



OUR UPSTATE
ONE UNIVERSITY ROAD MAP
STRATEGIC PLAN

Tier 2 Strategic Planning

Tier 2 Strategic Planning

All Tier 2 plans replicate the balanced scorecard framework and involve a strategy map. Two formats may be used for a Tier 2 Strategy map – business unit specific or an aligned strategy map. A business unit specific strategy map reflects an in-depth strategic planning process designed to create specific strategies and objectives relevant to business area. An aligned strategy map identifies Tier 1 objectives that the business unit is focused on impacting. Both formats reflect processes that support the institutional plan, involve identification of performance measures and strategic initiatives specific to the area, and result in plans actionable and relevant to the business unit.

A Strategic Planning Project Manager in the Office of the President is available to provide guidance and resources to assist with the development your Tier 2 Strategic Plan. The Strategic Planning Project Manager will also create the final version of the business unit's Tier 2 Strategic Plan Overview, which will be a single page double-sided document. Examples of OUR Upstate (Tier 2) Strategic Plan documents can be found on the Strategic Plan website at: <http://www.upstate.edu/strategicplan/strategic-planning-tier2/index.php>.

Aligned Strategy Map

Based on the OUR Upstate (Tier 1) Strategy Map, the business unit will make connections with how their work aligns with the OUR Upstate (Tier 1) Strategic objectives. The Strategic Planning Project Manager will meet with the business unit to discuss current priorities and future goals to determine how the business unit aligns with the OUR Upstate (Tier 1) Strategic Plan.

Side 1: Strategic Plan Overview with Strategy Map

Each aligned Tier 2 Strategic Plan Overview document replicates the format of the OUR Upstate (Tier 1) Strategic Plan Overview and Strategy Map, but will have sections of the document that are customized to be specific to the business unit.

Components:

- **OUR Upstate (Tier 1) Strategic Plan Information:**
 - Strategies and Results
 - Strategic Objectives
 - Strategy Map
- **Business Unit Information (if available): Mission, Vision, and/or Values**
 - If the business unit does not have their own Mission, Vision and/or Values, these can be developed as part of the strategic planning process. Otherwise, the Upstate Mission, Vision, and Values can be used on the Tier 2 Strategic Plan Overview.
- **Strategic Objective Alignment:** A star (★) will be added on the Strategy Map Objectives to identify the Tier 1 Objectives that the business unit is focused on impacting.
 - As part of the process, the business unit may also create their own Objective Commentary Worksheet to define the description and intended results for the aligned OUR Upstate (Tier 1) Objectives from the context of the business unit.
- **Performance Measures:** Each business unit will identify their Performance Measures that help to gauge their progress on impacting their aligned Strategic Objectives on the OUR Upstate Strategic Plan.

- Initiatives:** Each business unit will identify their Strategic Initiatives that support their aligned OUR Upstate Strategic Plan Strategic Objectives. Initiatives are new or continuing projects and actions that drive results and are designed to achieve or improve the performance of the Strategic Objectives.

Example #1: Performance Measures and Initiatives Aligned by Strategy Map Perspective

