

**LOUISIANA STATE UNIVERSITY HEALTH SCIENCES CENTER  
NEW ORLEANS**

**FIVE YEAR  
STRATEGIC PLAN  
Pursuant to Act 1465 of 1997**

**FY 2026-2027 THROUGH FY 2030-2031**

**Revised June 2025**

**LOUISIANA STATE UNIVERSITY HEALTH SCIENCES CENTER - NEW ORLEANS**  
**FY2026-27 – FY2020-31 Strategic Plan Pursuant To Act 1465 of 1997**

**VISION**

Louisiana State University Health Sciences Center at New Orleans (LSUHSC-NO) will be a catalyst for a healthier Louisiana, recognized as an outstanding comprehensive public academic health sciences center that serves all citizens through education, research, and patient care, and community outreach.

**MISSION**

We educate the future health professions workforce, lead advancement in research and scholarship, provide exceptional and equitable health care, and partner and advocate to build healthy communities.

**PHILOSOPHY**

LSUHSC-NO pursues excellence in education, scientific discovery, healthcare delivery, and community engagement, while meeting the needs of the public with the highest standards of ethics, professionalism, compassion, and accountability.

This commitment is grounded in a core set of institutional values that define the university's organizational culture: striving for excellence to achieve the highest standards and exceptional outcomes; upholding integrity by acting honestly, ethically, and respectfully; demonstrating accountability by honoring commitments and serving our communities with consistency and diligence; fostering innovation through curiosity, ingenuity, and discovery; and promoting collaboration by creating and valuing inclusive teams.

These values shape every facet of our mission, driving purposeful action across the institution. We steward human, intellectual, and financial resources with intention and efficiency; apply evidence-based practices and emerging technologies to elevate teaching, research, and patient care; and prioritize proactive, informed decision-making. We are committed to expanding access to healthcare education, cultivating a learning environment that reflects the rich diversity of Louisiana, and fostering a culture of continuous growth and lifelong learning for all.

Comprising the Schools of Allied Health Professions, Dentistry, Graduate Studies, Medicine, Nursing, and Public Health, LSUHSC-NO prepares future healthcare professionals, educators, administrators, and scientists through rigorous educational programs. Our research efforts—both basic and clinical—advance knowledge, support innovation, contribute to economic development, and address the changing health needs of our state and nation. As an academic health sciences center, we provide vital public service through direct patient care, including the care of indigent and uninsured patients. Healthcare services are provided through LSUHSC-NO clinics in allied health, dentistry, medicine, nursing, and in numerous affiliated hospitals and clinics throughout Louisiana. We continue to elevate and enhance investment in educational and research endeavors, expand our influence on health outcomes and healthcare delivery to address health equity challenges in Louisiana, and advance meaningful partnerships across all missions. Through these efforts, we strive to maximize our collective impact and foster a healthier, more equitable future for all.

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**GOALS**

- I. **Education:** LSUHSC-NO will design and deliver academic offerings for the next generation of learners and health professions workforce, enabled by contemporary teaching models, interprofessional approaches, and technology.
- II. **Research:** LSUHSC-NO will be a local, national, and international leader advanced research and discovery on health issues prevalent in Louisiana through comprehensive, institution-wide and LSU-system wide initiatives.
- III. **Patient Care:** LSUHSC-NO will provide quality health care, promote disease prevention, and raise health awareness for the citizens of Louisiana.

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**GOAL I: (*Education*)** LSUHSC-NO will design and deliver academic offerings for the next generation of learners and health professions workforce, enabled by contemporary teaching models, interprofessional approaches, and technology.

**Objective I.1** Provide faculty members with support programs that enhance their skills in the areas of teaching, advising, mentoring, instructional design, curriculum development, interprofessional education, and assessment of learning.

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| STRATEGY I.1.1 | Develop programs and resources to support faculty development and collaboration related to teaching and assessment.                                                        |
| STRATEGY I.1.2 | Provide opportunities for faculty members to focus on specific topics of interest and interact with teaching scholars and educators of national and international acclaim. |
| STRATEGY I.1.3 | Promote innovation and continuous improvement in the curriculum of each School and program.                                                                                |

**Objective I.2** Attract, retain, and graduate students in high-demand healthcare workforce areas of need in Louisiana, expanding as resources and partnerships allow.

