



**UPSTATE**  
MEDICAL UNIVERSITY  
EDUCATION · HEALTHCARE · RESEARCH

*Office of the President*

Nov. 23, 2016

*A message to the Upstate Medical University Community*

Dear Colleagues and Friends,

Thank you to all whom in person or online took part in our Town Hall meeting this past snowy Monday. If you were not able to participate, the meeting is available online here: <http://www.upstate.edu/president/intra/forums.php>

The occasion provided us with the opportunity to get an update on university issues to hear your questions and thoughts.

As I noted in the meeting, our strategic planning process has emerged with four key themes: Increase Reputation for Excellence; Improve Health Outcomes; Reduce Health Disparities; and Increase Access. Our work continues now with developing measurements to evaluate whether we are achieving what we have set out to do. You can stay updated on this process here: <http://www.upstate.edu/strategicplan/>

When I took this position in January, I was asked about my management style. I said I was a participatory leader, which means I want to energize and advance this university with input from all.

To that end, I asked you for ideas about Upstate's vision: Who are we and where do we want to be in five years? Hundreds from our Upstate community responded. While we are still extrapolating the responses, what emerged from your own words is that we are a Compassionate Health Science Healing Community Achieving Excellence. That's an institution we can all embrace working for!

Your ideas for our university are important to me. Whether you are a student, an employee who has just joined us or are in your third decade of service to Upstate, you are certain to have ideas that can make this institution greater. I encourage you to share your ideas with me at [president@upstate.edu](mailto:president@upstate.edu).

In closing, I want to reflect on this Thanksgiving season, which is one of my favorite times of the year. It's a time that gathers us together, draws us close. It's a time to express our gratitude and support each other.

I am thankful to our patients, who represent all communities we serve—rural, suburban, urban, native, refugee—who entrust us with their medical care.

I am thankful to our students for their diversity and for being part of our family, for their goodwill and gracious support of each other.

I am thankful to our benefactors, whose support for our university has made so much possible.

I am thankful to our Upstate Council members for their guidance, and encouragement.

I am thankful to our alumni and friends, who from afar or close to home, help us live out our mission.

And, I am thankful to all of you for what you do each and every day to support our mission of patient care, research, education and community service, for your kindness to others, for your support of our community outreach, and for your friendship. Happy Thanksgiving!

Warmly,

A handwritten signature in blue ink, appearing to read "Danielle Laraque-Arena".

Danielle Laraque-Arena, MD, FAAP  
President, Upstate Medical University