OUR UPSTATE (TIER 2) STRATEGIC PLAN OVERVIEW: Name of Business Unit		Tier 2 DATE
UPSTATE VISION	United in expertise, compassion and hope in the creation of a healthier world for all.	
UPSTATE MISSION	To improve the health of communities we serve through education, biomedical research, and patient care	
UPSTATE VALUES	We drive innovation and discovery • We respect people • We serve our community • We value integrity • We embrace diversity and inclusion	
UPSTATE STRATEGIES AND RESULTS	INTEGRATION Upstate will be one university, connected by mission and aligned leadership, integrated through a culture of inclusion, transparency and trust.	INNOVATIVE LEARNING AND DISCOVERY Upstate will be the destination of choice for patients and innovative employees, educators, learners and researchers.
	COMMUNITY IMPACT Upstate will be a collaborative and trusted partner in service to our communities.	EXECUTION AND GROWTH Upstate will be an excellent university growing through aligned decision making, efficient, effective operations, quality services, and a dedicated and diverse workforce.
UPSTATE STRATEGIC OBJECTIVES AND STRATEGY MAP		NAME OF BUSINESS UNIT PERFORMANCE MEASURES
* Indicates the UMU Institutional Objectives this Strategic Plan will focus on impacting		NAME OF BUSINESS UNIT INITIATIVES
LEARNERS, PATIENTS, COMMUNITY & OTHER STAKEHOLDERS	Increase Reputation for Excellence Improve Health Outcomes Reduce Health Disparities Increase Access	PERFORMANCE MEASURE #1 PERFORMANCE MEASURE #2 PERFORMANCE MEASURE #3 INITIATIVE #1 INITIATIVE #2 INITIATIVE #3
FINANCIAL STEWARDSHIP	Improve Fiscal Responsibility & Transparency Improve Financial Performance	PERFORMANCE MEASURE #1 PERFORMANCE MEASURE #2 PERFORMANCE MEASURE #3 INITIATIVE #1 INITIATIVE #2 INITIATIVE #3
INTERNAL PROCESSES	Improve Efficiency & Accountability Grow Programs & Community Partnerships Improve Quality Enhance Innovation Increase Integration	PERFORMANCE MEASURE #1 PERFORMANCE MEASURE #2 PERFORMANCE MEASURE #3 INITIATIVE #1 INITIATIVE #2 INITIATIVE #3
ORGANIZATIONAL CAPABILITIES (PEOPLE, FACILITIES, TECHNOLOGY)	Increase Diversity, Equity, Access, & Inclusion Improve Culture of Trust Increase Workforce Satisfaction Optimize Technology, Facilities & Support Services	PERFORMANCE MEASURE #1 PERFORMANCE MEASURE #2 PERFORMANCE MEASURE #3 INITIATIVE #1 INITIATIVE #2 INITIATIVE #3

Example #2: Performance Measures and Initiatives Listed Across the Strategy Map Perspectives

OUR UPSTATE (TIER 2) STRATEGIC PLAN OVERVIEW: Name of Business Unit		Tier 2 DATE
UPSTATE VISION	United in expertise, compassion and hope in the creation of a healthier world for all.	
UPSTATE MISSION	To improve the health of communities we serve through education, biomedical research, and patient care	
UPSTATE VALUES	We drive innovation and discovery • We respect people • We serve our community • We value integrity • We embrace diversity and inclusion	
UPSTATE STRATEGIES AND RESULTS	INTEGRATION Upstate will be one university, connected by mission and aligned leadership, integrated through a culture of inclusion, transparency and trust.	INNOVATIVE LEARNING AND DISCOVERY Upstate will be the destination of choice for patients and innovative employees, educators, learners and researchers.
	COMMUNITY IMPACT Upstate will be a collaborative and trusted partner in service to our communities.	EXECUTION AND GROWTH Upstate will be an excellent university growing through aligned decision making, efficient, effective operations, quality services, and a dedicated and diverse workforce.
UPSTATE STRATEGIC OBJECTIVES AND STRATEGY MAP		NAME OF BUSINESS UNIT PERFORMANCE MEASURES
* Indicates the UMU Institutional Objectives this Strategic Plan will focus on impacting		NAME OF BUSINESS UNIT INITIATIVES
LEARNERS, PATIENTS, COMMUNITY & OTHER STAKEHOLDERS	Increase Reputation for Excellence Improve Health Outcomes Reduce Health Disparities Increase Access	PERFORMANCE MEASURE #1 PERFORMANCE MEASURE #2 PERFORMANCE MEASURE #3 PERFORMANCE MEASURE #4 PERFORMANCE MEASURE #5 PERFORMANCE MEASURE #6 PERFORMANCE MEASURE #7 PERFORMANCE MEASURE #8 PERFORMANCE MEASURE #9 PERFORMANCE MEASURE #10 INITIATIVE #1 INITIATIVE #2 INITIATIVE #3 INITIATIVE #4 INITIATIVE #5 INITIATIVE #6 INITIATIVE #7 INITIATIVE #8 INITIATIVE #9 INITIATIVE #10
FINANCIAL STEWARDSHIP	Improve Fiscal Responsibility & Transparency Improve Financial Performance	
INTERNAL PROCESSES	Improve Efficiency & Accountability Grow Programs & Community Partnerships Improve Quality Enhance Innovation Increase Integration	
ORGANIZATIONAL CAPABILITIES (PEOPLE, FACILITIES, TECHNOLOGY)	Increase Diversity, Equity, Access, & Inclusion Improve Culture of Trust Increase Workforce Satisfaction Optimize Technology, Facilities & Support Services	

Side 2: Strategic Plan Overview Supporting Documentation

To accompany the Tier 2 Strategic Plan Overview, each document will have a second page of supporting documentation to provide additional information, as well as a key contact person for additional information about the business unit’s Tier 2 Strategic Plan.

