

LOUISIANA STATE UNIVERSITY HEALTH SCIENCES CENTER
SCHOOL OF PUBLIC HEALTH
(LSUHSC SPH)

STRATEGIC PLAN
2009-2014

MISSION: To advance the public's health and well-being through education, research, and service.

VISION: To become nationally recognized as an inter-disciplinary community of outstanding teaching and research scholars and professionals who educate, innovate, and improve the public's health and well-being.

CORE PURPOSES:

- High quality public health education
- Innovative high impact research
- Community service through public health advocacy, collaboration, and practice

CORE VALUES:

- Engaging in professional behavior that incorporates honesty, integrity, fairness, respect, and resilience
- Reducing health disparities and optimizing health and well-being for all
- Demonstrating an enduring commitment and drive to be the best, including creativity and innovation
- Embracing the contributions of diverse cultures, backgrounds, experiences, and perspectives
- Responding to community needs through collaboration

Overview

The LSUHSC SPH Strategic Plan does not include all activities or long-range planning that will be important to the future success and effectiveness of the school. Rather, it reflects the priority areas and specific goals and objectives that the members of this academic community viewed were most important and strategic to realizing the mission, vision, and future successes of the LSUHSC SPH over the next five years. In the sections that follow are the strategic goals and objectives for each of the priority areas identified from the school-wide retreat that was held on May 20, 2009. The retreat was broadly attended by faculty members, staff, students, graduates, and community representatives. The Strategic Plan Steering Committee identified working groups for each priority area and all interested faculty, staff, and students who volunteered to participate were involved in these groups and the creation of the school's new strategic plan. A draft of the strategic plan was shared with the entire LSUHSC SPH faculty, staff, and students through a series of small group discussions conducted in August 2009 and feedback was used to finalize the plan.

The order in which priority areas are listed and the order of goals and objectives within each area do not suggest any ranking of importance or additional priority. A separate working document that includes objectives-focused action items and strategies contains target dates that provide guidance regarding the implementation of this strategic plan over the next five years. This working document is included with the complete final report and will be used by the Steering Committee and the targeted committees, task forces, and individuals who will be charged with specific responsibilities for realizing the goals and objectives of this plan. It will also provide a means for monitoring, managing, and evaluating the successful implementation of the strategic plan. As a whole, the strategic plan reflects a beginning and not an end. Below is the overall framework or "map" for promoting strategic thinking and guiding strategic development of the LSUHSC SPH over the next five years.

STRATEGIC GOALS AND OBJECTIVES BY PRIORITY AREA

ORGANIZATIONAL DEVELOPMENT

Goal 1: Develop and promote the unique identity and brand of the LSUHSC SPH, emphasizing its unique niches in the field and community.

Objectives:

1. Achieve a consistent public presence and LSUHSC SPH branding that promotes the school's unique niches through print, web, and outreach venues.
2. Increase visibility and attractiveness of the LSUHSC SPH to prospective students.

Goal 2: Achieve a highly effective and efficient use of administrative support.

Objectives:

1. Establish a school-wide administrative infrastructure for expanding and supporting sponsored research.
2. Implement a standard school-wide system for supervising and delivering administrative support and maintaining effectiveness thereafter.
3. Implement a sustainable school-wide communication and training system for using clerical and administrative support effectively.
4. Broaden LSUHSC SPH clerical support resources to assist faculty in meeting administrative needs.

Goal 3: Develop and sustain a diversified financial portfolio to support excellence and innovation in public health research, teaching, and community service.

Objectives:

1. Establish and implement an ongoing institutional advancement program.
2. Increase philanthropic contributions to advance the LSUHSC SPH mission and vision.
3. Establish and maintain dedicated areas of giving as part of the LSUHSC SPH institutional development and advancement plan.

EDUCATION AND PROFESSIONAL DEVELOPMENT

Goal 1: Assure that all graduating students will demonstrate proficiency in the competencies of their respective degree programs.

Objectives:

1. Establish and maintain competencies for each degree program.
2. Integrate competencies into all levels of the curriculum for masters and doctoral degree programs.
3. Develop a comprehensive assessment plan for assuring learners' achievement of competencies.

Goal 2: Create and sustain an institution-wide culture of ongoing professional development, including mentorship, among all faculty, staff, and administrators.

Objectives:

1. Offer professional development in mentoring at least annually.
2. Promote ongoing opportunities for professional collegiality and the fostering of mentoring relationships for staff (e.g., workshops, conferences, training).
3. Establish an institutional program for recognizing and rewarding engagement in mentoring.
4. Strengthen school-wide initiatives to promote faculty development and recognition of faculty members' excellence and scholarship in teaching and educator activities.

Goal 3: Establish a sustainable, multi-dimensional curriculum and instructional delivery system that accommodates the lifelong learner.

Objectives:

1. Design a system to meet the diverse needs of current and potential learners.
2. Assure appropriate diversity of timing, instructional methods, and delivery options for educational offerings (e.g., various times, media, formats, channels, educational levels of learners).

COMMUNITY

Goal 1: Establish a leading reputation for collaborative, interdisciplinary and inter-professional, community-based service and practice.

Objectives:

1. Develop school-wide participation in direct service/awareness projects, giving emphasis to addressing health disparities in underserved communities.
2. Make expertise readily available to communities.
3. Improve promotion of existing LSUHSC SPH open lectures and training (e.g., *Food for Thought* series).
4. Increase the participation of faculty members and staff in advisory boards, committees, and task forces of community and public health organizations.

Goal 2: Sustain an active and value-added leadership role in the public health community through the establishment and use of a Community Advisory Board (CAB).

Objectives:

1. Identify size and composition of membership to achieve appropriate representation (e.g., geographic, areas of public health expertise).
2. Provide adequate administrative and clerical support to assure logistics and responsiveness.
3. Develop the Community Advisory Board mission, purpose, structure and vision.

RESEARCH

Goal 1: Maximize research opportunities within practice programs.

Objective:

1. Bridge research and practice programs by establishing a formal interdisciplinary research program to enhance collaboration and communication among LSUHSC SPH faculty and external investigators.

Goal 2: Generate new lines of research and expand applied research.

Objectives:

1. Establish collaborations and consortia to support key research needs of investigators for essential research services.
2. Provide guidance and support to establish and/or expand lines of research.
3. Expand the translation of new research findings into novel programs and practices to improve public health.

Goal 3: Strengthen recognition of individual and programmatic areas of expertise.

Objectives:

1. Expand the LSUHSC SPH's public image, status, and recognition as a premiere academic institution in the United States.
2. Expand opportunities for masters and doctoral students to participate in basic, applied and translational research.
3. Capitalize on expertise of existing investigators.

TECHNOLOGY

Goal 1: Establish and use forward-thinking leadership and institutional structure for evaluating emerging technologies and sustaining effective use of proven technology solutions.

Objectives:

1. Ensure that the LSUHSC SPH Information Technology (IT) Committee supports strategic and operational/tactical requirements.
2. Write a comprehensive *State of the Information Technology Plan* that summarizes the LSUHSC SPH principles for IT investments, governance, planned technology innovations and strategic directions.

Goal 2: Develop and maintain a technically-competent LSUHSC SPH user community for achieving the mission and vision of the school.

Objective:

1. Develop and use standard materials and content for orienting, training, and mentoring the user community on the availability and use of services and tools employed by the LSUHSC SPH.

Goal 3: Use technology to provide the LSUHSC SPH user community and the general public with convenient access to appropriate, user-friendly, and innovative information and services.

Objectives:

1. Develop an expanded web portal for the LSUHSC SPH.
2. Develop the collaborative workspace initiative.