

PENNINGTON BIOMEDICAL RESEARCH CENTER

STRATEGIC PLAN

FY 2017-2018 THROUGH FY 2021-2022



Revised June 2016

TABLE OF CONTENTS

STRATEGIC PLAN WITH PERFORMANCE INDICATOR DOCUMENTATION 3-14

APPENDIX

PROCESS DOCUMENTATION.....	A
PERFORMANCE INDICATOR MATRIX.....	B
STRATEGIC PLAN LINKS.....	C

Vision

By the year 2022, Pennington Biomedical Research Center (PBRC) will be the leading nutrition and disease prevention research center in the world recognized through its outstanding quality of research, its contribution to scientific discovery, and its commitment to professional and public health education initiatives.

Mission

The mission of the Pennington Biomedical Research Center is to promote healthier lives through research and education in nutrition and preventive medicine.

Philosophy

The philosophy of the Pennington Biomedical Research Center is to attain its mission through the work of the Center's dedicated staff of researchers, technical support personnel, and generous donors by utilizing educated, proactive, and rational decision-making practices and upholding the ideals of ethical scientific and administrative conduct.

Goals/Objectives/Strategies/and Performance Indicators

The Pennington Biomedical Research Center has established the following goals to be achieved by the year 2022: 1.) To further our identification as an internationally known leading research institution in nutrition and preventive medicine; 2.) Become a greater force for economic development; and 3.) To improve the education aspect of the Center's mission. The following is a description of objectives and strategies necessary to accomplish these goals, as well as performance indicators.

Goal I. To further our identification as an internationally known leading research institution in nutrition and preventive medicine.

Objective I.1. To increase the number of faculty and research staff by 3% per year for each fiscal year until fiscal year 2022.

Strategies:

- 1.) Complete full utilization of the existing facilities to provide more research space.
- 2.) Identify sources of funding for new faculty.
- 3.) Identify and recruit faculty and staff to carry out new and expanded research.

Performance Indicators:

- Input - current number of faculty and research staff
- Output - number of new faculty and research staff
- Outcome - percentage increase in faculty and research staff

- **Indicator Name – current number of faculty and research staff**
 - LaPAS Code – NA
 - Type and level – input, supporting
 - Rationale – measures the currently number of faculty and research staff before the full utilization of the remaining unutilized research facilities
 - Use – internally by management as a base of comparison
 - Clarity – research staff includes all employees except faculty, administrative, and O&M staff
 - Validity, Reliability, and Accuracy – not audited by the Office of the Legislative Auditor; reliable records ascertained through HRS system on LSU System of Record and PBRC personnel records
 - Data Source, Collection, and Reporting – HRM department uses personnel database and HRS System on LSU System of Record to report numbers on a quarterly basis
 - Calculation Methodology – personnel counts available from reports run from HRS System on LSU System of Record
 - Scope – aggregate
 - Caveats – NA
 - Responsible Person – Gena Doucet, Director of HRM, 763-2572, Gena.Doucet@pbrc.edu.
-
- **Indicator Name – number of new faculty and research staff**
 - LaPAS Code – NA
 - Type and level – output, supporting
 - Rationale – measures the number of new faculty and research staff employed as additional research space becomes available
 - Use – used internally to compare to base to help determine growth of the research center
 - Clarity – research staff includes all employees except faculty, administrative, and O&M staff
 - Validity, Reliability, and Accuracy – not audited by the Office of the Legislative Auditor; reliable records ascertained through HRS system on LSU System of Record and PBRC personnel records
 - Data Source, Collection, and Reporting – HRM department uses personnel database and LSU System of Record to report numbers on a quarterly basis
 - Calculation Methodology – personnel counts available from reports run from HRS System on LSU System of Record
 - Scope – disaggregate
 - Caveats – NA
 - Responsible Person – Gena Doucet, Director of HRM, 763-2572, Gena.Doucet@pbrc.edu.
-
- **Indicator Name – percentage increase in faculty and research staff**
 - LaPAS Code – NA
 - Type and level – outcome, supporting
 - Rationale – measures the percentage change/increase in the number of new faculty and research staff as the Center expands its research facilities