There are a few options for the supporting documentation, and the Strategic Planning Project Manager will work with the business unit to determine the format that is best for their supporting documentation content.

- **Objective Commentary:** If the business unit created their own Objective Commentary for their aligned Tier 1 Objectives, this information would be included on the second page of the document. *See example #1 below.*
- **Additional Priorities and Initiatives:** If the business unit has more priorities and initiatives than can fit on the first page, the second page can provide a list of this additional information that aligns with the Tier 1 Strategic Objectives. *See example #2 below.*
- **“Understanding OUR Upstate Strategic Plan”:** The business unit could include the one-page instruction guide provides key terms along with their corresponding definitions and visuals from the OUR Upstate Strategic Plan Overview, as well as instructions on how to read the Strategy Map. *See example #3 below.*

Example #1: Objective Commentary

OUR UPSTATE (TIER 2) STRATEGIC PLAN OVERVIEW: Name of Business Unit		Tier 2 Date	
Objective Commentary for Aligned Strategic Objectives The following is the Objective Commentary developed by the Name of Business Unit to define the description and intended results for their aligned OUR Upstate (Tier 1) Objectives from the context of the Name of Business Unit			
PERSPECTIVE	OBJECTIVE	DESCRIPTION	INTENDED RESULTS
LEARNERS, PATIENTS, COMMUNITY & OTHER STAKEHOLDERS	Increase Reputation of Excellence		
	Improve Health Outcomes		
	Reduce Health Disparities		
	Increase Access		
FINANCIAL STEWARDSHIP	Improve Fiscal Responsibility and Transparency		
	Improve Financial Performance		
INTERNAL PROCESSES	Improve Efficiency & Accountability		
	Grow Programs & Community Partnerships		
	Improve Quality		
	Enhance Innovation		
	Increase Integration		
ORGANIZATIONAL CAPABILITIES (PEOPLE, FACILITIES, TECHNOLOGY)	Increase Diversity, Equity, Access & Inclusion		
	Improve Culture of Trust		
	Increase Workforce Satisfaction		
	Optimize Technology, Facilities & Support Services		
For questions or additional information on this OUR Upstate (Tier 2) Strategic Plan Overview for Name of Business Unit, please contact Name at email address or phone number			

Example #2: Additional Priorities and Initiatives

OUR UPSTATE (TIER 2) STRATEGIC PLAN OVERVIEW: Name of Business Unit		Tier 2 Date
Additional Priorities and Initiatives Identified by Business Unit		
PERSPECTIVE	OUR UPSTATE TIER 1 STRATEGIC OBJECTIVE	ADDITIONAL NAME OF BUSINESS UNIT TIER 2 PRIORITIES AND INITIATIVES
LEARNERS, PATIENTS, COMMUNITY & OTHER STAKEHOLDERS	Increase Reputation of Excellence	
	Improve Health Outcomes	
	Reduce Health Disparities	
	Increase Access	
FINANCIAL STEWARDSHIP	Improve Fiscal Responsibility and Transparency	
	Improve Financial Performance	
INTERNAL PROCESSES	Improve Efficiency & Accountability	
	Grow Programs & Community Partnerships	
	Improve Quality	
	Enhance Innovation	
ORGANIZATIONAL CAPABILITIES (PEOPLE, FACILITIES, TECHNOLOGY)	Increase Diversity, Equity, Access & Inclusion	
	Improve Culture of Trust	
	Increase Workforce Satisfaction	
	Optimize Technology, Facilities & Support Services	
For questions or additional information on this OUR Upstate [Tier 2] Strategic Plan Overview for Name of Business Unit, please contact Name at email address or phone number		

Example #3: "Understanding OUR Upstate Strategic Plan"

