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**To:** [UMASSMED](#); [Faculty List UMMS](#)  
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**Subject:** Final Draft of Joint Strategic Plan  
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**Attachments:** [Joint Strategic Plan\\_Final Draft\\_General Distribution\\_Aug20.pptx](#)

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TO: University of Massachusetts Medical School and UMass Memorial Health Care Communities

FROM: Michael F. Collins, MD, Chancellor, UMass Medical School  
Eric W. Dickson, MD, President and CEO, UMass Memorial Health Care

SUBJECT: Final Draft of Joint Strategic Plan

DATE: August 21, 2014

We are pleased to present to you the final draft of “UMass 2020,” the UMMS/UMMHC Academic Health Sciences Center Joint Strategic Plan (2014-2020). The enclosed document represents the collective efforts of our eight working groups over the course of the last year.

Given the broader external environment in which we operate—characterized by sweeping changes to the health care financing and delivery systems, the evolving nature of medical and health sciences education, and continued pressures to the research funding apparatus—our UMass Academic Health Sciences Center will depend upon and benefit from a well-defined plan that charts a definite course forward.

We believe that the four strategic goals and four strategy enabling goals that serve as the foundation of this plan provide our combined academic health sciences center with a clear strategic direction for the years ahead. The plan sets our thematic direction, as well as affords us the flexibility to address unforeseen changes that may impact our mission areas.

While we endorse the contents of the plan, we would like very much to give our campus community the opportunity to review and comment on the document prior to formally approving the new joint strategic plan.

Please take the time to review the plan, and send any comments to Louise Eichman ([louise.eichman@umassmed.edu](mailto:louise.eichman@umassmed.edu)) by Tuesday, September 2<sup>nd</sup>.

As you review the document, please keep in mind that the health care system’s component of this joint strategic plan has been approved by the UMMHC/UMMMC Board of Trustees. Given that the health care system operates in a unique, dynamic and evolving environment, UMMHC has launched a process to execute on the major deliverables of their Board-approved plan.

We are looking forward to having a finalized strategic plan to coincide with the start of the new academic year so that we can begin to implement our joint goals. We will depend on and benefit from the collective contributions of our campus community during the upcoming implementation phase.

Thank you for all that you do in furtherance of our academic health sciences center. Your continued efforts will be most appreciated as together, we chart a new course for our joint enterprise.