- Use – to show PBRC as an economic development force by creating new jobs
- Clarity – research staff includes all employees except faculty, administrative, and O&M staff
- Validity, Reliability, and Accuracy – not audited by the Office of the Legislative Auditor; reliable records ascertained through HRS system on LSU System of Record and PBRC personnel records
- Data Source, Collection, and Reporting – HRM department uses personnel database and HRS System on LSU System of Record to generate numbers; they compare these personnel counts to previous counts to determine percentage changes on a quarterly basis
- Calculation Methodology – personnel counts available from reports run from HRS System on LSU System of Record
- Scope – disaggregate
- Caveats – NA
- Responsible Person – Gena Doucet, Director of HRM, 763-2572, Gena.Doucet@pbrc.edu.

Goal II. Become a greater force for economic development.

Objective II.1: Increase sponsored research funding over the five- year period of FY 2017-18 through 2021-2022 by an average of 5% per year.

Strategies:

1. Increase the number of proposals submitted by research staff.
2. Help young investigators attain initial independent funding.
3. Develop interactions within PBRC, and with LSU and A& M College, LSUHSC New Orleans, LSUHSC Shreveport, AgCenter, and other LSU campuses that will lead to additional grant funding.
4. Attract additional investigators.

Performance Indicators:

- Input - the number of proposals submitted
- Output - the number of funded proposals
- Outcome - the increase in non-state funding
 - **Indicator Name – the number of proposals submitted**
 - LaPAS Code – 13083
 - Type and level – input, general performance information
 - Rationale – measures the number of proposals submitted for review
 - Use – demonstrates how PBRC is actively pursuing its goals of becoming a greater force for economic development
 - Clarity – yes, indicator clearly identifies what is being measured

- Validity, Reliability, and Accuracy – yes, audited by the Office of the Legislative Auditor in 2003 in relation to the Exceptional Performance and Efficiency Incentive Program
 - Data Source, Collection, and Reporting – information is entered in the sponsored projects database daily as proposals are submitted; information is summarized and reported quarterly and annually
 - Calculation Methodology – numbers calculated from entries into sponsored projects database and checked against actual proposal files
 - Scope – aggregate
 - Caveats – because of multiple year grant awards, we could occasionally experience quarters in which the number of proposals is not increased, but the non-state funding is increased
 - Responsible Person – Director of Sponsored Projects, 763-2620, Grants@pbrc.edu.
- **Indicator Name – the number of funded proposals**
 - LaPAS Code – 9929
 - Type and level – output, key indicator
 - Rationale – measures how many grants and contracts are awarded to fund researchers' work
 - Use – demonstrates how PBRC is a force for economic development
 - Clarity – yes, indicator clearly identifies what is being measured
 - Validity, Reliability, and Accuracy – yes, audited by the Office of the Legislative Auditor in 2003 in relation to the Exceptional Performance and Efficiency Incentive Program
 - Data Source, Collection, and Reporting – collect and enter information into sponsored projects database as grant awards are received; numbers are summarized and reported quarterly and annually
 - Calculation Methodology – numbers are determined from the sponsored projects database and checked against proposal/grant award files
 - Scope – disaggregate
 - Caveats – it is possible that while the number of funded proposals could decrease, the monetary value of the funded proposals could increase
 - Responsible Person – Director of Sponsored Projects, 763-2620, Grants@pbrc.edu.
- **Indicator Name – increase in non-state funding**
 - LaPAS Code – 7344
 - Type and level – outcome, key indicator
 - Rationale – measures the percentage increase in funding from non-state sources
 - Use – demonstrates how PBRC is a driving force for economic development
 - Clarity – yes, indicator clearly identifies what is being measured
 - Validity, Reliability, and Accuracy – yes, audited by the Office of the Legislative Auditor in 2003 in relation to the Exceptional Performance and Efficiency Incentive Program

- Data Source, Collection, and Reporting – information collected from the sponsored projects database and the financial reports is summarized and reported quarterly and annually
- Calculation Methodology – numbers collected from sponsored projects database and financial reports to determine percentage increase
- Scope – disaggregate
- Caveats – NA
- Responsible Person – Monica.Mougeot, Director of Fiscal Operations, 763-0915, Monica.Mougeot@pbrc.edu.