UPSTATE MEDICAL UNIVERSITY		Understanding OUR Upstate (Tier 1) Strategic Plan		OUR UPSTATE ONE UNIVERSITY ROAD MAP	Tier 1 v.08.2018
Key Term	Definition	Visuals from OUR Upstate Strategic Plan Overview			
STRATEGIC PLAN	The document used to communicate the organizational goals and the actions needed to achieve those goals	The reverse side of this document is the OUR Upstate Strategic Plan Overview			
VISION	A statement of future intent that defines what results the organization is seeking to achieve (i.e. a picture of the future)	VISION	Improve the health of the communities we serve through education, biomedical research, and patient care.		
MISSION	A statement of purpose that reflects the values and beliefs of the organization (i.e. what we do); Why we exist	MISSION	We drive innovation and discovery • We respect people • We serve our community • We value integrity • We embrace diversity and inclusion		
VALUES	Describe what the organization stands for in the context of the organization's Mission; The guiding principles, defining the code of conduct and behavior that is expected of all employees; How we do what we do	VALUES	We drive innovation and discovery • We respect people • We serve our community • We value integrity • We embrace diversity and inclusion		
STRATEGIES (Strategic Themes)	The main focus areas of the organization	STRATEGIES AND RESULTS	INTEGRATION Upstate will be one university, connected by mission and aligned leadership, integrated through common objectives, transparency, and trust.	INNOVATIVE LEARNING AND DISCOVERY Upstate will be the preeminent of choice for patients and researchers, education, research, and innovation.	COMMUNITY IMPACT Upstate will be a collaborative, multi-disciplinary partner, advancing our community, quality services, and education and research excellence.
RESULTS (Strategic Results)	The desired outcome or goal for the Strategies (Strategic Themes); Defines what success looks like for the Strategies	<p>Reminder: The Strategy Map is read from the bottom perspective (Organizational Capabilities) up through the other perspectives. Example for how to read the Strategy Map: In the Perspective "Organizational Capabilities," if we focus on implementing activities (Initiatives) to improve the Performance of the boxed Objectives of "Increase Diversity, Equity, Access & Inclusion" and "Improve Culture of Trust," these two Objectives will then work together to help lead to (thin arrow) improvement of the Objective of "Increase Workforce Satisfaction" in the same Perspective, and they will also work together to help lead to (large arrow) improvement of all the Objectives in the "Internal Processes" Perspective above.</p>			
STRATEGY MAP (The one-page strategic plan)	Visualizes the strategy; Collection of linked Strategic Objectives; Defines the causal relationships among Strategic Objectives driving strategic results; Tells a story of the upward flow of how value is created for the organization's customers				
PERSPECTIVES (the colorful rows)	Different views of organizational performance; (i.e. Organizational Capabilities; Internal Processes; Financial Stewardship; Learners, Patients, Community, & Other Stakeholders); lenses through which we view performance	Organizational Capabilities (People, Facilities, Technology)	Internal Processes	Financial Stewardship	Learners, Patients, Community & Other Stakeholders
STRATEGIC OBJECTIVES (the rectangles)	Continuous improvement areas that have to be implemented for success; Describe how strategy becomes operational to the organization's employees (i.e. what must be done to be successful over time)	Increase Diversity, Equity, Access, & Inclusion	Improve Quality	Improve Financial Performance	Increase Reputation for Excellence
STRATEGIC LINES (the arrows)	Illustrate the cause-effect relationship between Strategic Objectives	<p>This Arrows = The Objective drives the other Objective it points to</p> <p>Wide Arrows = The Objective drives everything in the Perspective above that it points to</p> <p>Boxes = The Objectives in the box will work together to drive the Objective(s) their arrow points to</p>			
PERFORMANCE MEASURES	Used to track organizational performance; Provide evidence of progress on achieving the Strategic Objectives	For the list of OUR Upstate (Tier 1) Performance Measures, see Performance Measure section of the OUR Upstate Strategic Plan Overview on the reverse side of this document			
INITIATIVES	New or continuing projects and actions designed to improve performance of one or more Strategic Objectives	For the list of OUR Upstate (Tier 1) Initiatives, see OUR Upstate Initiatives section of the OUR Upstate Strategic Plan Overview on the reverse side of this document			
Definitions adapted from: Bohm, H., Wiley, D., Stout Perry, G., Montgomery, D., [2013]. The Institute Way: Simplify Strategic Planning & Management with the Balanced Scorecard.					
v. 08.09.18		Strategic Affairs, Office of the President		For additional information, visit: www.upstate.edu/strategicplan	