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| STRATEGY I.2.1 | Improve recruitment efforts using channels of mass media and contacts with local high schools and regional colleges and universities.    |
| STRATEGY I.2.2 | Maintain relevance of the curriculum and clinical experience using feedback from students and input from area health care professionals. |
| STRATEGY I.2.3 | Maintain institutional and programmatic accreditation, as applicable.                                                                    |
| STRATEGY I.2.4 | Maintain the number of students earning degrees.                                                                                         |

**PERFORMANCE INDICATORS FOR EDUCATION OBJECTIVES:**

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| Outputs:  | <ul style="list-style-type: none"><li>- Fall headcount enrollment</li><li>- Fall minority headcount enrollment</li><li>- Number of degrees conferred</li><li>- Number of programs accredited</li></ul>                                                                                                                                  |
| Outcomes: | <ul style="list-style-type: none"><li>- Maintain fall headcount enrollment at Fall 2024baseline</li><li>- Maintain or increase minority fall headcount enrollment at Fall 2024 baseline</li><li>- Maintain number of degrees conferred at 2023-24 AY baseline</li><li>- Maintain 100% accreditation of programs as applicable</li></ul> |

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**GOAL II: (*Research*)** LSUHSC-NO will be a local, national, and international leader in advanced research and discovery on health issues prevalent in Louisiana through comprehensive, institution-wide and LSU-system wide initiatives.

**Objective II.1** Launch HSC-wide research initiatives with a deeper, integrated, and collaborative focus on health issues that impact Louisiana and expertise across the spectrum of basic, translational, population, and clinical research.

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| STRATEGY II.1.1 | Provide comprehensive research support systems.                                                                                            |
| STRATEGY II.1.2 | Provide assistance and programs that will enhance faculty's awareness of and ability to compete for externally-sponsored research funding. |
| STRATEGY II.1.3 | Provide improved laboratory space and enhanced research facilities.                                                                        |

**Objective II.2** Amplify centralized research support services (grant writing; statistics; protocol design; regulatory support; and grants contracting, budgeting, and management) and staff.

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| STRATEGY II.2.1 | Identify and encourage research initiatives that may directly translate to patient care and education. |
| STRATEGY II.2.2 | Maintain competitive faculty salaries based on appropriate peers.                                      |
| STRATEGY II.2.3 | Improve research coordination, collaboration, and efficiency through the Council of Research Deans.    |

**PERFORMANCE INDICATORS FOR RESEARCH OBJECTIVES:**

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| Outputs:  | <ul style="list-style-type: none"><li>-Number of grant applications</li><li>- Faculty recruited and retained</li><li>- Number of invention disclosures</li></ul>                                                                                                                     |
| Outcomes: | <ul style="list-style-type: none"><li>- Percentage change in grant applications</li><li>- Increased number of faculty recruited and retained</li><li>- Decreased faculty salary variance from Southern Regional average</li><li>- Maintain number of invention disclosures</li></ul> |

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**GOAL III: (*Patient Care*) LSUHSC-NO will provide quality health care, promote disease prevention, and raise health awareness for the citizens of Louisiana.**

**Objective III.1 Optimize the public-private partnership model in each market to align on innovative clinical program priorities, research emphases, and joint recruitments and to increase the promotion and awareness of LSU Health–NO’s contributions to healthcare, its clinical partners, and the community and expand statewide access to health care through training and screenings.**

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| STRATEGY III.1.1 | Maintain Graduate Medical Education (GME) in conjunction with hospital partners as applicable.                                                                                                                                            |
| STRATEGY III.1.2 | Expand the Rural Scholars Tracks to all applicable Schools and develop appropriate recruitment strategies.                                                                                                                                |
| STRATEGY III.1.4 | Host and promote healthcare screenings to advance public health and increase public awareness of the importance of early detection and treatment of various diseases, such as the Louisiana Education and Early Detection (LEED) program. |
| STRATEGY III.1.5 | Continue to develop and review shared practice management support operations to ensure efficiency through best practices.                                                                                                                 |
| STRATEGY III.1.6 | Increase coordination of physician workforce planning.                                                                                                                                                                                    |

**PERFORMANCE INDICATORS FOR PATIENT CARE OBJECTIVES:**

**Outputs:**

- Number of cancer screenings provided by programs supported by the Stanley S. Scott Cancer Center and the School of Public Health

