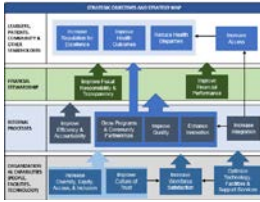





|                |  |                     |                          |   |
|----------------|--|---------------------|--------------------------|---|
| <b>VISION</b>  | United in expertise, compassion and hope in the creation of a healthier world for all.                 |                     |                          |   |
| <b>MISSION</b> | To improve the health of communities we serve through education, biomedical research, and patient care |                     |                          |   |
| <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 AND RESULTS</b> | <p><b>INTEGRATION</b><br/>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><br/>Upstate will be the destination of choice for patients and innovative employees, educators, learners and researchers.</p> | <p><b>COMMUNITY IMPACT</b><br/>Upstate will be a collaborative and trusted partner in service to our communities.</p> | <p><b>EXECUTION AND GROWTH</b><br/>Upstate will be an excellent university growing through aligned decision making, efficient, effective operations, quality services, and a dedicated and diverse workforce.</p> |
|-------------------------------|---|---|---|---|

| STRATEGIC OBJECTIVES AND STRATEGY MAP                               |  | PERFORMANCE MEASURES  | OUR UPSTATE INITIATIVES   |
|---|--|---|---|
| <b>LEARNERS, PATIENTS, COMMUNITY &amp; OTHER STAKEHOLDERS</b>       |  | <p><b>LEARNERS, PATIENTS, COMMUNITY &amp; OTHER STAKEHOLDERS</b></p> <ul style="list-style-type: none"> <li>Clinical: HCAHPS “Willingness to Recommend” Hospital</li> <li>Education: Applications to Available Seats Ratio</li> <li>Research: Total Sponsored Research Expenditures</li> <li>Workforce: Retention Rate</li> <li>Health Outcomes</li> <li>“She Matters” Program</li> <li>Clinical Admissions and Visits</li> <li>Learner Access Pathways</li> </ul> <p><b>FINANCIAL STEWARDSHIP</b></p> <ul style="list-style-type: none"> <li>Total Revenue Growth</li> <li>Overall Profit Margin</li> <li>Days Cash on Hand</li> </ul> <p><b>INTERNAL PROCESSES</b></p> <ul style="list-style-type: none"> <li>Document Control Compliance</li> <li>Violence Education Prevention Outreach Program (VEPOP)</li> <li>Upstate Foundation Donations</li> <li>Vizient Star Rating: Inpatient and Outpatient</li> <li>Upstate Publications, Authors and Citations metrics</li> <li>Research Grants Submitted</li> <li>One University Survey</li> </ul> <p><b>ORGANIZATIONAL CAPABILITIES (PEOPLE, FACILITIES, TECHNOLOGY)</b></p> <ul style="list-style-type: none"> <li>Diversity: Workforce and Student</li> <li>IMT Help Desk Tickets, Project Requests and Cybersecurity</li> </ul> | <p><b>PRESIDENTIAL ONGOING PRIORITIES</b></p> <ul style="list-style-type: none"> <li>Foster External Relationships &amp; Collaborations</li> <li>Promote Cancer Integration &amp; Network Development</li> <li>Support a Comprehensive Ambulatory Care Strategy</li> <li>Pursue Development of a Heart Institute</li> <li>Build on Neurosciences Expertise</li> </ul> <p><b>PRIORITIZED STRATEGIC PLANNING INITIATIVES</b></p> <ul style="list-style-type: none"> <li>Integrate the Upstate Health Care System</li> <li>Develop an Institute for Global Health and Translational Science*</li> <li>Investigate an Institute for Transformative Education</li> <li>Redesign the Patient Entry Process</li> <li>Implement Global Budgeting*</li> <li>Outline Center and Institute Guidelines, Principles, and Support Strategies</li> <li>Pursue Leadership Training: Trust &amp; Collaboration</li> <li>Conduct Information Technology, Facilities &amp; Support Services Assessment &amp; Planning</li> <li>Institute Tracking of Accomplishments to Achieve Excellence</li> <li>Monitor Evaluation and Redesign of University Programs &amp; Partnerships</li> <li>Design a One University Survey</li> <li>Explore an Institute of Cultural Humility and Social Determinations of Health</li> </ul> <p><i>* Overlap with Presidential priorities</i></p> |
| <b>FINANCIAL STEWARDSHIP</b>  |  |   |   |
| <b>INTERNAL PROCESSES</b>   |  |   |   |
| <b>ORGANIZATIONAL CAPABILITIES (PEOPLE, FACILITIES, TECHNOLOGY)</b> |  |   |   |

| 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> <ul style="list-style-type: none"> <li><b>INTEGRATION</b><br/>Upstate will be one university, connected by mission and aligned leadership, integrated through a culture of inclusion, transparency, and trust.</li> <li><b>INNOVATIVE LEARNING AND DISCOVERY</b><br/>Upstate will be the destination of choice for patients and innovative employees, educators, learners and researchers.</li> <li><b>COMMUNITY IMPACT</b><br/>Upstate will be a collaborative and trusted partner in service to our communities.</li> <li><b>EXECUTION AND GROWTH</b><br/>Upstate will be an excellent university growing through aligned decision making, efficient, effective operations, quality services, and a dedicated and diverse workforce.</li> </ul>   |
| <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;"> <div style="border: 1px solid black; padding: 5px;"><b>Organizational Capabilities (People, Facilities, Technology)</b></div> <div style="border: 1px solid black; padding: 5px;"><b>Internal Processes</b></div> <div style="border: 1px solid black; padding: 5px;"><b>Financial Stewardship</b></div> <div style="border: 1px solid black; padding: 5px;"><b>Learners, Patients, Community &amp; Other Stakeholders</b></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;"> <div style="border: 1px solid black; padding: 5px; background-color: #4a7ebb; color: white;">Increase Diversity, Equity, Access, &amp; Inclusion</div> <div style="border: 1px solid black; padding: 5px; background-color: #333366; color: white;">Improve Quality</div> <div style="border: 1px solid black; padding: 5px; background-color: #336633; color: white;">Improve Financial Performance</div> <div style="border: 1px solid black; padding: 5px; background-color: #3366cc; color: white;">Increase Reputation for Excellence</div> </div>   |
| <b>STRATEGIC LINKS (the arrows)</b>                 | Illustrate the cause-effect relationship between Strategic Objectives  |   |
|   |  <b>Thin Arrows</b> = The Objective drives the other Objective it points to   |  <b>Wide Arrows</b> = The Objective drives everything in the Perspective above that it points to   |
|   |  |  <b>Boxes</b> = The Objectives in the box will work together to drive the Objective(s) their arrow points to   |
| <b>PERFORMANCE MEASURES</b>                         | 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  |
| <b>INITIATIVES</b>                                  | 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: Rohm, H., Wilsey, D., Stout Perry, G., Montgomery, D., (2013). The Institute Way: Simplify Strategic Planning & Management with the Balanced Scorecard.