Business Unit Specific Strategy Map

The business unit has the option to create and fully-customize their own Tier 2 Strategic Plan. The Strategic Planning Project Manager will facilitate the strategic planning process for the business unit utilizing the Balanced Score Institute's framework that was used to create the OUR Upstate (Tier 1) Strategic Plan. The process will include meetings and workgroup sessions facilitated by the Strategic Planning Project Manager, as well as additional work sessions conducted among the business unit's team and/or leadership. While some aspects of the strategic planning process can be customized to meet the needs of the business unit, it should be noted that there is a time commitment required to development a business unit specific Tier 2 Strategic Plan. While the time commitment may seem significant, the process and final product are well worth the effort in terms of bringing the business unit team together to agree on and create a unified strategy.

Side 1: Strategic Plan Overview with Strategy Map

Each business unit specific Tier 2 Strategic Plan Overview document replicates the format of the OUR Upstate (Tier 1) Strategic Plan Overview and Strategy Map and will customize sections of the document specific to the business unit.

Components:

- **Business Unit Mission, Vision, and Values**
 - If the business unit does not have their own Mission, Vision and/or Values, these will be developed as part of the strategic planning process.
- **Strategic Themes and Results:** Each business unit will develop Strategic Themes and Results that define and summarize the department's focus and efforts.
- **Strategic Objectives:** Each business unit will identify Objectives for each of the Strategy Map perspectives that align with the Strategic Themes. Objectives are continuous improvement activities to be implemented for successful execution of the Strategic Plan.
 - As part of the process, the business unit will also create their own Objective Commentary Worksheet to define the description and intended results for their Tier 2 Objectives. The Objective Commentary Worksheet will be maintained by the business unit to have available for reference.
- **Strategy Map:** Each business unit will create a Strategy Map which visually connects the Objectives through strategic link arrows to show the logical connection among Strategic Objectives to create value and achieve desired results.
- **Performance Measures:** Each business unit will identify their Performance Measures that help to gauge their progress on impacting their Strategic Objectives.
- **Initiatives:** Each business unit will identify their Strategic Initiatives that support their Strategic Objectives. Initiatives are new or continuing projects and actions that drive results and are designed to achieve or improve the performance of the Strategic Objective.

Example: Template for Business Unit Specific Strategy Map

OUR UPSTATE (TIER 2) STRATEGIC PLAN OVERVIEW: Name of Business Unit				
VISION	Vision Statement			
MISSION	Mission Statement			
VALUES	Value #1	• Value #2	• Value #3	• Value #4 • Value #5
STRATEGIES AND RESULTS	STRATEGIC THEME #1 Strategic Result #1	STRATEGIC THEME #2 Strategic Result #2	STRATEGIC THEME #3 Strategic Result #3	STRATEGIC THEME #4 Strategic Result #4
STRATEGIC OBJECTIVES AND STRATEGY MAP			PERFORMANCE MEASURES	INITIATIVES
LEARNERS, PATIENTS, COMMUNITY & OTHER STAKEHOLDERS	Learners, Patients, Community & Other Stakeholders Objective #1	Learners, Patients, Community & Other Stakeholders Objective #2	Learners, Patients, Community & Other Stakeholders Objective #3	<ul style="list-style-type: none"> PERFORMANCE MEASURE #1 PERFORMANCE MEASURE #2 PERFORMANCE MEASURE #3 <ul style="list-style-type: none"> INITIATIVE #1 INITIATIVE #2 INITIATIVE #3
FINANCIAL STEWARDSHIP	Financial Stewardship Objective #1	Financial Stewardship Objective #2	Financial Stewardship Objective #3	<ul style="list-style-type: none"> PERFORMANCE MEASURE #1 PERFORMANCE MEASURE #2 PERFORMANCE MEASURE #3 <ul style="list-style-type: none"> INITIATIVE #1 INITIATIVE #2 INITIATIVE #3
INTERNAL PROCESSES	Internal Processes Objective #1	Internal Processes Objective #2	Internal Processes Objective #3	<ul style="list-style-type: none"> PERFORMANCE MEASURE #1 PERFORMANCE MEASURE #2 PERFORMANCE MEASURE #3 <ul style="list-style-type: none"> INITIATIVE #1 INITIATIVE #2 INITIATIVE #3
ORGANIZATIONAL CAPABILITIES (PEOPLE, FACILITIES, TECHNOLOGY)	Organizational Capabilities Objective #1	Organizational Capabilities Objective #2	Organizational Capabilities Objective #3	<ul style="list-style-type: none"> PERFORMANCE MEASURE #1 PERFORMANCE MEASURE #2 PERFORMANCE MEASURE #3 <ul style="list-style-type: none"> INITIATIVE #1 INITIATIVE #2 INITIATIVE #3