**Outcomes:**

- Percent of patients screened for breast cancer with a diagnosis of cancer
- Percent of patients screened for cervical cancer with a diagnosis of cancer
- Percent of pap tests administered to rarely- or never-screened women

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*In Compliance with Act 1465 of 1997, each strategic plan must include the following process:*

**I. A brief, general description of how the strategic planning process was implemented.**

The LSU Health Sciences Center at New Orleans Strategic Planning Committee, consisting of representatives from all areas of the campus, developed the Strategic Plan to provide direction and an integrative framework for planning and implementing the goals that support our mission, and to establish a foundation for accountability that is fundamental for continuous improvement within all programs and activities. The goals, objectives, and strategies are established in each of our core functional areas in a manner to ensure the ability to regularly monitor outcomes and incorporate that data into future decision making. The strategic plan is understood to be the basis of an ongoing process of assessment, analysis and planning; it represents an incremental approach that over time will redirect and acquire resources, both intellectual and financial, required for goal implementation, based upon regular measurement and feedback evaluation.

**II. A brief statement identifying the principal clients and users of each program and the specific service or benefit derived by such persons or organizations:**

As Louisiana's flagship academic health center, educating roughly 70% of Louisiana's health care professionals, the LSU Health Sciences Center at New Orleans maintains a statewide mission with a national and international responsibility to provide excellence in health professions education, healthcare, and community-oriented programs. It is a doctoral/professional research university, enrolling roughly 2,800 students annually, with degree offerings limited to biomedical fields and multiple health professions. LSUHSC-NO delivers vital public service through direct patient care, including care of indigent and uninsured patients. LSUHSC-NO provides referral services, continuing education, and information relevant to the public health of Louisiana's citizens. LSUHSC-NO faculty conduct basic and applied research in biosciences and explore improved approaches to health care, with a special focus in alcohol and drug abuse, cancer, cardiovascular disease, infectious disease, neurosciences, and oral health. LSUHSC-NO offers clinical services to patients through the education of healthcare professionals, public health programs, and graduate medical education.

**III. An identification of potential external factors that are beyond the control of the entity and that could significantly affect the achievement of its goals or objectives:**

A significant external factor beyond the control of LSUHSC-NO but directly impacting its ability to meet its goals and objectives is the level of state funding appropriated annually for both healthcare and higher-education functions. Other external factors that could significantly affect the attainment of goals and objectives are regulatory changes at either a federal or state level; changes in standards set out for accreditation by either regional or specialized accrediting agencies; changes in the rules and regulations of the LSU Board of Supervisors; and changes in varying levels of external economic factors that have an impact on the availability of federal or state funding streams.

**IV. The statutory requirement or other authority for each goal of the plan.**

- Master Plan for Public Postsecondary Education, Board of Regents, State of Louisiana, August 2019
- Louisiana Constitution of 1974, Article VIII, Section 7
- Louisiana Revised Statutes, 17:3351-3352
- Southern Association of Colleges and Schools, Commission on Colleges, Institutional Reaffirmation of Accreditation, 2025

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**V. A description of any program evaluation used to develop objectives and strategies.**

LSUHSC-NO engages in ongoing, integrated, institution-wide research-based planning and evaluation. The university uses a framework for strategic planning and evaluation of institutional performance that insures congruence with the university's mission, goals, and outcomes. LSUHSC's review of its mission is guided by Permanent Memorandum PM-38 (Institutional Mission Statements) and procedures created to comply with PM-38. The university's overarching Strategic Plan provides direction and guidance for planning and evaluation of activities that impact institutional effectiveness. Outcomes are monitored to provide the feedback needed to insure continuous improvement. In addition to guidance provided by the LSUHSC-NO Strategic Plan, each professional school creates its own unique set of strategic goals and objectives that support the mission of the institution. Though the faculty governance structure differs from school to school, the administrative leaders, faculty councils, and faculty committees play key roles in strategic development for their respective schools. The planning process includes, but is not limited to, a due diligence review of current program goals and objectives and their achievement status as well as a review of recommendations from external bodies (e.g., governmental agencies, accreditors, and professional groups); external benchmarks and recommendations from peer groups and the community of interest; feedback from students, faculty, and faculty leaders; a review of budgetary issues; and personnel, technology, and material resources. Proposals are reviewed and revised based on feedback from faculty and faculty committees/councils, students, and community leaders. Final strategic plans are approved by a vote of the faculty. School-specific strategic plans are operationalized by faculty leaders and committees/councils.

