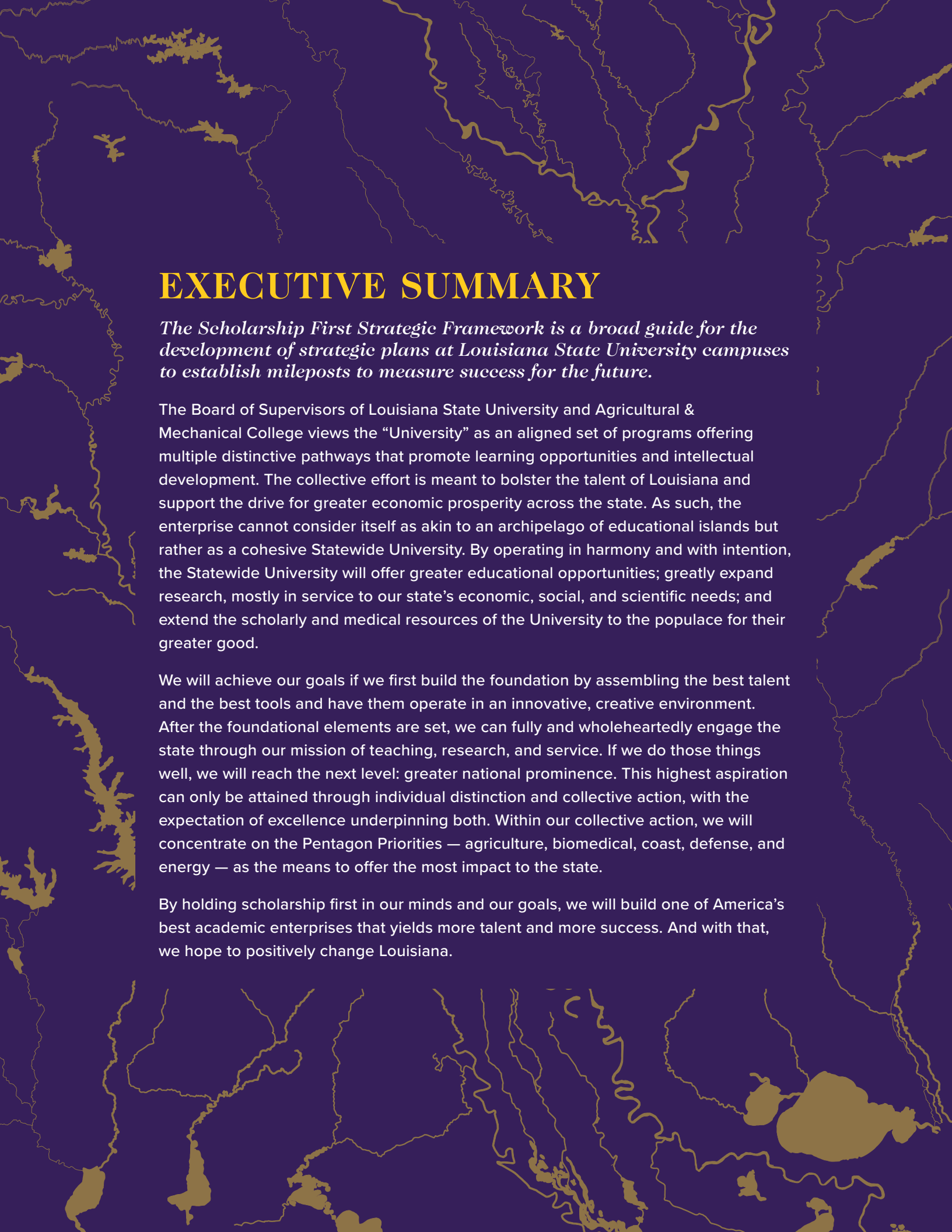




SCHOLARSHIP FIRST THE STRATEGIC FRAMEWORK

March 2024



EXECUTIVE SUMMARY

The Scholarship First Strategic Framework is a broad guide for the development of strategic plans at Louisiana State University campuses to establish mileposts to measure success for the future.

The Board of Supervisors of Louisiana State University and Agricultural & Mechanical College views the “University” as an aligned set of programs offering multiple distinctive pathways that promote learning opportunities and intellectual development. The collective effort is meant to bolster the talent of Louisiana and support the drive for greater economic prosperity across the state. As such, the enterprise cannot consider itself as akin to an archipelago of educational islands but rather as a cohesive Statewide University. By operating in harmony and with intention, the Statewide University will offer greater educational opportunities; greatly expand research, mostly in service to our state’s economic, social, and scientific needs; and extend the scholarly and medical resources of the University to the populace for their greater good.

We will achieve our goals if we first build the foundation by assembling the best talent and the best tools and have them operate in an innovative, creative environment. After the foundational elements are set, we can fully and wholeheartedly engage the state through our mission of teaching, research, and service. If we do those things well, we will reach the next level: greater national prominence. This highest aspiration can only be attained through individual distinction and collective action, with the expectation of excellence underpinning both. Within our collective action, we will concentrate on the Pentagon Priorities — agriculture, biomedical, coast, defense, and energy — as the means to offer the most impact to the state.

By holding scholarship first in our minds and our goals, we will build one of America’s best academic enterprises that yields more talent and more success. And with that, we hope to positively change Louisiana.

OUR VALUES

Our shared principles unite us in character and action, guide our pursuit of collective priorities, and illuminate who we are as a community. The core values of the Statewide University fall under the collective banner of Scholarship First, a concept that embodies truth, integrity, excellence, and service. They hold us accountable to a people-centric common standard, where we seek opportunities to help each other learn and grow, and remove the barriers that inhibit access to excellence.

SEEK TRUTH

Truth-seeking is a foundational tenet of higher education. Its pursuit is woven through the cultural fabric of our university. Faculty must know, understand, and sometimes create the tools necessary for truth-seeking. Helping students develop the skills to see through the multitude of human lenses to understand truth and deploy empathy is a crucial part of the educational process. It takes courage to pursue and share the truth. It is an unending quest for knowledge and then disseminating what's acquired so that others can learn and benefit.

EMBODY INTEGRITY

In pursuit of truth and in the conduct of our work and lives, we strive to do what is right for ourselves and for our community. Each day, we must act with honesty, respect, and empathy, and always remember that we are accountable to our students and to the people of Louisiana. We endeavor to do the right thing, to act with compassion, and to embrace each opportunity for growth, for progress and for service. If we fall short, we take on the responsibility to rectify the error. As we embody integrity, we collectively inspire one another to show up as our best selves and share our unique talents to shape the future for the greater good.

EMPOWER EXCELLENCE

Excellence begets excellence. To be a member of the LSU family is to accept the responsibility of maintaining a trifecta of excellence: personally, compared to national competitors, and leadership by example. It starts by making a personal commitment and then boldly transmitting that ethos to your team and community. Through effort and dedication, we create momentum that transfers to others around us and becomes contagious.

