL.

### Appendix 3: LOE 3: MHS Research and Scholarship

1. Strategic Objective: Ensure Orientation and Alignment. Align USU research and scholarship to DoD biomedical and clinical research requirements as well as PI-driven discovery, emphasizing support to the Services, the CCMDs, the Warfighter, MHS, our constellation of beneficiaries, and the nation as a whole. Supporting initiatives include:
  - a. Develop innovative research and in-depth analyses to advance DoD priorities.
  - b. Integrate research across our Departments, Centers (see Annex A), and Programs.
  - c. Implement processes to oversee, measure, and track research activities across the University.
2. Strategic Objective: Diversify Research Funding Sources. Increase types and sources of research funding. Supporting initiatives include:
  - a. Continue to balance and expand DoD funding, including peer-reviewed programs.
  - b. Increase funding from NIH, other government agencies (OGAs), (e.g., The Advanced Research Projects Agency for Health [ARPA-H]), non-profit foundations, industry, and others.
3. Strategic Objective: Enhance Impact and Recognition. Expand the awareness and influence of the scientific and policy contributions of USU. Ensure USU research achievements are widely recognized for discovery, development, and delivery of military medical and other clinical innovations. Supporting initiatives include:
  - a. Expand and integrate the reach and contributions of USU's Institutes, Centers, Consortia, Departments, and Programs, realizing the vision for each.
  - b. Increase public access to and awareness of USU research (e.g., USU workshops, Research Days, news articles, publications).
  - c. Promote publication of impactful research in relevant scientific and medical journals to increase citation and recognition of USU among top academic and clinical research institutions.
  - d. Implement tracking mechanisms for research productivity and impact.
4. Strategic Objective: Ensure Compliance with Standards. Meet all regulatory and ethical requirements for the conduct of research and scholarship. Supporting initiatives include:
  - a. Ensure USU research oversight processes are transparent, efficient, and accountable.
  - b. Update and implement the USU Research Strategic Plan.

- c. Continue and expand the role of the USU Research Advisory Council.
  - d. Implement a robust program of scientific integrity.
5. Strategic Objective: Promote a Supportive Environment for Innovation. Foster innovation across the MHS and the USU enterprise, including national faculty and trainees. Supporting initiatives include:
- a. Increase and track opportunities for trainees, staff, and faculty to engage in research (e.g., dissertations, CAPSTONE projects, Science, Technology, Engineering, and Mathematics (STEM), graduate degrees, research laboratory rotations).
  - b. Invest in infrastructure modernization to support research activities, including Research Administration System (RAS) and a Coordinated Institutional Animal Care & use Committee (IACUC)/Department for Laboratory Animal Resources (DLAR) animal research management system.
  - c. Promote the development of intellectual property. Utilize the Office of Research Technology Applications (ORTA).
  - d. Implement technologies and research support infrastructure to unburden research community of tasks and allow increased focus on scientific pursuits.
6. Strategic Objective: Leverage Digital Transformation in Research. Invest in research initiatives and digital tools tailored to the unique needs of military personnel and operational environments. Identify, assess, and resource appropriate multidisciplinary technologies and innovations to facilitate research. Supporting initiatives include:
- a. Expand and sustain the cloud environment and increase our ability to interact and exchange data with other DoD as well as external data systems, to include the MHS Medical Information Portal (MIP) and research collaborators.
  - b. Streamline cross-institutional collaboration with the Research Computing Advisory Committee (RCAC).
  - c. Implement an electronic system to track research proposals throughout their lifecycle (e.g. RAS).
  - d. Educate the USU community to optimize the use of digital tools.
7. Strategic Objective: Foster Mutually Beneficial Research Partnerships. Establish and maintain strategic intra- and extramural research partnerships to promote innovative research. Supporting initiatives include:
- a. Promote collaborative efforts with internal and external organizations (e.g., academia, government, non-profit, NGOs, industry).
  - b. Leverage research collaboration opportunities for the benefit of the MHS and Warfighter.
  - c. Identify and mitigate barriers to collaboration (e.g., legal, financial, technological/IT).