Objective II.2: Increase funding through contract research, technology transfer, and business development over the five-year period of FY 2017-18 through 2021-22 by an average of 5% per year.

Strategies:

1. Increase the number of clinical trials for pharmaceutical companies.
2. Develop more contract research.
3. Increase the number of patent applications and awards, software, published works and other copyrights, and other intellectual property marks and rights (trademarks, trade names, know-how).
4. Become more involved in product development and high tech services.
5. Increase the number of SBIR/STTR grant proposals (Small business biotechnology research grants and technology transfer grants) and Material Transfer Agreements (MTAs).
6. Continue to leverage the Louisiana Clinical and Translational Science (LA CaTS) initiative in collaboration with the LSU Health Sciences Centers in New Orleans and Shreveport, Southern University, LSU A&M and with other Louisiana higher education institutions and private medical centers to develop the clinical and translational research capacity within Louisiana.

Performance Indicators:

- Input - number of clinical trial proposals submitted to potential sponsors
- Output – number of clinical trial grant proposals funded
- Outcome – Increase in contract funding
 - **Indicator Name – number of clinical trial proposals submitted to potential sponsors**
 - LaPAS Code – 13084
 - Type and level – input, general performance information
 - Rationale – measures the number of attempts to increase contract funding
 - Use – demonstrates how PBRC is working to become a stronger force for economic development
 - Clarity – yes, indicator clearly identifies what is being measured
 - Validity, Reliability, and Accuracy – yes, has been audited by the Office of the Legislative Auditor in relation to the Exceptional Performance and Efficiency Incentive Program

- Data Source, Collection, and Reporting – information is entered into sponsored projects database as proposals are submitted and the data is reported quarterly and annually
 - Calculation Methodology – numbers collected from sponsored projects database and checked against actual proposal files
 - Scope – aggregate
 - Caveats – NA
 - Responsible Person – Kelly Pitre, Director of Sponsored Projects, 763-2518, Grants@pbrc.edu.
-
- **Indicator Name – number of clinical trial grant proposals funded**
 - LaPAS Code – 7346
 - Type and level – output, key indicator
 - Rationale – measures how many clinical trial proposals are actually funded
 - Use – demonstrates how PBRC is a catalyst for economic development
 - Clarity – yes, indicator clearly identifies what is being measured
 - Validity, Reliability, and Accuracy – yes, audited by the Office of the Legislative Auditor in 2003 in relation to the Exceptional Performance and Efficiency Incentive Program
 - Data Source, Collection, and Reporting – collect and enter information into sponsored projects database as contracts are received; numbers are summarized and reported quarterly and annually
 - Calculation Methodology – numbers are determined from the sponsored projects database and checked against proposal/contract award files
 - Scope – disaggregate
 - Caveats – could be possible for the number of clinical trial awards to decrease, while the dollar value of the actual awards increases
 - Responsible Person – Director of Sponsored Projects, 763-2620, Grants@pbrc.edu.
-
- **Indicator Name – percentage increase in contract funding**
 - LaPAS Code – NA
 - Type and level – outcome, supporting
 - Rationale – measures the percentage increase in contract funding
 - Use – to demonstrate how PBRC is a catalyst for economic development
 - Clarity – yes, indicator clearly identifies what is being measured
 - Validity, Reliability, and Accuracy – yes, audited by the Office of the Legislative Auditor in 2003 in relation to the Exceptional Performance and Efficiency Incentive Program
 - Data Source, Collection, and Reporting – sponsored projects staff gathers information from sponsored projects database on a quarterly and annual basis
 - Calculation Methodology – numbers collected from Sponsored Projects database to determine percentage increases
 - Scope – disaggregate
 - Caveats – NA

- Responsible Person – Director of Sponsored Projects, 763-2620, Grants@pbrc.edu.

