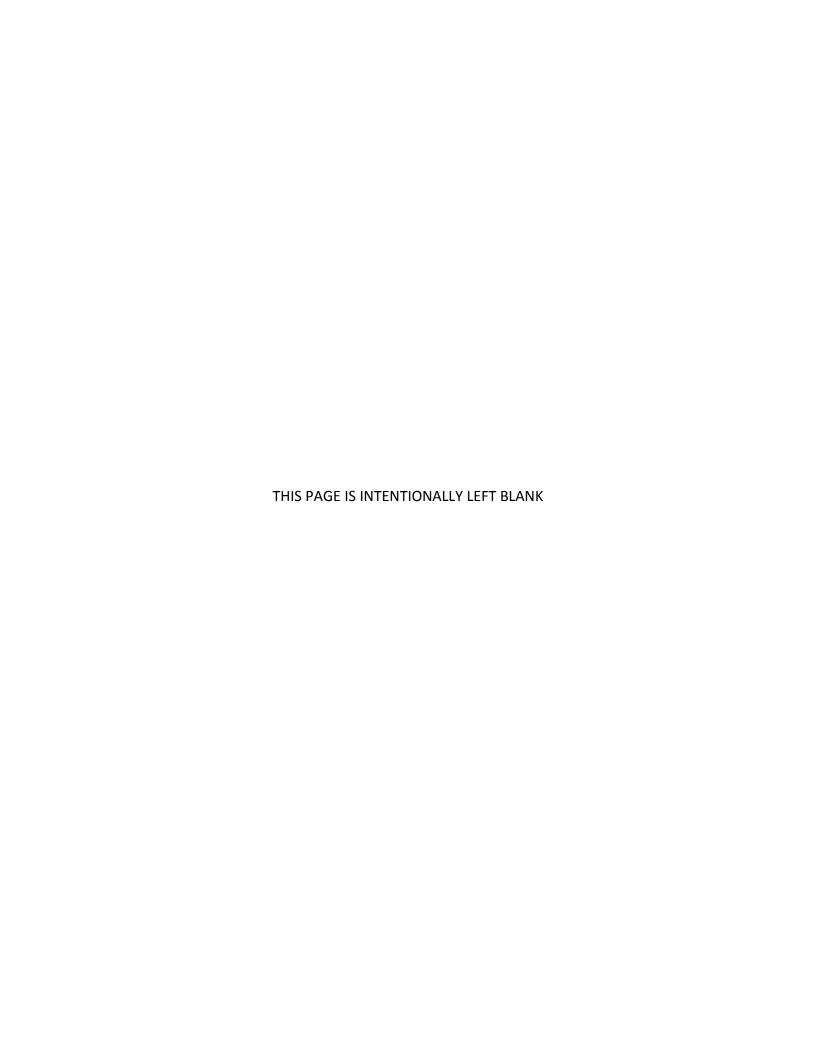


Tier 2 Strategic Planning







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.

The Office of Strategic Affairs is available to provide guidance and resources to assist with the development your Tier 2 Strategic Plan. The Office of Strategic Affairs 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 Office of Strategic Affairs website at: http://www.upstate.edu/strategicaffairs/strategic-planning/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 Office of Strategic Affairs 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 will replicate 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.

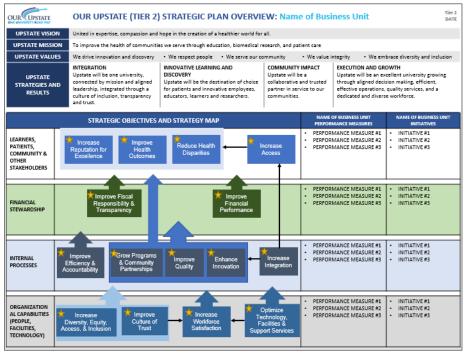
Components:

- OUR Upstate (Tier 1) Strategic Plan Information:
 - o 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, the Office of Strategic Affairs can provide resources for how to develop them. 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.

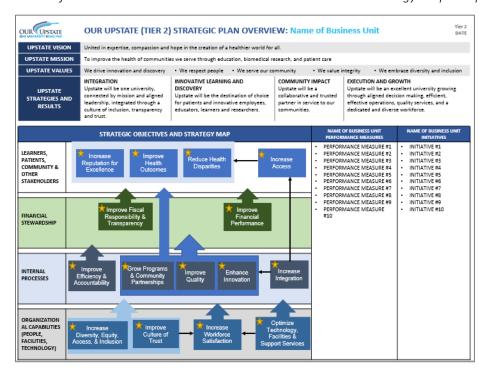


• Initiatives: Each business unit will identify their Strategic Initiatives that support their aligned OUR Upstate Strategic Plan Strategic Objectives. Initiatives are new or continuing projects and actions that drive results and are designed to achieve or improve the performance of the Strategic Objectives.