ENGAGE IN SERVICE

A special characteristic of Louisiana culture is the degree to which people care for one another, and that permeates our academic endeavors. The state's people support our work of gaining knowledge and focusing on solutions, and we are desirous to return the yields of their investment. The quality of our service is dictated by the level of engagement with stakeholders, and the iterative process creates buy-in among all involved. We renew our commitment to that engagement through every child who visits campus, every student who attends our classes, every invention that drives commercial and scientific innovation, every patient who enters our clinics and hospitals, every hour spent on a community service project, every field day, every discovery that improves lives, every book or artwork produced, and instance in which we share our knowledge. Our dedication to service is reinvigorated every time we open the doors of opportunity to those who have never been able to access and benefit from the services and support we offer. By engaging people in service to their needs, we are building a healthy and informed Louisiana that benefits the communities in the rest of the United States and beyond.

OUR VISION

*To use our talents
and discoveries with
purpose and passion in
service to Louisiana*



DELTAS

Louisiana's formation began as a series of deltas sculpted over a millennium by the continual shifting, joining, separating, and curving of water currents that left behind a geographical and ecological masterpiece. The resulting oxbows and vestigial ridges are evidence of the changing nature of water and land that form today's delta.

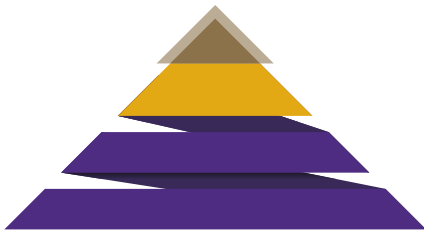
Over the past few centuries, the rich bounty from these waterways attracted cultural enclaves from around the globe — people able to thrive in this constantly changing continuum of water and land. These communities combined to make the most unique cultural ethnography of any state — rich with savory food, indelible sounds, and evocative art that still informs the way we live and learn today.

In as much as the tributaries of the Mississippi River merge into one powerful delta, so too does our human geography merge into our current day Louisiana. And, just as the mighty river roils in its channel and changing paths over time, so too does our culture sway and absorb new ways. We are the personification of a “delta.”

Our scholarly eye also knows that the term “delta” is a Greek letter that for centuries has been used by mathematicians to denote change or difference. They measure the difference between a time in the past and the current state, but they can also measure the time from today to tomorrow. And that is the essence of this strategic framework: to measure a change over time.

As we think about our state, we think about the changes we want to see, and the differences we can make. After all, our statewide university is one with purpose to drive the change and to lead the way. How fitting that “delta” speaks to both our Louisiana and academic cultures, and both are related to change.

Through our work in all 64 parishes, LSU is not just a university — it's an incubator to support life-changing discoveries and services. With the new Scholarship First Strategic Framework, we will be able to better channel our ambitions to enact the greatest effect on the state.



These are the “deltas” for Louisiana that we believe we can take the lead and be partners in:

▲ OUR DELTAS

1. A K-12 educational system that prepares students for the future and supports a prosperous economy
2. An effective, efficient higher education system that fulfills the workforce needs and deploys knowledge for the public good
3. A diversified economy that drives general prosperity
4. Better health and an effective, efficient health care delivery system, while eliminating health disparities
5. Successful defense of our natural and man-made assets located along the coast and rivers
6. Preservation of one of America’s most unique environments and “Sportsman’s Paradise”
7. A cyber infrastructure for our businesses and government that is free from crime and intimidation
8. Expansive access to artistic and cultural opportunities for personal development and global understanding
9. A new perception of Louisiana among its sister states

These are the Deltas we aspire to create for Louisiana. We do this work to honor those who built the university and shaped it into what it is now and to continue the tradition of handing on a greater university to the next generation of scholars. To achieve these deltas, we will construct a foundation based upon talent and tools, fulfill our mission through the pursuit of clear and measurable goals, and achieve distinction by transcending geography in the pursuit of greater collaborations in service to our people.

THE STATEWIDE UNIVERSITY

Amplifying the traditional recitation of our history, this framework is focused on what we want to be. For the most part, people do not understand the scope, magnitude, and scale of the LSU System. Many will jump to the description that it is an organization of eight geographically distributed institutions surrounded by an archipelago of offices and plots. That's only true in the sense that the LSU System is an expansive organization administratively divided for management purposes, which is why it's viewed as a system of units. In truth, the term "system" is a generic industrial term that could be applied to any set of interworking parts.

A university is not a factory. It is a specialized organization of people steeped in the tradition of sharing knowledge and the pursuit of truth through discovery. The legacy of the Greeks and Renaissance-era Italians transmitting their knowledge via the trivium and quadrivium, the Germans' disciplinary research standardization of the academy, and the American model for embracing the classical tradition and Germanic influences, while contributing practical engineering and agricultural strains. Over time, people's understanding of how knowledge is gained and applied evolved from medieval monasteries and can now be accessed nearly everywhere in the world.

Our Louisiana model is a purposeful enterprise occurring anywhere in the state where the work must be done, whether it be done in the piney woods of Kisatchie, the diversions of St. Bernard, the curving bayous of Avoyelles, the Crowley rice fields, the Plaquemine locks, Vivian gas fields, rural hospitals, urban trauma centers, or any of our hundreds of classrooms. The point is to not fixate on who we are based on sets of buildings, because the work is done by people wherever the work must be done. This means that "our state" is "our campus," making us **The Statewide University**. This ideal returns us back to the LSU Board of Supervisors' own bylaws identifying our enterprise as "The University." We are singular in mind and in vision.

The Statewide University is more accurately viewed as an aligned set of academic programs with multiple access points, scaled in size and depth to serve Louisiana's students and help them actualize their talents, and also to fill the state's workforce needs; a motivated team of researchers and students tirelessly pushing the bounds of knowledge in pursuit of understanding or solutions; and citizen scholars enthusiastically disseminating knowledge for better lives. The people of the university system generated \$6.1 billion in economic activity in 2023, graduate thousands of students annually, and conduct research funded in the amount of \$484 million per year. And the future holds much more promise than the past. We will move to create the opportunities for Louisiana and do our part to make it successful.

DRIVE NATIONAL PROMINENCE

INDIVIDUAL DISTINCTION

The effort of the individual or the unit. Each unit will strive to be the best among its peers.

WINNING TEAMS

People working together in a multidisciplinary, cross-mission effort supporting areas most critical to Louisiana's future.

ENGAGE THROUGH THE MISSION

STUDENT SUCCESS

Improve the educational experience, increasing progression and preparing students for success in future endeavors.

SCHOLARSHIP & DISCOVERY

Expand research while targeting the Pentagon Priorities.