Goal III. To improve the education aspect of the Pennington Biomedical Research Center’s mission.

Objective III. 1. Enhance and expand the Pennington Biomedical Research Center’s post-doctoral training program to increase by 15% the number of post-doctoral researchers.

Strategies:

1. Expand recruitment efforts to attract outstanding young investigators to serve as post-doctoral researchers.
2. Acquire additional post-doctoral training grants from the National Institutes of Health and other sources.
3. Enlist the Pennington Biomedical Research Foundation to establish an endowed post-doctoral fellowship fund.
4. Create additional joint appointments with LSU-BR campus and other LSU campuses to increase the number of shared post doctoral appointments.

Performance Indicators:

- Input-number of positions created
- Output-number of post-doctoral researchers hired
- Outcome-Increase in number of post-doctoral researchers on staff
 - **Indicator Name – number of positions created**
 - LaPAS Code – NA
 - Type and level – input, supporting
 - Rationale – measures the number of post-doctoral researcher positions created
 - Use – demonstrates how PBRC is working to achieve the educational portion of it’s mission
 - Clarity – yes, indicator clearly identifies what is being measured
 - Validity, Responsibility, and Accuracy – not audited by the Office of the Legislative Auditor; use HRM System on LSU System of Record
 - Data Source, Collection, and Reporting – HRM collects information from the HRM System/database and reports quarterly
 - Calculation Methodology – tally number of positions created and advertised
 - Scope – aggregate
 - Caveats – NA
 - Responsible Person – Gena Doucet, Director of HRM, 763-2572, Gena.Doucet@pbrc.edu.
 - **Indicator Name – number of post-doctoral researchers hired**
 - LaPAS Code – NA
 - Type and level – output, supporting

- Rationale – measures progress toward the goal by counting number of new post-doctoral researchers hired
 - Use – demonstrates how PBRC is working to achieve the educational portion of it's mission
 - Clarity – yes, indicator clearly identifies what is being measured
 - Validity, Responsibility, and Accuracy – not audited by the Office of the Legislative Auditor; retrieve numbers from HRM System on LSU System of Record; compare numbers from System of Record to number of post-doctoral researchers maintained by PBRC education department
 - Data Source, Collection, and Reporting – HRM office retrieves employee counts from HRM System on LSU System of Record and reports information on a quarterly basis
 - Calculation Methodology – tally number of new post-doctoral hires
 - Scope – disaggregate
 - Caveats – NA
 - Responsible Person – Gena Doucet, Director of HRM, 763-2572, Gena.Doucet@pbrc.edu
- **Indicator Name – increase in number of post-doctoral researchers on staff**
 - LaPAS Code – NA
 - Type and level – outcome, supporting
 - Rationale – measures the increase in post-doctoral researchers hired through various departments
 - Use – demonstrates how PBRC is fulfilling the education portion of its mission
 - Clarity – yes, indicator clearly identifies what is being measured
 - Validity, Responsibility, and Accuracy – not audited by Office of the Legislative Auditor; numbers generated from HRM System on LSU System of Record; compare to number maintained by PBRC education department
 - Data Source, Collection, and Reporting – HRM department retrieves employee counts from HRM System on LSU System of Record on a quarterly basis
 - Calculation Methodology – compare post-doctoral researcher counts from quarter to quarter to determine increase
 - Scope – disaggregate
 - Caveats – NA
 - Responsible Person – Gena Doucet, Director of HRM, 763-2572, Gena.Doucet@pbrc.edu

Objective III.2: Increase local and scientific community participation in programs offered through PBRC by 25%.

