

<b>UPSTATE VISION</b>	United in expertise, compassion and hope in the creation of a healthier world for all.			
<b>UPSTATE MISSION</b>	To improve the health of communities we serve through education, biomedical research, and patient care			
<b>UPSTATE VALUES</b>	We drive innovation and discovery • We respect people • We serve our community • We value integrity • We embrace diversity and inclusion			
<b>UPSTATE STRATEGIES AND RESULTS</b>	<p><b>INTEGRATION</b> Upstate will be one university, connected by mission and aligned leadership, integrated through a culture of inclusion, transparency and trust.</p>	<p><b>INNOVATIVE LEARNING AND DISCOVERY</b> Upstate will be the destination of choice for patients and innovative employees, educators, learners and researchers.</p>	<p><b>COMMUNITY IMPACT</b> Upstate will be a collaborative and trusted partner in service to our communities.</p>	<p><b>EXECUTION AND GROWTH</b> Upstate will be an excellent university growing through aligned decision making, efficient, effective operations, quality services, and a dedicated and diverse workforce.</p>

PERSPECTIVE	STRATEGIC OBJECTIVES AND STRATEGY MAP	COLLEGE OF MEDICINE PERFORMANCE MEASURES	COLLEGE OF MEDICINE INITIATIVES
<b>LEARNERS, PATIENTS, COMMUNITY &amp; OTHER STAKEHOLDERS</b>	<p>★ Indicates the UMU institutional Objectives this Strategic Plan will focus on impacting</p>	<p><b>INCREASE DIVERSITY, EQUITY, ACCESS &amp; INCLUSION</b></p> <ul style="list-style-type: none"> <li>Diversity and inclusion programs</li> </ul> <p><b>IMPROVE CULTURE OF TRUST</b></p> <ul style="list-style-type: none"> <li>AAMC GQ; internal learning environment tracking measures; local assessment data; course and clerkship evaluations</li> <li>Bias in teaching and test materials</li> </ul>	<p><b>INCREASE DIVERSITY, EQUITY, ACCESS AND INCLUSION</b></p> <ul style="list-style-type: none"> <li>Increase Diversity recruitment/retention</li> </ul> <p><b>IMPROVE CULTURE OF TRUST</b></p> <ul style="list-style-type: none"> <li>Improve the learning environment</li> <li>Improve student satisfaction scores</li> <li>Promote inclusion and eliminate bias in didactic materials.</li> </ul>
<b>FINANCIAL STEWARDSHIP</b>		<p><b>INCREASE WORKFORCE SATISFACTION</b></p> <ul style="list-style-type: none"> <li>AAMC Standpoint Survey</li> <li>Faculty development participation</li> </ul> <p><b>OPTIMIZE TECHNOLOGY, FACILITIES, AND SUPPORT SERVICES</b></p> <ul style="list-style-type: none"> <li>Simulation programming data and student performance outcome data</li> </ul>	<p><b>INCREASE WORKFORCE SATISFACTION</b></p> <ul style="list-style-type: none"> <li>Enhance faculty satisfaction</li> <li>Support faculty professional development and achievement</li> </ul> <p><b>OPTIMIZE TECHNOLOGY, FACILITIES, AND SUPPORT SERVICES</b></p> <ul style="list-style-type: none"> <li>Enhance immersive simulation training</li> <li>Create a comprehensive data dashboard</li> <li>Provide secure cyber environment</li> </ul>
<b>INTERNAL PROCESSES</b>		<ul style="list-style-type: none"> <li>Upstate Dashboard</li> <li>Cybersecurity data</li> </ul> <p><b>IMPROVE QUALITY</b></p> <ul style="list-style-type: none"> <li>Ambulatory footprint</li> <li>Vizient star rating</li> </ul> <p><b>INCREASE INTEGRATION</b></p> <ul style="list-style-type: none"> <li>NIH Funding</li> <li>Multi-PI research proposals &amp; grants</li> </ul>	<p><b>IMPROVE QUALITY</b></p> <ul style="list-style-type: none"> <li>Enhance ambulatory care</li> <li>Improve quality outcome measures</li> </ul> <p><b>INCREASE INTEGRATION</b></p> <ul style="list-style-type: none"> <li>Increase the research portfolio</li> <li>Build translational research</li> <li>Integrate basic science &amp; clinical curriculum</li> </ul>
<b>ORGANIZATIONAL CAPABILITIES (PEOPLE, FACILITIES, TECHNOLOGY)</b>		<ul style="list-style-type: none"> <li>Curriculum Inventory</li> <li>Curriculum Integration</li> <li>Research activity participation</li> <li>IPE Programming</li> </ul> <p><b>REDUCE HEALTH DISPARITIES</b></p> <ul style="list-style-type: none"> <li>Curriculum Inventory</li> <li>Bias Checklist</li> <li>MPH Program Projects</li> <li>Health Disparities Researchers</li> </ul>	<p><b>REDUCE HEALTH DISPARITIES</b></p> <ul style="list-style-type: none"> <li>Augment curriculum in bias, equity, health care access, health disparities and social determinants of health</li> <li>Develop Center for Health Disparities Research</li> </ul>