#### **Appendix 4: LOE 4: MHS Enterprise Thought Leadership and Innovation**

1. Strategic Objective: Develop and Implement MHS Digital Transformation. Continue and expand our leadership role as the Office of Primary Responsibility in overseeing the digital transformation of the MHS, including the implementation of the MHS Digital Transformation Strategy (DTS). Supporting initiatives include:
  - a. Complete the MHS Digital Transformation Strategy, including the implementation plan as outlined in the DTS annexes.
  - b. Develop recommendations for the ASD(HA) on a governance structure devoted exclusively to the digital transformation of the MHS. Include participation from experts outside of the MHS (e.g., the J-6 of the Joint Staff).
  - c. Establish an ASD(HA)-led review schedule to monitor and oversee the implementation of the DTS.
  
2. Strategic Objective: Collaborate in the development and implementation of a tightly integrated system of affiliations between USU and Military Treatment Facilities (MTFs). Expand relationships through affiliation agreements and Memorandums of Understanding with MTFs by leveraging USU capabilities and enhancing internship, residency, fellowship and other information and experiential exchanges. Supporting initiatives include:
  - a. Develop an MOU for a pilot integrated affiliation between USU and WRNMMC.
  - b. Based on the MOU, develop a draft MHS strategy for expanding the integrated affiliation throughout the NCR and in regions around the country.
  - c. Assist DHA in returning WRNMMC to a fully functioning, 300+ bed hospital, capable of performing the complex medical and surgical care that will be needed in future conflicts.
  - d. Ensure that the integrated affiliation provides the clinical education required of the USU SOM and GSN students and trains the medical and surgical specialists that will be needed to preserve and protect the Medically Ready Force.
  
3. Strategic Objective: Support and Expand Defense Health Horizons (DHH). Oversee and expand DHH to provide responsive, imaginative and practical policy recommendations in response to near- and mid-term requirements and requests generated by senior leaders throughout the MHS. Supporting initiatives include:
  - a. Establish a community of consultants with subject matter expertise across the needs of the MHS.
  - b. Wherever possible, employ the Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy (DOTMLPF-P) domains in studies and analyses.
  - c. Oversee the planning and execution of an ongoing series of digital health summits that bring together SMEs from multiple organizations and disciplines to collaborate in advancing the digital transformation of the MHS.
  - d. Aggressively market DHH capabilities throughout the MHS.

4. Strategic Objective: Develop MHS-related collective simulation capabilities. Expand USU's simulation capabilities into an MHS node for unit training and modeling based on CCMD large-scale simulations of battle. Supporting initiatives include:
  - a. Conduct an inventory of Service and CCMD medical simulations capabilities and systems.
  - b. In consultation with appropriate Service institutions, develop a model for unit simulations in combat environments, with particular emphasis on LSCO.
  - c. Develop a pilot simulation that integrates the medical domain into relevant simulation programs throughout the Services.
  - d. If possible, use the results of this exercise to demonstrate the complexity of medical support in LSCO and to generate resource requirements.
5. Strategic Objective: Provide MHS Leadership. Continue and expand USU's role in leadership in MHS-level initiatives as directed by the ASD(HA). Supporting initiatives include:
  - a. Lead the final development and oversee the implementation of the MHS Digital Transformation Strategy as noted above.
  - b. In accordance with the Report to Congress on Section 724, NDAA 23, chair or co-chair the Joint MHS Education and Training Senior Strategy Group (SSG), charged with providing senior-level assessments, reviews, analyses, and evaluation of MHS E&T functions to determine and recommend possible synergies between and among the MHS components.
  - c. Develop contingency plans for the possibility that USU will be tasked with additional MHS-level leadership requirements.
6. Strategic Objective: Provide comprehensive and responsive "Reach-back" support to the MHS and operational units throughout DoD. Enhance synchronization efforts with the Joint Staff and the Combatant Commands that leverages USU capabilities in support of operational requirements. Supporting initiatives include:
  - a. Using the DMEC and CHAMP models, develop a "single point of contact" system within USU through which MHS and CCMD leaders can rapidly access USU capabilities and expertise.
  - b. Enhance intra-USU communications and collaborations so that this "single point of contact" can quickly respond to questions from the field.
  - c. Once the system is in place, develop and implement a marketing strategy to ensure that this reach-back capability is known by, and accessible to, leaders throughout the MHS, the Services and CCMDs.



