

UPSTATE VISION	United in expertise, compassion and hope in the creation of a healthier world for all.			
COGS MISSION	To educate students through its biomedical sciences programs to be discoverers, leaders, and innovators in biomedical sciences. Transforming students from consumers of knowledge into producers of knowledge.			
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.

PERSPECTIVE	STRATEGIC OBJECTIVES AND STRATEGY MAP	COGS PERFORMANCE MEASURES	COGS INITIATIVES
LEARNERS, PATIENTS, COMMUNITY & OTHER STAKEHOLDERS	<p>★ Indicates the UMU institutional Objectives this Strategic Plan will focus on impacting</p>	<ul style="list-style-type: none"> Number of applications Number of funded faculty Number of publications per student Number of publications per faculty GPA and GRE scores for matriculants 	<ul style="list-style-type: none"> Strengthen alignment between admissions in College of Graduate Studies and University admissions Personalized one-on-one admissions to strengthen recruiting
FINANCIAL STEWARDSHIP		<ul style="list-style-type: none"> Number of fellowships Training grant support Institutional grant support Return on investment (ROI) per Graduate Student 	<ul style="list-style-type: none"> Partner with VP of Research to increase research productivity and grants awarded Drive students to submit fellowship and training grants
INTERNAL PROCESSES		<ul style="list-style-type: none"> Number of new courses Number of committee meetings 	<ul style="list-style-type: none"> Develop new nanocourses Expansion of SURF program Connect with STEM students through MedQuest, CNY Tech Sector, 1000 Girls/1000 Futures, Try on a White Coat, science fairs Promote interdisciplinary research on campus through Student Research Day, the Biomedical Sciences Retreat, Beyond the Doctorate Day, and Distinguished Alumni Day
ORGANIZATIONAL CAPABILITIES (PEOPLE, FACILITIES, TECHNOLOGY)		<ul style="list-style-type: none"> Student workforce retention rate Staff retention rate Percent of underrepresented minority students Number of postdocs 	<ul style="list-style-type: none"> Staff reorganization in College to improve efficiency Maintain an Office for Postdoctoral Affairs and improve post doc training Provide orientation and mentoring to new faculty members

Additional Priorities, Possible Initiatives, and Recommendations Identified by College of Graduate Studies

PERSPECTIVE	OUR UPSTATE TIER 1 STRATEGIC OBJECTIVE	ADDITIONAL COGS TIER 2 PRIORITIES, POSSIBLE INITIATIVES, AND RECOMMENDATIONS
LEARNERS, PATIENTS, COMMUNITY & OTHER STAKEHOLDERS	Increase Reputation of Excellence	<ul style="list-style-type: none"> • Increase community connections
	Improve Health Outcomes	<ul style="list-style-type: none"> • Connecting students to cutting-edge research
	Reduce Health Disparities	<i>Refer to the Strategy Map on the reverse side of this document for the initiatives related to this Strategic Objective</i>
	Increase Access	<ul style="list-style-type: none"> • Streamline and improve application process
FINANCIAL STEWARDSHIP	Improve Fiscal Responsibility and Transparency	<ul style="list-style-type: none"> • Five year planning projections – staff and budget
	Improve Financial Performance	<i>Refer to the Strategy Map on the reverse side of this document for the initiatives related to this Strategic Objective</i>
INTERNAL PROCESSES	Improve Efficiency & Accountability	<ul style="list-style-type: none"> • Reconfigure committees or meetings to reduce redundancy and increase efficiency • Establish and implement an electronic registration process/dissertation submission
	Grow Programs & Community Partnerships	<ul style="list-style-type: none"> • Develop a Postbach program in Physiology
	Improve Quality	<i>Refer to the Strategy Map on the reverse side of this document for the initiatives related to this Strategic Objective</i>
	Enhance Innovation	<ul style="list-style-type: none"> • Develop an assessment program and implement use of data analytics to better understand and refine admissions process
	Increase Integration	<ul style="list-style-type: none"> • Inform staff of opportunities to be involved – Division and University
ORGANIZATIONAL CAPABILITIES (PEOPLE, FACILITIES, TECHNOLOGY)	Increase Diversity, Equity, Access & Inclusion	<ul style="list-style-type: none"> • Prioritize diversity in hiring • Provide Title IX training and diversity education to students, faculty, and staff
	Improve Culture of Trust	<ul style="list-style-type: none"> • Employee engagement events to include colleagues outside of the College of Graduate Studies • Giving & receiving feedback and acting on it – to/from students and colleagues • Provide opportunities to hear from students • Department exit interviews with students and employees in the name of continued improvement
	Increase Workforce Satisfaction	<ul style="list-style-type: none"> • Provide opportunities for professional development for faculty • Enhance career development opportunities for students • More regular recognition of personal triumphs
	Optimize Technology, Facilities & Support Services	<ul style="list-style-type: none"> • Up-to-date technology