ENGAGEMENT

Share knowledge, ideas, and resources with more people in service to the state.

BUILD THE FOUNDATION

TALENT

Assemble the best faculty, staff, and students.

TOOLS

Supply the talent with the best facilities, equipment, and libraries.

CULTURE

Set the expectation that every interaction contributes to the scholarly culture.



BUILD THE FOUNDATION

Fundamental to driving national prominence are: intellectual power (talent), supported by both tangible and intangible assets (tools), which generates a flourishing culture of competitive scholarship. Talent, tools, and culture are the foundational components of a successful higher education enterprise.

TALENT

We employ the term “talent” to describe the intellectual power created by assembling creative and innovative people. People of this type and caliber are attracted by others of similar abilities who can stimulate their thinking to higher levels, which is to say that these types of people look for a shared interest in free discovery. The culture of high expectations related to scholarship will be transmitted between faculty, staff, and students as all contribute to a mutually dependent learning and discovery ecology within the scholarly environment.

1. Assemble a competitive faculty and reward them accordingly.
2. Recruit post-doctoral fellows at a level commensurate to leading research universities in support of higher research productivity.
3. Be the premier public employer of staff in each region.
4. Raise the scholarly engagement for students.

TOOLS

Talented people, especially those in a university environment, have incredible minds, but they need the right tools to drive their work. These tools can include any number of physical or virtual instruments but can also be intangible assets that help open doors and create opportunities beyond what an individual could achieve alone. Resources that contribute to the success of scholarly work is a tool that must be made available.

FACILITIES & EQUIPMENT

We will work toward the completion of capital construction and renovation programs to make our classrooms more conducive to learning, our laboratories advanced enough to handle the most sophisticated levels of research, and our theatres and exhibitions reflective of the conditions required for the art form they host. As part of this program, the campuses will move to modernize and secure their infrastructure. We will seek creative and nontraditional methods to assist in financing such change.

1. Every classroom and instructional laboratory will be appropriately equipped to host the best learning environment.
2. Research laboratories will be constructed and equipped to support research goals.
3. Access to collections and technology will be sufficient to support nationally competitive scholarly work.
4. The buildings and grounds will be reflective of the high quality of work conducted on the campuses and will serve as visible indication that these are places of scholarly pursuits.

COLLECTIONS & COMPUTATION

Scholars need access to scholarly materials and collections to conduct their work.

1. Build and augment the collection of volumes, specimens, scholarly work, and archival material to support the needs of faculty performing at the highest levels.
2. Ensure a computational capacity consistent with the needs and expectations of scholars, students, and their research programs.
3. Develop centralized artificial intelligence support services to assist scholarly activities.

BRAND

Our brand is a critical part of our infrastructure and should be treated as such. It is also a tool that conveys distinction, trustworthiness, and innovation. For scholars and students, the brand serves as a first impression,

influencing opinions of potential partners, employees, employers, funding agencies, and peers prior to the first conversation. For alumni, it can help fuel their success, even years after they graduated. We all have a duty to promote the brand. The brand must be built by exemplifying our values, faithful fulfillment of our mission, and fidelity to our commitments.



New Center for Medical Education at LSU Health Shreveport

CULTURE

The scholarly culture is built on free discovery, free expression, respectful exchange, revelry in the achievements of colleagues, and encouraging the pursuit of truth. Our version of this culture should be as unique as Louisiana's joie de vivre outlook, and we can embrace the joys of being alive and among people who understand us. Our culture must be one of engagement, creating a vibrant experience with equal opportunities for all and ensuring that everyone has the chance to thrive and succeed. The people within the university must be supported in their quest for knowledge, which, in turn, should benefit the people beyond the university gates.

ATTRIBUTES OF A SUCCESSFUL CULTURE:

1. Pursuit of excellence in all we do
2. Retention of talented faculty and staff
3. Enrollment of the top students from inside and outside of Louisiana
4. Increased recruitment of new students, faculty, and staff
5. Achievement is willingly acknowledged by peers and colleagues
6. Include a representative number of perspectives and experiences in our employment and enrollment to improve the broadest applicability of our scholarly activity
7. Uninfringed speech that generates an environment of free discovery



ENGAGE THROUGH THE MISSION

The Strategic University serves Louisiana through the instruction and preparation of students as engaged citizens and future leaders, the relentless pursuit of truth and understanding through research and creative endeavors, and the dissemination of knowledge for the good of the people — all contributing to the state's prosperity.

Our focus on “engagement” demonstrates the level of involvement and commitment the people of the Statewide University have with each other and with those in the broader Louisiana community. The Statewide University’s collective mission places faculty as the primary medium of engagement through their focus on seeking truth, sharing that truth, and applying knowledge for the benefit of Louisiana. These faculty encourage students to develop their talents to the fullest extent possible, resulting in both personal benefit to the individual and positive impact on the state. A diligent and dedicated staff supports our faculty and student bodies in their pursuit of academic fellowship and application and dissemination of knowledge.

Together, we encourage each other to go further than our singular comfort allows. And our pledge to the people of Louisiana is that our efforts will be used in service to them and their needs. The best science and scholarship in America is rendered useless without public engagement that positively impacts lives.



STUDENT SUCCESS

Every graduate should be a technically proficient, communicative problem-solver who demonstrates leadership, respects others, and can use disciplinary knowledge. As a result of their education, they should have enhanced capabilities to identify and capitalize on an opportunity.

GRADUATE & PROFESSIONAL STUDENTS

Graduate and professional students are key elements of a comprehensive research enterprise. Graduate students represent both the future of the research profession and digitalized economy, while professional students use their advanced knowledge for decisions that boost prosperity, save lives, or improve the day-to-day experiences of their neighbors. We are dedicated to ensuring our graduate and professional students will be prepared for an evolving work environment whether it be in industry, academia, nonprofit sector, or government.

1. Produce a sufficient number of graduates from graduate and professional programs to address the state's forecasted occupational and economic growth needs.
2. Increase graduate and professional enrollment to become commensurate with leading doctoral universities.
3. Improve doctoral graduates per faculty member to reach rates comparable to the nation's leading doctoral universities.

MATRICULATION

Enrolling students in meaningful programs with the intent to award a degree indicating their level of proficiency to anyone who can assist them in the next step of their life journey is our instructional mission. We should be efficient with the students' time, saving them from accruing debt and reducing state appropriations spent. Each campus will exceed their competitors' matriculation metrics in four areas:

1. Improve first-year retention rate.
2. Improve graduation rate.
3. Improve time-to-degree.
4. Increase number of completers.



Boyd Professor of History Suzanne Marchand was awarded the 2022 Guggenheim Fellowship for her work in cultural history.