## Appendix 5: LOE 5: Global Health Engagement and Operational Support

1. Strategic Objective: Identify and Strengthen Strategic Relationships with Allies and Partners. Strengthen international collaborative relationships with Allies and Partners to advance CCMD priorities. Supporting initiatives include the following:
  - a. Establish an International Programs Office.
  - b. Host opportunities for knowledge and information exchanges with stakeholders, such as the International Conference of Military Medical Schools (ICMMS).
  - c. Provide training courses for the CCMDs, Components and other staff to professionalize GHE practice.
  - d. Provide education to the joint force and allied nations on the hazards of ionizing radiation and medical management of casualties translating research to operations.
  - e. Support the joint force (and allied nations during multinational exercises) in deploying up to three medical radiobiology advisory teams for R/N accidents, incidents, exercises and combat operations.
  - f. Revise International Disaster Medicine and Public Health Core Curriculum and Training Program.
  - g. Establish AOR-based Health Emergencies in Large Populations (HELP) Training Program.
  - h. Support CCMDs planning in health engagement.
  - i. Continue to lead and expand the Indo-Pacific Research Alliance for Military Medicine (IPRAMM).
2. Strategic Objective: Advance the Principles of Security Cooperation, Security Assistance, and Civilian-Military Collaboration. Develop USU as a security cooperation organization by upholding and developing processes to support Combatant Command security cooperation priorities. Supporting initiatives include the following:
  - a. Implement use of MOUs/MOAs and IMET/MASL to facilitate enhanced collaborations across civilian and military sectors, engaging academia and international partners.
  - b. Integrate the Defense Institute for Medical Operations (DIMO) into CGHE/USU.
  - c. Facilitate engagement with OSD(Policy), OSD(HA), and Department of State.
3. Strategic Objective: Improve Military-Civilian coordination and response to Large Scale Combat Operations (LSCO), domestic and international health-related emergencies and disasters. Provide ongoing support to efforts and initiatives that improve CONUS based health response capabilities. Supporting initiatives include the following:

- a. Expand the National Disaster Medical System (NDMS) Pilot Study.
  - b. Support NORTHCOM in completion of the Integrated CONUS Medical Operation Plan (ICMOP).
  - c. Refine and implement the Medical Mission Analysis for Health Emergencies Program to assess the readiness of DoD, and their partners in and out of the USG, to meet the medical requirements of LSCO, emergencies and disasters.
4. Strategic Objective: Modernize and execute educational products that advance DoD leadership in Global Health, Force Health Protection and Expeditionary Medicine. Improve training and education to ensure MHS health professionals are ready and prepared to support operational missions. Supporting initiatives include the following:
- a. Comprehensively review, revise, and align existing internal and external educational products in Global Health and Force Health Protection, focusing on the use of innovative digital technologies and transformation to expand scope and increase efficiency.
  - b. Comprehensively review, revise, and continue to enhance operational medicine curriculum and field courses, like Bushmaster and Gunpowder, to align with current Expeditionary Medicine requirements and doctrine.
5. Strategic Objective: Develop innovative research and in-depth analysis to advance DoD priorities in areas of Global Health and Operational Support. Provide analytical and research assistance in domain areas that support the National Defense Strategy. Supporting initiatives include the following:
- a. Conduct cutting-edge GHE operational research such as a DoD GHE Cost Assessment.
  - b. Enhance and scale-up a GHE Knowledge Management Program in alignment with ASD(HA) guidance and DoDI 5105.45 (Uniformed Services University of the Health Sciences).
  - c. Conduct targeted R&D in the fields of R/N medical countermeasures, biodosimetry, combined injuries, low-dose effects, and internal contaminations to build a more resilient force.