**VI. An explanation of how duplication of effort will be avoided when the operations of more than one program are directed at achieving a single goal, objective, or strategy.**

For the purposes of Act 1465 of 1997, LSUHSC-NO is a single program and thus duplication of effort is not applicable.

**VII. Documentation as to the validity, reliability, and appropriateness of each performance indicator, as well as the method used to verify and validate the performance indicators as relevant measures of each program's performance.**

See Performance Indicator Documentation which follows.

**VIII. A description of how each performance indicator is used in management decision making and other agency processes.**

See Performance Indicator Documentation which follows.

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**PERFORMANCE INDICATOR DOCUMENTATION #1**

|                          |                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Program:</b>          | LSU Health Sciences Center at New Orleans (Agency ID 19A-604)                                                                                                                                                                                                                                                                                                                                                                           |
| <b>KEY:</b>              | <b>Maintain total fall 14<sup>th</sup> day headcount enrollment at Fall 2024 baseline level</b>                                                                                                                                                                                                                                                                                                                                         |
| <b>Indicator Name:</b>   | Fall headcount enrollment                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>LaPAS PI Code:</b>    | 15253                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Type &amp; Level:</b> | Outcome, Key                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Indicator Name:</b>   | Change in Fall headcount enrollment over Fall 2024 baseline                                                                                                                                                                                                                                                                                                                                                                             |
| <b>LaPAS PI Code:</b>    | 24945                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Type &amp; Level:</b> | Outcome, Supporting                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Indicator Name:</b>   | Percent change in Fall headcount enrollment over Fall 2024 baseline                                                                                                                                                                                                                                                                                                                                                                     |
| <b>LaPAS PI Code:</b>    | 24946                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Type &amp; Level:</b> | Outcome, Key                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Other Links:</b>      | Workforce Development Commission, Board of Regents Master Plan for Postsecondary Education                                                                                                                                                                                                                                                                                                                                              |
| <b>Rationale:</b>        | LSUHSC-NO is committed to providing high quality healthcare education, training and patient care to the citizens of Louisiana. Headcount enrollment refers to the actual number of students enrolled.                                                                                                                                                                                                                                   |
| <b>Use:</b>              | Enrollment is a key factor when making academic, financial, hiring, and many other management decisions. Given budgetary constraints, every effort will be made to maintain current enrollment levels to continue to fill the high workforce demand for healthcare professionals.                                                                                                                                                       |
| <b>Data Source:</b>      | Data will be retrieved from the Board of Regents' Statewide Student Profile System (SSPS). This system has been in existence for over 25 years. SSPS data is gathered from the institutions twice annually, in the fall and spring. For this indicator, the fall data (national standard) will be used. The indicator will be reported at the end of the fourth quarter to allow time for collection, aggregation, and editing of data. |

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**PERFORMANCE INDICATOR DOCUMENTATION #2**

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| <b>Program:</b>          | LSU Health Sciences Center at New Orleans (Agency ID 19A-604)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>KEY:</b>              | <b>Maintain or increase total minority student fall 14<sup>th</sup> day headcount enrollment at Fall 2024 baseline level</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Indicator Name:</b>   | Minority Fall headcount enrollment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>LaPAS PI Code:</b>    | 15256                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Type &amp; Level:</b> | Outcome, Key                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Indicator Name:</b>   | Percent change in minority student Fall headcount enrollment over Fall 2024 baseline                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>LaPAS PI Code:</b>    | 15255                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Type &amp; Level:</b> | Outcome, Key                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Other Links:</b>      | Workforce Development Commission, Board of Regents Master Plan for Postsecondary Education                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Rationale:</b>        | LSUHSC-NO is committed to providing minority students with access to opportunities in healthcare education, training and patient care. Headcount enrollment refers to the actual number of students enrolled.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Use:</b>              | Enrollment is a key factor when making academic, financial, hiring, and many other management decisions. Maintaining or increasing minority enrollment increases the diversity of experience in a multicultural environment. Given budgetary constraints, every effort will be made to maintain or increase current minority enrollment levels to continue to fill the high workforce demand for healthcare professionals across the state.                                                                                                                                                                                                                                                                                  |
| <b>Data Source:</b>      | Data will be retrieved from the Board of Regents' Statewide Student Profile System (SSPS). This system has been in existence for over 25 years. SSPS data is gathered from the institutions twice annually, in the fall and spring. For this indicator, the fall data (national standard) will be used. The indicator will be reported at the end of the fourth quarter to allow time for collection, aggregation and editing of data. Minority is defined as non-white and excludes non-resident aliens and those students who refuse to indicate. LSUHSC-NO actively seeks to increase minority enrollment and must respect various court decisions regarding enrollment quotas particularly for the professional schools. |