▲ OPPORTUNITY

To raise the economic index of our state through educational attainment, we must provide educational opportunities for students of ability who are constrained by cost, geography, or other barriers that we can help eliminate.

1. Maintain affordability and financial access for students of academic ability and preparedness.
2. Increase access to courses for high school students.
3. Honor veterans' contributions by easy transition to college life and/or supporting their families' educational pursuits.
4. Offer more online academic courses and programs to assist students in overcoming geography and life circumstance.
5. Create opportunities engaging all students in preparation for success, leadership development, and preparation for career.
6. Mitigate the physical and mental health barriers that interfere with a quality learning experience.



▲ ACADEMIC PATHWAYS

Louisiana's Intracoastal Waterway was built to connect various rivers for convenient navigation. Our goal is similar: we strive to create academic pathways that help students navigate from any entry door to their ultimate goal.

1. Build greater linkage of academic programs within the enterprise to facilitate movement from entry to ultimate goal in the educational journey.
2. Create cross-institutional programs to maximize talent beyond the abilities of a traditional single-campus model.

▲ EXPERIENCE

Every student deserves a first-class instructional experience complemented by opportunities for working with faculty on research and public engagement, leadership development, venues for civic engagement, and options for preprofessional internships.

1. Measure experiences in the manner appropriate for the purpose of gauging student satisfaction and post-enrollment success.



SCHOLARSHIP & DISCOVERY

Scholarship and discovery involves the pursuit of truth in scholarly investigations, creation in the arts, and innovative solutions to complex problems. The Statewide University expects every campus to engage in research and professional scholarship. Already, the university is the most externally supported research and development entity in the state. It is our aim to continue to push discovery as a way to foster the creation of distinctive learning environments, build a scholarly culture, and serve the interests of Louisiana.

1. The Statewide University will be among the top 50 research universities in the United States.
2. Our research and scholarly activities will be recognized as top-tier when measured by publications and top journals; national and international recognition of literary, artistic, performative, and scholarly works; and acknowledgement of excellence through professional associations.
3. Students will be given an opportunity to participate in research, both for purposes of engaged learning opportunities with faculty mentors and to acquaint them with careers in scholarly activities and give them disciplined approaches to analyze situations in their lives as citizens.



SERVICE

The work of a university, especially one with a land-grant tradition, is to extend the knowledge of the academy to benefit the citizenry in a direct, applied means. Research and education are a state service, but there must be a mechanism for interpreting and disseminating information. There must also be an apparatus for receiving information about challenges the citizenry faces. The university intends to deploy more departments in outreach efforts and increase information distributed.

1. Catalog outreach activities, including experiential learning involving service.
2. Engage more departments in extension and public engagement activities.



3. Energize a positive feedback loop of patient care, research, and training of future health professionals contributing to improved public health and medical outcomes, whether through direct means or clinical partnerships.
4. Engage in economic development activities to expand commerce in Louisiana.

Economic Development

The benefit of a university system is that it holds two very important ingredients for economic development: talent and ideas. In terms of talent, the LSU System covers the spectrum, ranging from the novice who has recently enrolled to the professor who is the national leader in the field. The ideas emanate from a creative class of people who express them via public presentation or patents applications.

One of Louisiana's challenges is population decline and stagnation. From a resource perspective, Louisiana would be disadvantaged in population-based allocations of federal funds or in the competition for private interests attempting to locate proximate to large customer bases. However, the foremost issue is that Louisiana's economy might falter should there be a diminution of the business, scientific, and creative classes. There must be a nationally competitive critical mass of talented people engaged in commerce and producing ideas to make Louisiana an irresistible place to be.

With that backdrop, the LSU System will be dedicated to economic development through career development, idea generation and commercialization, and significant economic partnerships.



Career Development

From a state and national policy perspective, public higher education is partly funded for the purpose of helping the citizenry realize their talents, which can then be used in the economy and fulfilling the needs of commerce to ensure prosperity. The special assignment of the University is to envision the skills and talents needed for the careers of the future and adjust curricula to prepare students to be able to compete in that future.

- Track the industry placement of graduates in the workforce to ensure statewide competitiveness.
- Adopt policies and initiatives to assist with workforce shortages in Louisiana.
- Propose state policies for the retention of students in Louisiana.
- Recruit talent to Louisiana to grow the intellectual capital of Louisiana.

Idea Generation & Commercialization

The traditional role and view of higher education's contribution to economic development includes patents, disclosures, and licensing revenues, which are byproducts of the research enterprise. The expansion of research is expected to incubate more idea generation and commercialization.

- Expand license revenues and patents from intellectual property, especially those supporting the Pentagon Priorities.
- Support a culture of entrepreneurship to include the education of students, assistance to faculty, and public-private partnerships.
- Assist in local economic and community development throughout the state.





▲ **Small Business Development & Acceleration**

The Statewide University will look to partner with small businesses who offer opportunities for students to learn about business development and faculty who want to engage in new opportunities related to the research enterprise.

- Provide assistance for business start-ups and incubation.
- Support business acceleration as a complement to the instructional and research mission.

▲ **Community Development**

The viability of Louisiana communities transcends transactions of dollars and cents and requires vision and diligence in helping communities create their ideal living environments. While an institution may concentrate on its local area, which is important, the Statewide University is in all 64 parishes making every community our community. Ideally, economic development in communities will include student learning opportunity and sites for research that translate into local benefit.

- Deploy expertise and talent to assist in community improvement, which may include economic, social, or physical elements.
- Lead or assist in the creation and/or growth of organizations that support community development.

▲ **Significant Partnerships**

LSU will engage in significant economic development partnerships that are strategic in the siting of non-LSU entities who can contribute to fulfilling the mission and achieving national prominence. An economic development rubric will be used to gauge the vitality of a significant partnership.

- Offer partnerships for the retention or recruitment of private entities, provided they help meet the economic development rubric.
- Recruit federal research laboratories and major federal research centers to Louisiana.
- Establish partnerships creating vibrant enterprises serving as an economic engine for its region.

Below is the economic development rubric that will be used to determine the strength of partnerships:

- Does access to talent and assets support student success goals?
- Does access to talent and assets provide unique research opportunities?
- Does a partnership create new intellectual property of significance to the campus or the state or support continued investment in a cycle of opportunity?
- Will a significant community and state opportunity occur through the required participation of the university system?





NATIONAL PROMINENCE THROUGH SERVICE TO LOUISIANA

Recruiting the best people, giving them the best tools, and generating a competitive culture will result in success for students, for research, and for outreach. However, we cannot just serve our mission satisfactorily — our history and legacy dictate that we aspire to be among the best.

This is where the strategic framework differs:

1. Through exceptional service to Louisiana, we will achieve national prominence.
2. By striving for national prominence, we will offer the best service to Louisiana.