Key Term	Definition	Visuals from OUR Upstate Strategic Plan Overview
<b>STRATEGIC PLAN</b>	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
<b>VISION</b>	A statement of future intent that defines what results the organization is seeking to achieve (i.e. a picture of the future)	<b>VISION</b> United in expertise, compassion and hope in the creation of a healthier world for all.
<b>MISSION</b>	A statement of purpose that reflects the values and beliefs of the organization (i.e. what we do); Why we exist	<b>MISSION</b> To improve the health of the communities we serve through education, biomedical research, and patient care.
<b>VALUES</b>	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	<b>VALUES</b> We drive Innovation and discovery • We respect people • We serve our community • We value integrity • We embrace diversity and inclusion
<b>STRATEGIES (Strategic Themes)</b>	The main focus areas of the organization	<b>STRATEGIES AND RESULTS</b> <div style="display: flex; justify-content: space-between;"> <div style="width: 22%;"> <p><b>INTEGRATION</b> Upstate will be one university, connected by mission and aligned leadership, integrated through a culture of inclusion, transparency, and trust.</p> </div> <div style="width: 22%;"> <p><b>INNOVATIVE LEARNING AND DISCOVERY</b> Upstate will be the destination of choice for patients and innovative employees, educators, learners and researchers.</p> </div> <div style="width: 22%;"> <p><b>COMMUNITY IMPACT</b> Upstate will be a collaborative and trusted partner in service to our communities.</p> </div> <div style="width: 22%;"> <p><b>EXECUTION AND GROWTH</b> Upstate will be an excellent university growing through aligned decision making, efficient, effective operations, quality services, and a dedicated and diverse workforce.</p> </div> </div>
<b>RESULTS (Strategic Results)</b>	The desired outcome or goal for the Strategies (Strategic Theme); Defines what success looks like for the Strategies	
<b>STRATEGY MAP ('The one-page strategic plan')</b>	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	<p><i>Reminder: The Strategy Map is read from the bottom perspective (Organizational Capabilities) up through the other perspectives.</i></p> <p><b>Example for how to read the Strategy Map:</b> In the <b>Perspective</b> "Organizational Capabilities," if we focus on implementing activities (<b>Initiatives</b>) to improve the <b>Performance</b> of the boxed <b>Objectives</b> of "Increase Diversity, Equity, Access &amp; Inclusion" and "Improve Culture of Trust," these two <b>Objectives</b> will then work together to help lead to (thin arrow) improvement of the <b>Objective</b> of "Increase Workforce Satisfaction" in the same <b>Perspective</b>, and they will also work together to help lead to (large arrow) improvement of all the <b>Objectives</b> in the "Internal Processes" <b>Perspective</b> above</p>
<b>PERSPECTIVES (the colorful rows)</b>	Different views of organizational performance; (i.e. Organizational Capabilities; Internal Processes; Financial Stewardship; Learners, Patients, Community, & Other Stakeholders); lenses through which we view performance	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; padding: 5px; text-align: center;">Organizational Capabilities (People, Facilities, Technology)</div> <div style="border: 1px solid black; padding: 5px; text-align: center;">Internal Processes</div> <div style="border: 1px solid black; padding: 5px; text-align: center;">Financial Stewardship</div> <div style="border: 1px solid black; padding: 5px; text-align: center;">Learners, Patients, Community &amp; Other Stakeholders</div> </div>
<b>STRATEGIC OBJECTIVES (the rectangles)</b>	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)	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; padding: 5px; text-align: center;">Increase Diversity, Equity, Access, &amp; Inclusion</div> <div style="border: 1px solid black; padding: 5px; text-align: center;">Improve Quality</div> <div style="border: 1px solid black; padding: 5px; text-align: center;">Improve Financial Performance</div> <div style="border: 1px solid black; padding: 5px; text-align: center;">Increase Reputation for Excellence</div> </div>
<b>STRATEGIC LINKS (the arrows)</b>	Illustrate the cause-effect relationship between Strategic Objectives	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;"> <p><b>Thin Arrows</b> = The Objective drives the other Objective it points to</p> </div> <div style="text-align: center;"> <p><b>Wide Arrows</b> = The Objective drives everything in the Perspective above that it points to</p> </div> <div style="text-align: center;"> <p><b>Boxes</b> = The Objectives in the box will work together to drive the Objective(s) their arrow points to</p> </div> </div>
<b>PERFORMANCE MEASURES</b>	Used to track organizational performance; Provide evidence of progress on achieving the Strategic Objectives	For the list of the Performance Measures, see the Performance Measure section of the OUR Upstate Strategic Plan Overview on the reverse side of this document
<b>INITIATIVES</b>	New or continuing projects and actions designed to improve performance of one or more Strategic Objectives	For the list of Initiatives, see the Initiatives section of the OUR Upstate Strategic Plan Overview on the reverse side of this document

Definitions adapted from: Rohm, H., Wilsey, D., Stout Perry, G., Montgomery, D., (2013). The Institute Way: Simplify Strategic Planning & Management with the Balanced Scorecard.