Strategies:

1. Maintain and improve our comprehensive website at PBRC which would include links to other non-commercial sites for reliable nutrition and preventive medicine

information, increase our visibility in the lay and research communities, provide comprehensive listing of faculty/staff and ongoing research.

2. Continue offering conferences and workshops developed by PBRC staff, such as the Diabetes Lecture Series which is open to the general public, the Visiting Speaker's Program open the university/academic community, and the Pennington Symposium Series, which are by invitation only to the world's leading scientific leaders, and other community-based lay symposia.
3. Continue to participate in offsite community health programs and screenings.
4. Develop distance learning and other technology based professional and education programs such as PBRC and the LSU Ag Center's nutrition series to train cooperative extension agents and provide community education via the web.

Performance Indicators:

- Input - number of people who currently participate in programs
- Output - number of new participants
- Outcome - increased percentage in participation
 - **Indicator Name – number of people who currently participate in programs**
 - LaPAS Code – 7348
 - Type and level – input, key
 - Rationale – measures the number of people who participate in programs
 - Use – demonstrates how PBRC is achieving its goal of improving the education portion of its mission
 - Clarity – yes, indicator clearly identifies what is being measured
 - Validity, Responsibility, and Accuracy – yes, has been audited by Office of the Legislative Auditor in 2003 in relation to the Exceptional Performance and Efficiency Incentive Program
 - Data Source, Collection, and Reporting – numbers collected and reported quarterly from communications staff, education department, clinical trials/recruiting department, and conference center staff; these groups report number of attendees at lectures and programs
 - Calculation Methodology – head counts taken at various events
 - Scope – aggregate
 - Caveats – NA
 - Responsible Person – The Business Officer of Fiscal Operations collects numbers from individual units and reports a collective number. This Business Manager is Niki Hays, 763-3095, Niki.Hays@pbrc.edu.
 - **Indicator Name – number of new participants**
 - LaPAS Code – NA
 - Type and level – output, supporting
 - Rationale – measures response to effort; i.e. how many new or additional people participated
 - Use – demonstrates how PBRC is achieving the education portion of its mission
 - Clarity – yes, indicator clearly identifies what is being measured

- Validity, Responsibility, and Accuracy – yes, audited by the Office of the Legislative Auditor in 2003 in relation to the Exceptional Performance and Efficiency Incentive Program
- Data Source, Collection, and Reporting – numbers collected and reported quarterly from communications staff, education department, clinical trials/recruiting department, and conference center staff; these groups report number of attendees at lectures and programs
- Calculation Methodology – head counts taken at various events
- Scope – disaggregate
- Caveats – NA
- Responsible Person – The Business Officer of Fiscal Operations collects numbers from individual units and reports a collective number. . This Business Manager is Niki Hays, 763-3095, Niki.Hays@pbrc.edu.

- **Indicator Name – increased percentage in participation**
- LaPAS Code – NA
- Type and level – outcome, supporting
- Rationale – measures results gained through community outreach
- Use – demonstrates how PBRC is achieving the education portion of its mission
- Clarity – yes, indicator clearly identifies what is being measured
- Validity, Responsibility, and Accuracy – yes, audited by the Office of the Legislative Auditor in 2003 in relation to the Exceptional Performance and Efficiency Incentive Program
- Data Source, Collection, and Reporting – numbers collected and reported quarterly from communications staff, education department, clinical trials/recruiting department, and conference center staff; these groups report number of attendees at lectures and programs
- Calculation Methodology – head counts taken at various events
- Scope – disaggregate
- Caveats – possible for quarterly percentage changes to be below targets while cumulatively they could be up
- Responsible Person – The Business Manager of Fiscal Operations collects numbers from individual units and reports a collective number. . This Business Manager is Niki Hays, 763-3095, Niki.Hays@pbrc.edu.

Pennington Biomedical Research Center Performance Indicator Matrix

Goal I. To further our identification as an internationally known leading research institution in nutrition and preventive medicine.