The people of our state should have access to a university of such exceptional quality they need not look at another state in envy. We will drive national prominence through distinction on the individual level and mutual prosperity through multidisciplinary efforts. We strive to be the best individually and that will make us successful collectively, and the state wins as both are fulfilled.

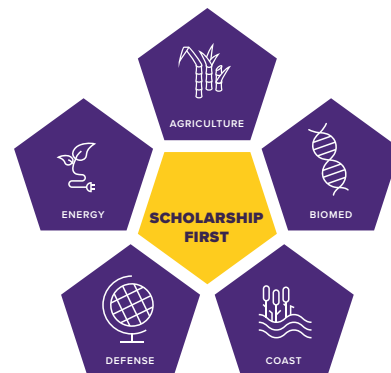
INDIVIDUAL DISTINCTION

For this strategic plan, distinction means that a unit, such as a department, institute, or campus, will chart a path toward distinction among their peers. That may mean a number-one ranking but may also mean attaining such high caliber as to be referenced among the most well-known programs, or offer some unique attribute worthy of the attention of their peers and competitors. It is the role of each administrator to understand the path to distinction for each unit and set a course for attainment.

WINNING TEAMS

The most complex challenges of our state require a combination of talents from a broad set of disciplines. This framework will create the operating environment to incent people to collaborate across organizational boundaries and address the complex problems of our time. As resources are limited, the leadership will prioritize five areas viewed as the intersection of the state's greatest needs and the university enterprise's ability to generate meaningful change, and they are designated as the Pentagon Priorities: Agriculture, Biomedical/Health, Coast, Defense, and Energy (sometimes referred to as A-B-C-D-E).

Each of these areas need multidisciplinary participation and will require basic and clinical research, social understanding and ethics, education and development of a workforce, creation of new products, and extension of the information to Louisianans who can use it. In other words, it's a full-court press to defend and protect the state.



PENTAGON PRIORITIES



AGRICULTURE

Our goal in agriculture and rural development is to increase agricultural production through new technology and approaches and assist the economic viability of Louisiana's rural communities.

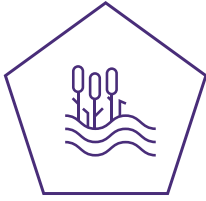
- Pursue placement in the top 10 for agriculture research among peer universities.
- Expand markets for Louisiana growers to increase sales.
- Create new technologies, either in varieties or equipment.
- Provide solutions to stabilize rural communities from the state of economic, social, demographic, and educational decline.
- Offer incentives and programs to place much-needed professional services in rural communities.



BIOMEDICAL/HEALTH

Louisiana's citizenry disproportionately suffers from a number of health challenges due to economics, history, culture, and environment. While enhanced cancer treatment allowing our citizens to receive the best care possible without leaving home remains our primary target, the Statewide University is responsible for training health professionals and conducting research applicable to improving Louisianans' health throughout their lifespan.

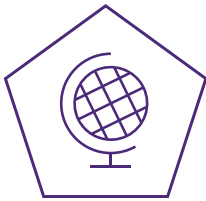
- Attract a National Cancer Institute designation to Louisiana.
- Improve the knowledge and practice of health professionals.
- Increase the retention of health profession and science graduates, resolving workforce shortages that act as a barrier to better health.
- Reduce health disparities for Louisiana citizens through appropriate and ethical training, direct care, and research reflective of Louisiana's specific population needs.
- Conduct biomedical research that continues to expand scientific solutions to improve human health.
- Become national leaders in our focused areas of excellence in biomedical sciences.



COAST

With the urgent need to address challenges related to Louisiana's coast and its land loss, sea-level rise, and resilient infrastructure, the Statewide University is positioning itself to become the nation's recognized leader in coastal research. Coastal erosion and subsidence threaten the economic vitality of the coastal zone and the sustainability of communities farther inland. This is a national economic imperative as Louisiana is home to two of the nation's busiest ports and inlets for 40% of America's energy. A considerable amount of our state's culture and our nation's energy rely on that disappearing strip of land.

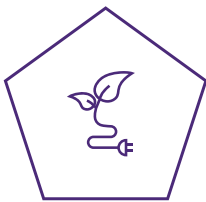
- Assist in evidenced based planning and placement of assets related to coast and land loss.
- Preserve the cultural heritage of the coastal zone.



DEFENSE

The nature of warfare and national security has migrated from entrenched battlefields to devices in our own kitchen. The Statewide University is dedicated to national defense in all its current iterations. Foremost, we will concentrate on teaching and research in cybersecurity as that is an area where we can offer the most in terms of domestic defense of people, financial systems, and economic assets. Our historical mission of training officers will continue, but with focus on the battle fields of the future. Our research will focus on military technology and construction, as well as better health and resilience for America's soldiers, sailors, airmen, marines, and guardians.

- Increase research related to defense.
- Train the next generation of defense personnel.



ENERGY

The revolution of thinking on carbon management and atmospheric science is pushing Gulf region's industry and manufacturing to reconsider emissions. Governments and corporations have committed to innovations to reduce harmful emissions, the sequestration of carbon, and cleaner fuels for industrial use. The Statewide University is committed to being a leader in research and development focused on energy innovation and to partner with industry to ensure its success.

- Be the leading university in energy innovation research and education and preferred partner to industry.



Mechanical Engineering Assistant Professor Christopher Marvel receiving ASM International's 2023 Bronze Medal Award



Luttrill & Pearl Payne School of Education Associate Professor Pamela Blanchard receiving the 2016 National Wetlands Award



LSU Shreveport History Professor Alexander Mikaberidze won the prestigious Gilder Lehrman Military History Prize for *The Napoleonic Wars: A Global History* and was named a Fulbright Scholar.



Pennington Biomedical's Dr. Leanne Redman receiving The Obesity Society's 2023 TOPS Research Achievement Award



ACADEMIC PROMINENCE

The work of our faculty, staff, and students toward individual distinction and cross-mission, multidisciplinary efforts will build the academic reputation of the individual and the collective. National and international accolades demonstrate our competitiveness within our industry and improve our ability to attract more innovative people and engage in innovative work.

