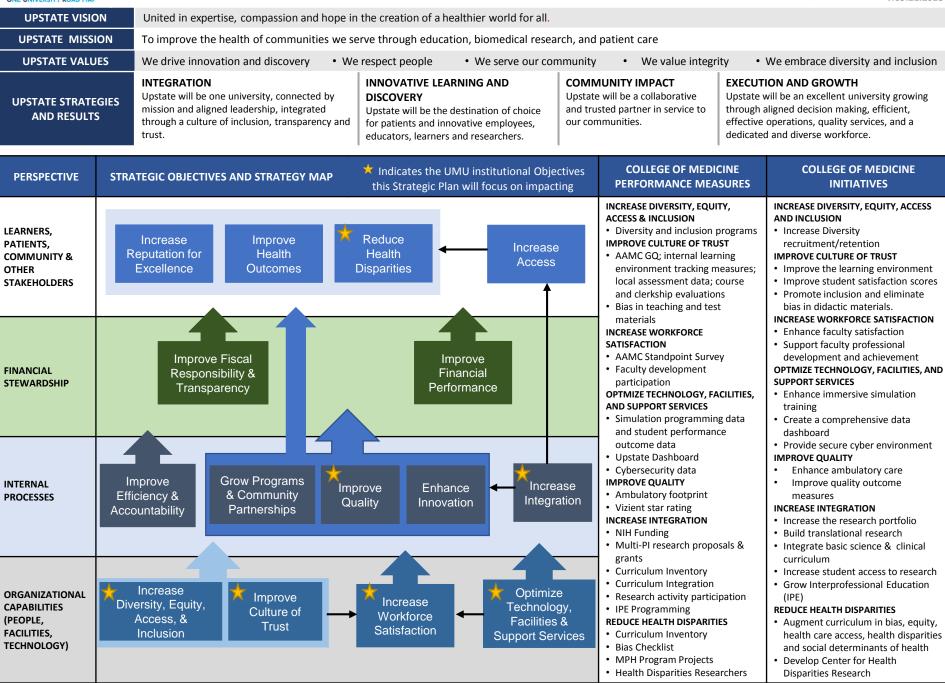


## OUR UPSTATE (TIER 2) STRATEGIC PLAN OVERVIEW: College of Medicine



## **UPSTATE** MEDICAL UNIVERSITY

## Understanding OUR Upstate (Tier 1) Strategic Plan



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 United in expertise, compassion and hope in the creation of a healthier world for all.
MISSION	A statement of purpose that reflects the values and beliefs of the organization (i.e. what we do); Why we exist	MISSION To improve the health of the communities we serve through education, biomedical research, and patient care.
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 INNOVATIVE LEARNING DD ISCOVERY COMMUNITY IMPACT Description   Upstate will be one university, connected by a culture of inclusion, transparency, and trust. INNOVATIVE LEARNING DD ISCOVERY Upstate will be a collaborative and trusted innovative employees, educators, learners and researchers. Community IMPACT Upstate will be a nexcellent university growing through agent decision making, efficient,
<b>RESULTS</b> (Strategic Results)	The desired outcome or goal for the Strategies (Strategic Theme); Defines what success looks like for the Strategies	
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	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 Objectives 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
<b>PERSPECTIVES</b> (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, & Improve Quality Performance for Excellence
STRATEGIC LINKS (the arrows)	Illustrate the cause-effect relationship between Strategic Objectives   Thin Arrows = The Objective drives the other Objective it points to Wide Arrows = The Objective drives everything in the Perspective above that it points to Boxes = The Objectives in the box will work together to drive the Objective(s) their arrow points to	
PERFORMANCE MEASURES	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
INITIATIVES	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.		