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



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





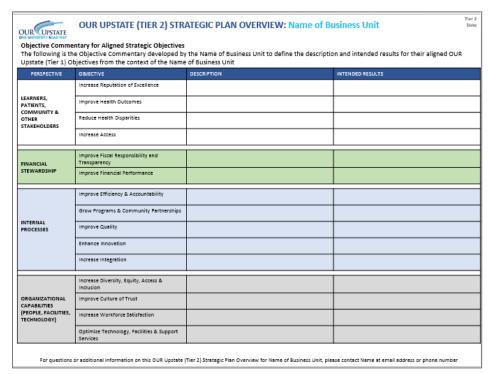
Side 2: Strategic Plan Overview Supporting Documentation

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 Office of Strategic Affairs will work with the business unit to determine the format that is best for their supporting documentation content.

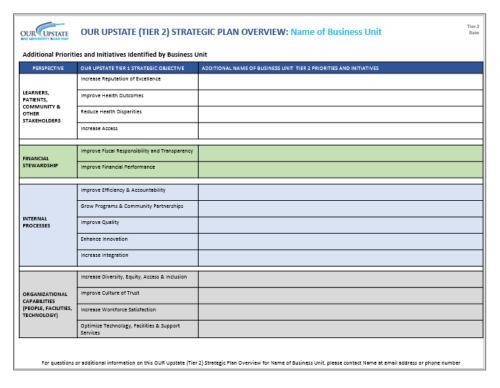
- Objective Commentary: If the business unit created their own Objective Commentary for their aligned Tier 1 Objectives, this information would be included on the second page of the document. See example #1 below.
- Additional Priorities and Initiatives: If the business unit has more priorities and initiatives 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 that the Office of Strategic Affairs created to provide 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

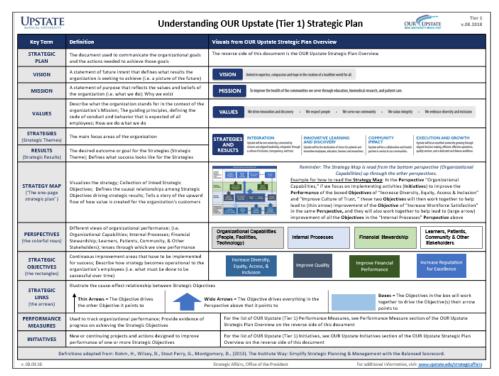




Example #2: Additional Priorities and Initiatives



Example #3: "Understanding OUR Upstate Strategic Plan"





Business Unit Specific Strategy Map

The business unit has the option to create and fully-customize their own Tier 2 Strategic Plan. The Office of Strategic Affairs will facilitate the strategic planning process for the business unit utilizing the Balanced Scored 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 Office of Strategic Affairs, 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.

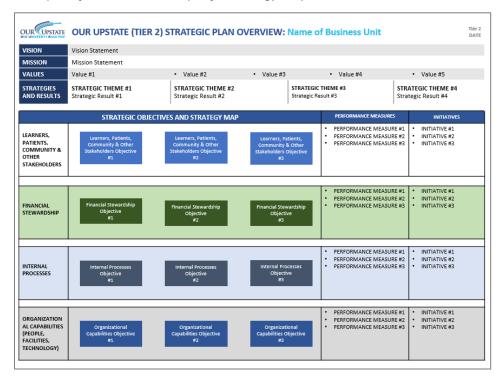
Side 1: Strategic Plan Overview with Strategy Map

Each business unit specific Tier 2 Strategic Plan Overview document will replicate 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
 - o If the business unit does not have their own Mission, Vision and/or Values, the Office of Strategic Affairs will provide guidance and resources for how to develop them.
- 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

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 Office of Strategic Affairs 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 the Office of Strategic Affairs created to provide 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	 Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis Mission, Vision, and Values Customers and Stakeholders 	Facilitated Sessions by Office of Strategic Affairs
Strategy	 Customer Value Proposition (i.e. Customer Needs) Perspective Names Strategic Themes & Results 	Facilitated Sessions by Office of Strategic Affairs
Objectives	Theme Objectives with CommentaryBusiness Unit Objectives with Commentary	Facilitated Sessions by Office of Strategic Affairs
Strategy Map	Theme Strategy MapsBusiness Unit Strategy Map	Facilitated Sessions by Office of Strategic Affairs
Performance Measures	Business Unit's Performance Measures	 Facilitated Sessions by Office of Strategic Affairs Workgroup sessions conducted by Business Unit
Initiatives	Business Unit's Initiatives	 Facilitated Sessions by Office of Strategic Affairs Workgroup sessions conducted by Business Unit
System Roll Out	Launch / "Go-Live" of Business Unit's Strategic Plan	
Performance Analysis	Track, analyze and report on progress of Objectives, Performance Measures, and Initiatives	Owned by the Business Unit
Alignment	 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 	 Owned by the Business Unit Guidance from the Office of Strategic Affairs available if needed
Evaluation	 Review the Tier 2 Strategic Plan to ensure effectiveness and continued relevance Adjust and modify plan as needed 	 Owned by the Business Unit Guidance from the Office of Strategic Affairs available if needed

For More Information

To learn more about Strategic Planning at Upstate Medical University please visit the Office of Strategic Affairs website at http://www.upstate.edu/strategicaffairs/strategic-planning/index.php or call Strategic Affairs, Office of the President at 315-464-7860.