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**PERFORMANCE INDICATOR DOCUMENTATION #3**

**Program:** LSU Health Sciences Center at New Orleans (Agency ID 19A-604)

**KEY:** **Maintain 100% accreditation of programs**

**Indicator Name:** Percentage of mandatory programs accredited

**LaPAS PI Code:** 15261

**Type & Level:** Outcome, Key

**Indicator Name:** Number of mandatory programs accredited

**LaPAS PI Code:** 15262

**Type & Level:** Outcome, Supporting

**Other Links:** Workforce Development Commission and Board of Regents Master Plan for Postsecondary Education

**Rationale:** Maintenance of accreditation by both institutional and program-specific agencies provides independent confirmation of excellence and compliance with the highest standards of academic programs.

**Use:** Accreditation provides for eligibility for certain federal and financial aid programs as well as confirming programmatic quality and conformation with academic standards of quality.

**Explanatory note:** The count includes academic programs where accreditation is either optional or mandatory. There are a number of programs at LSUHSC-NO where accreditation is not available.

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**PERFORMANCE INDICATOR DOCUMENTATION #4**

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| <b>Program:</b>          | LSU Health Sciences Center at New Orleans (Agency ID 19A-604)                                                                                                                                                                                                                                                                                                                                                |
| <b>KEY:</b>              | <b>Maintain the number of students earning degrees of all types at Spring 2024 baseline level</b>                                                                                                                                                                                                                                                                                                            |
| <b>Indicator Name:</b>   | Percent change in number of students earning degrees of all types over Spring 2024 baseline level                                                                                                                                                                                                                                                                                                            |
| <b>LaPAS PI Code:</b>    | 15263                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Type &amp; Level:</b> | Outcome, Key                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Indicator Name:</b>   | Number of students earning degrees of all types                                                                                                                                                                                                                                                                                                                                                              |
| <b>LaPAS PI Code:</b>    | 15264                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Type &amp; Level:</b> | Outcome, Key                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Other Links:</b>      | Workforce Development Commission, Board of Regents Master Plan for Postsecondary Education                                                                                                                                                                                                                                                                                                                   |
| <b>Explanatory Note:</b> | While the total number of students receiving degrees of all types may vary each year depending upon number admitted, number who withdraw for personal reasons, and number who repeat coursework due to academic difficulties, among other reasons, LSUHSC-NO is committed to maintaining a level of skilled graduates in healthcare professions necessary to help fill Louisiana's critical workforce needs. |

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**PERFORMANCE INDICATOR DOCUMENTATION #5**

**Program:** LSU Health Sciences Center at New Orleans (Agency ID 19A-604)

**KEY:** Maintain the number of cancer screenings at the actual FY2024 level of 6,946 in programs supported by the Stanley S. Scott Cancer Center and the School of Public Health

**Indicator Name:** Percent increase in screenings  
**LaPAS PI Code:** 15265  
**Type & Level:** Outcome, Key

**Indicator Name:** Number of screenings  
**LaPAS PI Code:** 15266  
**Type & Level:** Outcome, Supporting

**Indicator Name:** Percentage of patients screened for breast cancer with diagnosis of cancer  
**LaPAS PI Code:** 23218  
**Type & Level:** Outcome, Key

**Indicator Name:** Percentage of patients screened for cervical cancer with diagnosis of cancer  
**LaPAS PI Code:** 23219  
**Type & Level:** Outcome, Key

**Indicator Name:** Percentage of pap test administered to rarely or never screened women  
**LaPAS PI Code:** 23220  
**Type & Level:** Outcome, Supporting

**Other Links:** Board of Regents Master Plan for Postsecondary Education