Performance Standard	Inputs	Outputs	Outcomes
Objective 1. To increase the number of faculty and research staff by 3% each fiscal year until fiscal year 2022.	Current number of faculty and research staff	Number of new faculty and research staff	Percentage increase in faculty and research staff

Goal II. Become a greater force for economic development.

Performance Standard	Inputs	Outputs	Outcomes
Objective 1. Increase sponsored research funding over the five year period from FY 14-15 through FY 18-19 by an average of 5% per yr.	The number of proposals submitted	The number of funded proposals	Increase in non-state funding
Objective 2. Increase funding through contract research, tech transfer, and business development over the five year period from FY 14-15 through FY 18-19 by an average of 5% per year.	Number of clinical trial proposals submitted to potential sponsors	Number of clinical trial grant proposals funded	Increase in contract funding

Goal III. Improve the education aspect of PBRC's mission.

Performance Standard	Inputs	Outputs	Outcomes
Objective 1. Enhance and expand the Pennington Center's post-doctoral training program to increase the number of post-docs by 15% by 2022.	Number of positions created	Number of post-doctoral researchers hired	Increase in number of post-docs on staff
Objective 2. Increase local and scientific community participation in programs offered through PBRC 25% by 2022.	Number of people who currently participate in programs	Number of new participants	Percentage increase in participation

**Pennington Biomedical Research Center Strategic Plan Links
to State Outcome Goals**

PBRC Strategic Plan	State Outcome Goals
<p><i>Objective I.1 To increase the number of faculty and research staff to approximately 3% by the year 2022.</i></p> <p><i>Objective II.1 Increase sponsored research funding over the five-year period of FY 2017-18 through FY 2021-22 by and avg of 5% per year.</i></p> <p><i>Objective II.2 Increase funding through contract research, technology transfer, and business development over the five-year period of FY 2017-18 through FY 2021-22 by an average of 5% per year.</i></p>	<p>Diversified Economic Growth Indicator 1: Number of new Louisiana jobs. Additional Key Factor: Sufficient infrastructure more specifically Research & Development Infrastructure</p>
<p><i>Objective III.2 Increase local and scientific community participation in programs offered through PBRC by 25% by 2022.</i></p>	<p>Better Health Indicator 3: Percentage of Louisianans that report themselves healthy. Key Factors Primary Factor 1.2 Healthy diet and exercise Primary Factor 1.7 Education and personal responsibility.</p>

Document Planning Process:
Strategic Plan 2018-2022

April 7, 2016 – Monica Mougeot, Guy LaVergne, and Niki Hays of the PBRC Strategic Planning Committee met to go over current Strategic Plan to discuss what changes should be made to the Strategic Plan for FY 2017-18 through FY 2021-2022.

April 15, 2016 – Monica Mougeot made edits to plan as discussed on April 7, 2016 meeting. The updated plan was emailed to the committee members for comments, updates, or further revisions. Guy LaVergne, Associate Executive Director of Operations/Chief Operations Officer, will meet with Executive Director, William Cefalu to review the current strategic plan, discuss the review process, and discuss possible preliminary revisions to the Strategic Plan for 2018-2022.

June 7, 2016 – Guy LaVergne met with Dr. Cefalu to review the proposed revisions. Dr. Cefalu approved the strategic plan. The plan and supporting documents were forwarded to LSU Administration.

June 13, 2016 – Sent the documents to Tim Nguyen of the PBRC Communications Office for placement on the PBRC website.

July 1, 2016 – Notified the Office of Planning and Budget, the Senate Finance Committee, the Senate Revenue and Fiscal Affairs Committee, the Senate Fiscal Section, the House Education Committee, the House Appropriations Committee, the House Fiscal Division, the Legislative Fiscal Office, and the Office of the Legislative Auditor of the availability of the updated strategic plan and the process documentation on the PBRC website providing the website address.