



# UPSTATE

MEDICAL UNIVERSITY

EDUCATION • HEALTHCARE • RESEARCH

## *Office of the President*

July 5, 2016

### **A message to the Upstate Medical University community**

Dear Colleagues and Friends:

As summer arrives in Central New York, we are moving forward with our strategic planning process. I want to take this opportunity to provide you with an update on what has been accomplished to date.

Several weeks ago, members of the University Executive Committee (UEC), joined by several others campus leaders, gathered for a two-day strategic planning workshop. The result of the session, which was highlighted by wide-ranging discussion, is the creation of **four strategic themes**, which evolved from the priorities I announced at our Town Hall meeting in May. These themes may be refined further throughout the strategic planning process, but they are the foundation of the strategic plan that will become the blueprint for our university's future.

They are:

- **Integration.** Upstate is one university connected by mission, integrated by leadership and aligned through a culture of trust, transparency and inclusion.
- **Innovative Learning and Discovery.** Upstate is a destination of choice for patients, innovators, educators, learners and researchers.
- **Community Impact.** Upstate is a trusted partner in support of the health and well-being of our communities.
- **Execution and Growth.** Upstate is an excellent university growing through aligned decision making, efficient and effective operations, quality services delivered by a dedicated and diverse workforce.

No matter what our responsibilities are at Upstate, I believe we all can see where our role fits into these themes and how we have a stake at moving Upstate forward.

Next up in the process is the development of strategic objectives around these themes. These objectives will be more specific in scope and measurable.

Ultimately, through further discussion and planning from all corners of the campus, we will emerge with a strategic plan that reflects past achievements and sets a course for direction to emerge as a stronger, more cohesive institution.

As you know, a strategic plan is but the beginning, setting the roadmap for concrete actions to arrive at desired outcomes. This will be accomplished through the formation of what you have heard me referred to as action implementation groups, interdisciplinary teams of individuals that will be data-driven and communicate widely throughout the university.

The process will continue through the fall (e.g. a Town Hall meeting) and I intend to keep you informed of our progress along the way.

One element of Upstate that a new strategic plan will not change, but more fully support is our university's mission: "To improve the health of the communities we serve through education, biomedical research and health care."

This mission unites us all.

As this process moves forward, I thank you for your support and the outstanding work you do every day for our patients and families, students and our communities.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Danielle Laraque-Arena', with a large, stylized initial 'D'.

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