THE HALLMARKS OF ACADEMIC PROMINENCE ARE:

1. National and international faculty awards
2. National and international student awards
3. National and international awards for departmental or institutional excellence in research, student success, or service to the world
4. Inclusion in major national and state policymaking committee and task forces serving the public interest by helping to support decision-making
5. Admission to the prestigious Association of American Universities (AAU)

THE EXPECTATIONS OF LEADERSHIP AT THE STATEWIDE UNIVERSITY

It is incumbent on the leaders of the Statewide University to act in concert with our values, promote exceptional scholarly endeavors, and work with the purpose of supporting our state. The framework outlines the expectations of the students, faculty, and staff, but there are also expectations of the leadership team as part of the effort. The responsibilities start with the President and include chancellors and vice presidents who are responsible for developing an organization of the most talented people representing a broad array of perspectives and experiences in support of the mission. The employees, students, alumni, stakeholders, and supporters rely on the leadership team to provide:

1. **Leadership:** Provide ethical leadership that pushes for national standing but remains Louisiana-centric, instills confidence, and provides trustworthy communication of information on matters of public interest.
2. **Advocacy:** Promote the work of the people of the Statewide University and champion their efforts to create the deltas.
3. **Unique academic arrangements:** Look across internal organizational lines and creatively conceive of programs that lay at the intersection of workforce needs and students' personal goals.
4. **Team engagement ethos:** Instill among the respective campus leadership teams a mentality of relentlessly pursuing excellence, creating opportunity in an organization representative of the gumbo of cultures and experiences, and being dedicated to opportunity.
5. **Revenue generation ideas and support:** Be entrepreneurial, create an entrepreneurial spirit internally, and set policies that reward entrepreneurship.
6. **Operational efficiency across campuses:** Be a good steward of the resources allotted and seek efficiencies across campuses, allowing precious dollars and time to be devoted to the mission.
7. **Management, legal, and risk guidance:** Be a steady manager to people and provide accurate, timely, and judicious information that will lead to the best outcomes.
8. **Professionalism:** Abide by a standard of conduct reflecting personal and Statewide University values and be an exemplar to others both in personal actions and the products that represent the enterprise.
9. **Communication:** Deliver clear, concise communication that is meaningful to users and supports the mission and national prominence.
10. **Courage:** Be bold when it matters.

While the people in leadership positions have areas of focus, they are all responsible for these activities. This is the expectation of leadership, and it is the commitment to the people who have entrusted us with their time, their talent, their treasure, and their trust.

STATEWIDE PRESENCE

The Statewide University has a presence and impact in all 64 parishes of Louisiana. In terms of physical locations, there are eight primary campuses, 64 Cooperative Extension offices, 15 agricultural research stations, numerous health training programs based at partner hospitals, and museums. However, the people of the Statewide University conduct much of the work outside of these locations, such as Extension events, 4-H, academic outreach for children, health screenings in mobile units, community-based research projects, and community development projects.





A statewide effort led by LSU, with more than 50 public and private partners, will receive up to \$160 million from the National Science Foundation over the next decade to solve emerging challenges in areas like carbon capture, transport, and storage.

LOUISIANA STATE UNIVERSITY AND AGRICULTURAL & MECHANICAL COLLEGE

*LSU was the only university in the nation to receive the designation of **Center of Academic Excellence in Cyber Operations** from the National Security Agency in 2022.*

LSU is the state's flagship university, hosting the broadest array of academic opportunities to be found in Louisiana. It is classified by the Carnegie Foundation in the highest rating of research extensive universities. It is one of only a few universities in the nation to hold federal land-, sea-, and space-grant designations. It is nationally competitive, importing talent into Louisiana from around the globe in the form of talented students, exceptional faculty, and incredible staff. It is one of only 33 universities designated as a Center of Academic Excellence in Cyber Operations by the National Security Agency.

In support of its mission and in service to the state, LSU has a number of services, collections, laboratories, and arrangements, such as serving as the state's designated Museum of Natural History, State Arthropod Museum, and State Repository for Missing Person's Information. LSU is home to the nation's only university-owned well blowout prevention research and training site — the Petroleum Engineering Research, Training, and Testing facility, or PERTT. The LSU Libraries have been a federal depository site since 1907. LSU is home to Swine Palace, a professional theatre company, and the campus is designated as a cultural district by the state's Office of Culture. LSU is also home to a premier athletic program boasting national championships and award winners.

LSU has a significant impact on Louisiana and the nation. Annually, LSU graduates more than 5,000 students entering all walks of life. LSU proudly boasts alumni who have served as presidents of nations; a United States vice president; ambassadors, senators, and representatives; intentional corporate CEOs and start-up entrepreneurs; sports hall of famers; and thousands of others who play a leadership role in their profession and their community. The total economic impact in 2023 was \$6.1 billion.



LSU AgCenter soil scientist Brenda Tubaña speaks at a soil health and water quality field day at the Northeast Research Station.

LSU AGRICULTURAL CENTER

Armed with a recently awarded U.S. Department of Agriculture grant, LSU AgCenter researchers are working to learn more about how viruses affect bees' vision and whether there are ways to help them recover from infections and return to normal foraging behavior.

With a sharp focus on research, extension, and teaching, the LSU Agricultural Center makes advancements that benefit individuals and communities across the globe. The AgCenter, with offices in every parish and 15 research stations across the state, is committed to serving the citizens of Louisiana. That pledge includes a dedication to agriculture and the vital work of providing innovation and support for the food and fiber sector, continually amplifying agriculture's valuable contributions to the state's economy.

The overall mission of the AgCenter is to improve the quality of life for people through research and educational programs that develop the best use of natural resources, conserve and protect the environment, enhance development of existing and new agricultural and related enterprises, develop human and community resources, and fulfill the acts of authorization and mandates of state and federal legislative bodies. Research at the AgCenter has a statewide economic impact of nearly \$1.5 billion annually. Educational efforts span nutrition and health, food safety, backyard gardening, disaster preparedness, storm recovery, youth development, managing insects and natural threats, economic development, resource conservation, and more. Crop breeding programs are world-renowned, the Healthy Communities program is using novel approaches to improve health outcomes for citizens, and 4-H and Future Farmers of America (FFA) youth development programs reach 160,000 youth annually.



Doctors at the LSU Health Sciences Center led the creation of an FDA-cleared sepsis test that will save countless lives in minutes.

LSU HEALTH SCIENCES CENTER NEW ORLEANS

LSU Health New Orleans School of Nursing is ranked among the top 10 nursing schools in the U.S. and among the top 5 public nursing schools by Nursing Schools Almanac.

LSU Health New Orleans (LSUHNO), established in 1931, is Louisiana's most comprehensive academic health sciences center, providing integrated teaching, research, patient care, and public service functions to our citizens. Each year, nearly 3,000 students, supported by roughly 2,000 dedicated faculty and staff, enroll in our Schools of Allied Health Professions, Dentistry, Graduate Studies, Medicine, Nursing, and Public Health. Approximately 75% of Louisiana's licensed physicians and dentists are educated here, and through affiliations with over 100 hospitals and clinics, our health professionals provide over a million patient visits annually, caring for both the insured and uninsured. In conjunction with federal, state, philanthropic, and business partners, LSUHNO's globally renowned scientists conduct cutting-edge basic, translational, and clinical research — particularly in cancer, neuroscience, alcohol and drug abuse, infectious disease, and cardiovascular disease — to reduce health disparities, address critical medical needs, expand the much-needed health care and public health workforce, and bring novel biomedical innovations to the market for public benefit.