Side 2: Strategic Plan Overview Supporting Documentation

To accompany the Tier 2 Strategic Plan Overview, each document will have a second page of supporting documentation to provide additional information, as well as a key contact person for additional information about the business unit’s Tier 2 Strategic Plan.

As noted for the aligned Tier 2 Strategic Plan, there are a few options for the supporting documentation, and the Strategic Planning Project Manager will work with the business unit to determine the format that is best for their supporting documentation content.

- **Objective Commentary:** Information from the Objective Commentary Worksheet created by the business unit could be included on the second page of the document.
- **Additional Priorities and Initiatives:** If the business unit has more priorities and initiatives than can fit on the first page, the second page can provide a list of this additional information.
- **“Understanding OUR Upstate Strategic Plan”:** The business unit could include the one-page instruction guide that provides key terms along with their corresponding definitions and visuals from the OUR Upstate Strategic Plan Overview, as well as instructions on how to read the Strategy Map.

To see visuals of the three options, please refer to the following examples provided in the previous section of this document related to Side 2 supporting documentation of the aligned Strategy Map:

- *Example #1: Objective Commentary*
- *Example #2: Additional Priorities and Initiatives*
- *Example #3: “Understanding OUR Upstate Strategic Plan”*

Strategic Planning Process for Business Unit Specific Tier 2 Strategic Plan

The following table outlines the components and deliverables of the strategic planning process to develop a business unit specific Tier 2 strategic plan.

Strategic Planning Component	Deliverable	Method
Assessment	<ul style="list-style-type: none"> Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis Mission, Vision, and Values Customers and Stakeholders 	<ul style="list-style-type: none"> Facilitated Sessions by Strategic Planning Project Manager
Strategy	<ul style="list-style-type: none"> Customer Value Proposition (i.e. Customer Needs) Perspective Names Strategic Themes & Results 	<ul style="list-style-type: none"> Facilitated Sessions by Strategic Planning Project Manager
Objectives	<ul style="list-style-type: none"> Theme Objectives with Commentary Business Unit Objectives with Commentary 	<ul style="list-style-type: none"> Facilitated Sessions by Strategic Planning Project Manager
Strategy Map	<ul style="list-style-type: none"> Theme Strategy Maps Business Unit Strategy Map 	<ul style="list-style-type: none"> Facilitated Sessions by Strategic Planning Project Manager
Performance Measures	<ul style="list-style-type: none"> Business Unit's Performance Measures 	<ul style="list-style-type: none"> Facilitated Sessions by Strategic Planning Project Manager Workgroup sessions conducted by Business Unit
Initiatives	<ul style="list-style-type: none"> Business Unit's Initiatives 	<ul style="list-style-type: none"> Facilitated Sessions by Strategic Planning Project Manager Workgroup sessions conducted by Business Unit
System Roll Out	<ul style="list-style-type: none"> Launch / "Go-Live" of Business Unit's Strategic Plan 	
Performance Analysis	<ul style="list-style-type: none"> Track, analyze and report on progress of Objectives, Performance Measures, and Initiatives 	<ul style="list-style-type: none"> Owned by the Business Unit
Alignment	<ul style="list-style-type: none"> Cascade the Business Unit's Tier 2 Strategic Plan to the individual level to align the staffs' work with the priorities of the business unit 	<ul style="list-style-type: none"> Owned by the Business Unit Guidance from the Strategic Planning Project Manager available if needed
Evaluation	<ul style="list-style-type: none"> Review the Tier 2 Strategic Plan to ensure effectiveness and continued relevance Adjust and modify plan as needed 	<ul style="list-style-type: none"> Owned by the Business Unit Guidance from the Strategic Planning Project Manager available if needed

For More Information

To learn more about Strategic Planning at Upstate Medical University, please visit the Strategic Plan website at <http://www.upstate.edu/strategicplan/index.php>.