## Appendix 6: Key Enabling Tasks

1. Strategic Objective: Implement USU Digital Transformation. During the planning period, transform ourselves into a fully digitally-native institution, applying cutting-edge technologies along each of our LOEs and across our cross-cutting objectives and associated initiatives. Tactical initiatives include the following:
  - a. Develop and implement a comprehensive five-year USU Digital Transformation Strategy (DTS) that conforms to the MHS DTS, and harnesses lessons learned from comparable institutions – both in the public and private sectors.
  - b. Conduct USU-sponsored digital transformation symposia and conferences to glean insights from across the spectrum of health institutions.
  - c. Develop “The Digital Natives Guide” – a roadmap for using the greatest technology of today and tomorrow to enhance our effectiveness and efficiency. The Guide will be co-authored by the SOM, the GSN, the PDC, the CAHS, the Griffith Institute, and led by the OCIO.
2. 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. Expand USU’s Process Improvement Cell (PIC).
  - b. Refine and republish USU Instruction 8100 (Strategic Planning) to formalize the SMOP process and to outline the strategic planning responsibilities of USU’s responsibility centers.
  - c. 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.
  - d. Develop and implement an enterprise-wide data management strategy to empower data-informed decision-making and data analytics across all lines of effort at the University. This strategy will provide the frameworks and guidelines necessary to support schools, colleges, centers, and staff in their rational, objective use of data.
  - e. Refine and measure the Research Administration System to facilitate rapid and effective growth in our research enterprise.
3. Strategic Objective: Match Structure to Function. As we move through the planning period, we must ensure that the University’s organizational structure optimizes the execution of our Strategy. Tactical initiatives include the following:
  - a. Complete the design and implementation of the Office of the Provost.
  - b. Develop a master plan for the evolution of USU’s organization during the planning period to incorporate the following principles:

- 1) Accreditation: The structure must respond to the organizational imperatives mandated by accrediting bodies.
  - 2) Effectiveness: The structure must maximize the ability of the staff to support the schools, colleges and centers.
  - 3) Cost: The structure must maximize the use of USU resources (personnel, facilities, budgets, transition).
  - 4) Growth: The structure must facilitate the possibility of growth and expansion in USU's MHS E&T responsibilities.
  - 5) Span of Control: The structure must optimize span of control for the President.
  - 6) Organization: The structure must clarify roles and responsibilities for the staff.
  - 7) Implementation: The structure must facilitate smooth implementation.
  - 8) Simplicity: The structure must reduce unnecessary layering.
  - 9) Transparency: The structure must enhance transparencies in processes and responsibilities.
4. Strategic Objective: Develop and Expand Strategic Partnerships and Collaboration. USU faculty, staff and students must form collaborative partnerships that are demonstrably relevant to USU's 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 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.

5. 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 relevant 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.
  - c. Develop and implement a strategic communications plan designed to present and explain the USU Strategy (2024-2028) to key internal and external stakeholders, including:
    - 1) USU Faculty
    - 2) USU Staff
    - 3) USU student body
    - 4) ASD(HA)
    - 5) DHA
    - 6) Service SGs
    - 7) JCS
    - 8) Combatant Commands
6. 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 while ensuring inclusivity and respect for all personnel.
- a. Develop and implement a USU-wide integrated civilian hiring strategy that controls and prioritizes workforce growth. Ensure the appropriate use of Administratively 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 workforce 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.
7. 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) Implement the 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) Develop a plan to revitalize the NexGen Building (Building “F”) to meet USU’s future infrastructure requirements.
  - b. Information Technology:
    - 1) Update and fully resource the IT Strategic Framework to serve as a three-year roadmap, guiding information and education technology operations, priorities and resourcing decisions.
    - 2) Enhance collaboration and distributed learning capabilities, cybersecurity operations and infrastructure while optimizing costs.
    - 3) In conjunction with CHR and Acquisitions, identify and implement IT personnel recruitment and retention strategies.
8. Strategic Objective: 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 the strategic priorities of DoD and the MHS. Tactical initiatives include the following:
- a. Develop and refine a strategy-based priority list to govern resource allocation.
  - b. Develop and present a strategy-based justification for financial resources to be presented to the ASD(HA), the USD(P&R) and senior uniformed leaders.
  - c. Move increasingly from “soft”, sometimes unsustainable, funding to “hard”, predictable, POM-based funding.
9. Strategic Objective: Expand USU’s Authorities. USU must be accorded the same authorities as those authorized for the US Service Academies. Tactical initiatives include the following:
- a. Refine and update USU’s requirements for expanded authorities.
  - b. Develop a legislative proposal to support USU’s required authorities

## Annex C: MHS-USU Strategy Alignment

The USU Strategy (2024-2028) aligns with and enables the MHS Strategy (2024-2029), with each USU LOE supporting the four MHS Strategic Goals as depicted below.

### MHS Strategy    USU Strategy Alignment