Form follows function. As LSUHS has designed and implemented modern curricula for educating its students in the School of Medicine and the School of Allied Health Professions, the new \$84 million, \$155,000 sq. ft. Center for Medical Education provides the learning spaces that fit these new learning methods, all of which will prepare a health care workforce that will best meet Louisiana's needs for the future.

LSU HEALTH SCIENCES CENTER SHREVEPORT

As LSUHS seeks to contribute to the research goals of LSU by creating an upward inflection point in its scientific profile, the Center for Medical Education contains state-of-the-art laboratories, including a 3,000 sq. ft. high-level containment lab for studying emerging pathogens to address future viral outbreaks, and 9,000 sq. ft. of additional lab space to house the work of scientists to be recruited.

Established in 1965, LSU Health Shreveport (LSUHS) is one of two health sciences centers in the LSU System. Moreover, the functional integration of the LSU Health Shreveport School of Medicine and Ochsner LSU Health has created the only academic medical center in a 200-mile radius. The primary mission of LSUHS is to teach, heal, and discover to advance the well-being of the state, region, and beyond. LSUHS encompasses the School of Medicine, School of Graduate Studies, and the School of Allied Health professions. At the heart of LSU Health Shreveport is a strong faculty that includes nationally and internationally acclaimed physicians and scientists. With more than 600 strong, they lead robust biomedical, translational, and clinical research programs, educate students, train residents and fellows, and provide primary and specialty care to patients throughout the region. LSUHS is home to seven Louisiana Board of Regents Centers of Excellence and two NIH Centers of Biomedical Research Excellence.

In 2018, LSU Health Shreveport and Ochsner Health created a legally distinct 50/50 partnership, the Ochsner LSU Health System of North Louisiana, with hospitals and outpatient facilities in Shreveport, Bossier, and Monroe. This partnership has led to transformational improvements in patient care access, quality of care, growth in patient volumes, and physician faculty and reputation. In addition, the LSU Health Shreveport Family Medicine Residency program in Alexandria provides clinical services at Rapides Regional Medical Center, further expanding the impact of LSUHS faculty, residents, and fellows on Louisiana citizens.



The LSUS Cyber Collaboratory is a state-of-the-art immersive learning space where students, faculty, and industry partners can come together to discuss, research, and create their visions utilizing the latest technology.

LSU SHREVEPORT

The LSUS Human Performance Lab provides comprehensive assessments, performance evaluations, and personalized guidance to help individuals reach their full physical potential. Utilizing cutting-edge testing equipment and extensive expert knowledge, the HPL provides key insights into the mechanics of the human body for athletes and emergency personnel.

Founded in 1967, Louisiana State University Shreveport (LSUS) is the highest ranked Louisiana university for economic mobility. As Shreveport-Bossier's only public comprehensive university, LSUS offers a range of undergraduate and graduate degree programs, and has a reputation for high academic rigor, quality faculty, and an innovative approach to higher education. With large enrollments in online professional academic programs and the largest graduate student population in the state, LSUS provides a significant impact in graduate degree attainment for students throughout the state and around the globe. Innovative campus spaces like the IdeaSpace, the Collaboratory, the Human Performance Lab and the new Business Engagement Center have allowed LSU Shreveport to expand its role as a research hub and key resource for the surrounding community, sparking innovation in defense, technology, business and bioinformatics. By offering career-ready certifications and novel pipeline pathways, LSUS aims to support the people and economic development of northwest Louisiana while securing the future growth of the university.





LSUA is partnering with the Rapides Parish School Board to support Bolton Academy, the new academic and performing arts magnet school. Through its established dual enrollment program, students can earn college credits while still in high school.

LSU ALEXANDRIA

LSUA partnered with the Department of Defense to extend its premier youth outreach program, STARBASE, to Fort Johnson Army base and schools in central Louisiana. Their shared goal is to help build the nation's STEM workforce by engaging elementary and middle school students in hands-on science and engineering projects.

LSU of Alexandria (LSUA), the fastest-growing university in Louisiana, fosters workforce development through over 80 career-oriented degree programs and certificates. Central to LSUA's ethos is facilitating academic and professional skill acquisition and meaningful industry connections. LSUA is recognized for undergraduate excellence, workforce development, and elevating graduates' upward mobility. This is fueled by its innovative and exciting programs like Zoo Sciences, Computer Science, Cybersecurity, Digital Storytelling, Forensic Accounting, and Professional Aviation. LSUA is committed to providing an affordable, quality education to all students. Beyond the classroom, LSUA has made advancements in infrastructure like the Martin Family Student Success Center and Downtown Health Education Campus to promote student success and the ongoing rise in enrollment.



Photo courtesy of Fort Johnson

A fifth-grader shakes hands with military leaders at the groundbreaking for STARBASE Fort Johnson. About half of all residents in Vernon Parish have a direct tie to the Army base.



LSU Eunice Nursing Professor Lisa LaFleur presents a graduation stole to Amber Boutte during LSUE's pinning ceremony for its first cohort for the Nights and Weekends Nursing Program. The innovative partnership provides access to an allied health degree to working adults.

LSU EUNICE

LSU Eunice recently received an \$846,000 grant from the Delta Regional Authority to provide new and accelerated hands-on training pathways for technologically advanced jobs in agriculture.

Founded in 1964, Louisiana State University Eunice is the only comprehensive, two-year institution in the LSU System. Located in the heart of Acadiana, LSU Eunice serves southwest Louisiana with 21 associate degrees and six certificates in transfer and workforce programs of study. Many of these programs of study and faculty have received regional and national acclaim. LSUE was recognized by the U.S. Department of Education for achieving the highest transfer rate of two-year students in Louisiana to four-year colleges and universities. LSU Eunice is an open enrollment institution committed to delivering high quality, high value education that is accessible and affordable.

LSUE is known across the state as a leader in allied health programs with remarkable completion and graduation rates, combined with innovative health care partnerships in the public and private sectors. LSUE is building the future of the campus and the region with a STEAM Innovation Center, the home of the sciences, technology, engineering, agriculture, and mathematics/manufacturing that will spur rural economic development and growth. Home to the Bengals, LSUE has established itself as one of the premier athletic departments in the National Junior College Athletic Association (NJCAA), winning 13 National Championships in baseball and softball combined.



Five Pennington Biomedical faculty members and one adjunct professor ranked among the most cited researchers in the world, according to the Google Scholar Citations database.

LSU PENNINGTON BIOMEDICAL RESEARCH CENTER

Pennington Biomedical creates solutions from cells to society. Obesity, USA was PBRC's first national awareness campaign to begin changing the public's perception of obesity to see it as a complex disease, the development of which is affected by myriad factors.

Opened in 1988, LSU's Pennington Biomedical Research Center (PBRC) puts science to work for a healthier Louisiana. Pennington Biomedical is a world leader in obesity, diabetes, and nutrition research. The center is a scientific trailblazer whose researchers explore the leading edge of medical discovery as it relates to understanding the causes of obesity, diabetes, cardiovascular disease, cancer, and dementia. Pennington Biomedical's discoveries have helped change the way the United States and the world eat, exercise, and age by advancing treatments for chronic disease. This includes more than 35 years of partnership with the U.S. Department of Defense on more than 150 projects and publications.

The Pennington Biomedical research enterprise includes more than 530 employees, made up of approximately 65 faculty and more than 20 postdoctoral fellows, within a network of 44 clinics and research laboratories, and 13 highly specialized core facilities on a 222-acre campus in Baton Rouge.

The newest addition to the campus includes the Metamor Institute, a partnership with the Our Lady of the Lake Regional Medical Center, the Office of the Governor of Louisiana, Louisiana Economic Development, LSU Health New Orleans School of Medicine, and Pennington Biomedical Research Foundation, to establish the first institute in the nation to offer an integrated and multidisciplinary approach to caring for individuals who suffer from these devastating diseases in a single facility.

ENGAGEMENT ACROSS THE PARISHES

Acadia Parish

- H. Rouse Caffey Rice Research Station
- Acadia Parish Extension Office

Allen Parish

- Allen Parish Extension Office

Ascension Parish

- Ascension Parish Extension Office

Assumption Parish

- Assumption Parish Extension Office

Avoyelles Parish

- Avoyelles Parish Extension Office

Beauregard Parish

- Beauregard Parish Extension Office

Bienville Parish

- Bienville Parish Extension Office

Bossier Parish

- Pecan Research Station
- Red River Research Station
- Bossier Parish Extension Office

Caddo Parish

- Ochsner/LSU Health Shreveport Academic Medical Center (partnership hospital)
- Caddo Parish Extension Office
- Spring Street Historical Museum

Calcasieu Parish

- Calcasieu Parish Extension Office
- Lake Charles Memorial Hospital (partnership hospital)

Caldwell Parish

- Caldwell Parish Extension Office

Cameron Parish

- Cameron Parish Extension Office

Catahoula Parish

- Catahoula Parish Extension Office

Claiborne Parish

- Hill Farm Research Station
- Claiborne Parish Extension Office

Concordia Parish

- Concordia Parish Extension Office

DeSoto Parish

- DeSoto Parish Extension Office

East Baton Rouge Parish

- LSU AgCenter Botanic Gardens
- LSU Health New Orleans – Baton Rouge Regional Campus
- Our Lady of the Lake in Baton Rouge & Clinics (partnership hospital)
- LSU Museum of Art
- Rural Life Museum
- Doyle Chambers Central Research Station
- East Baton Rouge Parish Extension Office
- Hilltop Arboretum
- Center for River Studies

East Carroll Parish

- East Carroll Parish Extension Office

East Feliciana Parish

- Bob R. Jones Idlewild Research Station
- East Feliciana Parish Extension Office

Evangeline Parish

- Evangeline Parish Extension Office

Franklin Parish

- Macon Ridge Research Station/Scott Research & Extension Center
- Sweet Potato Research Station
- Franklin Parish Extension Office

Grant Parish

- Camp Grant Walker Education Center
- Grant Parish Extension Office

Iberia Parish

- Iberia Research Station
- Iberia Parish Extension Office

Iberville Parish

- Iberville Parish Extension Office
- Sugar Research Station

Jackson Parish

- Jackson Parish Extension Office

Jefferson Parish

- Louisiana Sea Grant Oyster Hatchery Laboratory
- Jefferson Parish Extension Office

Jefferson Davis Parish

- Jefferson Davis Parish Extension Office

Lafayette Parish

- University Hospitals and Clinics in Lafayette (partnership hospital)
- LSU Health New Orleans – Lafayette Regional Campus
- Lafayette Parish Extension Office

Lafourche Parish

- Lafourche Parish Extension Office

LaSalle Parish

- LaSalle Parish Extension Office

Lincoln Parish

- Lincoln Parish Extension Office

Livingston Parish

- Livingston Parish Extension Office

Madison Parish

- Madison Parish Extension Office

Morehouse Parish

- Morehouse Parish Extension Office

Natchitoches Parish

- Natchitoches Parish Extension Office

Orleans Parish

- National Center for Advanced Manufacturing
- University Medical Center in New Orleans & Clinics (partnership hospital)
- Orleans Parish Extension Office

Ouachita Parish

- Ochsner/LSU Health Shreveport Monroe Medical Center and Clinics
- Ouachita Parish Extension Office

Plaquemines Parish

- Plaquemines Parish Extension Office

Pointe Coupee

- Pointe Coupee Parish Extension Office

Rapides Parish

- Dean Lee Research & Extension Center
- LSU Alexandria Museum of Art
- Rapides Parish Extension Office
- LSU Alexandria Allied Health Downtown
- LSU Family Practice Medical Center Alexandria
- Christus Cabrini
- Rapides Memorial

Red River Parish

- Red River Parish Extension Office

Richland Parish

- Richland Parish Extension Office

Sabine Parish

- Sabine Parish Extension Office

St. Bernard Parish

- St. Bernard Parish Extension Office

St. Charles Parish

- St. Charles Parish Extension Office

St. Helena Parish

- St. Helena Parish Extension Office

St. James Parish

- St. James Parish Extension Office

St. John the Baptist Parish

- St. John the Baptist Parish Extension Office

St. Landry Parish

- St. Landry Parish Extension Office

St. Martin Parish

- St. Martin Parish Extension Office

St. Mary Parish

- St. Mary Parish Extension Office

St. Tammany Parish

- St. Tammany Parish Extension Office

Tangipahoa Parish

- Hammond Research Station
- Lallie Kemp Regional Medical Center
- Tangipahoa Parish Extension Office

Tensas Parish

- Northeast Research Station
- Tensas Parish Extension Office

Terrebonne Parish

- Leonard J. Chabert Medical Center & Clinics (partnership hospital)
- Terrebonne Parish Extension Office

Union Parish

- Union Parish Extension Office

Vermilion Parish

- Vermilion Parish Extension Office

Vernon Parish

- Vernon Parish Extension Office

Washington Parish

- Southeast Research Station
- Our Lady of the Angels Hospital & Clinics (partnership hospital)
- Washington Parish Extension Office

Webster Parish

- Webster Parish Extension Office

West Baton Rouge Parish

- West Baton Rouge Parish Extension Office

West Carroll Parish

- West Carroll Parish Extension Office

West Feliciana Parish

- West Feliciana Parish Extension Office

Winn Parish

- Winn Parish Extension Office



