



# **SOUTHERN CONNECTICUT STATE UNIVERSITY**

## **WORKING GROUP PRIMER**



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- Mission
- Vision
- Values
- Strategic Initiatives and Action Steps
- Updated Timetable
- Latest Iteration of SCSU Mission, Vision and Value Statements



## I. Mission Statement

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- A Mission Statement should describe what the institution will be like into the foreseeable future.
  
- The Mission Statement should reflect:
  - Mandates
  - Values
  - Constituents to be served
  - Aspirations

**A Mission Statement articulates the reason for being, the ethos of the institution and its unique niche.**



## I. Mission Statement *(continued)*

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☞ Example:

➤ Brown University

- The mission of Brown University is to serve the community, the nation, and the world by discovering, communicating, and preserving knowledge and understanding in a spirit of free inquiry, and by educating and preparing students to discharge the offices of life with usefulness and reputation. We do this through a partnership of students and teachers in a unified community known as a university-college.



## I. Mission Statement (*continued*)

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### Example:

#### ➤ Purdue University

The mission of Purdue University is to serve the citizens of Indiana, the United States, and the world through discovery that expands the realm of knowledge, learning through dissemination and preservation of knowledge, and engagement through exchange of knowledge.

**Discovery:** Grounded in the most advanced theoretical, empirical, and applied methods, the University's programs of research, scholarship, and creative endeavor expand the realm of knowledge across a wide range of academic disciplines.

**Learning through dissemination and preservation:** The University promotes and champions learning by providing a variety of instructional settings where students and faculty can share and create new knowledge. It distributes knowledge to an audience of peers and citizens through a great diversity of academic literature and professional activities. In its libraries and other archives, the University serves as the repository and facilitator of access to a rich accumulation of human information, knowledge, and wisdom.

**Engagement through exchange:** Through its programs of knowledge exchange and application, the University helps put knowledge to work to create new opportunities that advance our society and solve a variety of technical and social problems.

In all these activities, the University seeks to:

- Prepare its graduates to succeed as leaders, professionals, informed consumers, responsible citizens, and lifelong learners;
- Admit to its programs an academically proficient population of students pursuing post-secondary education;
- Reach out to an expanded audience of learners through residential and distance education utilizing a variety of learning media and technologies;
- Play a leadership role in Indiana's economic and social development;
- Promote human and intellectual diversity by providing equal access and opportunity to representatives of a rich variety of populations and cultures; and
- Contribute to the welfare and advancement of human societies throughout the world.



## I. Mission Statement *(continued)*

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### Example:

#### ➤ Sonoma State University

The mission of Sonoma State University is to prepare students to be learned men and women who:

- have a foundation for life-long learning,
- have a broad cultural perspective,
- have a keen appreciation of intellectual and aesthetic achievements,
- will be active citizens and leaders in society,
- are capable of pursuing fulfilling careers in a changing world, and
- are concerned with contributing to the health and well-being of the world at large.

To achieve its mission, Sonoma State University recognizes that its first obligation is to develop and maintain excellent programs of undergraduate instruction grounded in the liberal arts and sciences.

Instructional programs are designed to challenge students not only to acquire knowledge but also to develop the skills of critical analysis, careful reasoning, creativity, and self-expression. Excellence in undergraduate education requires that students participate in a well-planned program that provides both a liberal education and opportunities for specific career preparation.

The university offers a wide range of traditional disciplines, as well as interdisciplinary programs, so that students are able to explore diverse modes of inquiry, the understanding gained within the various disciplines, and a global spectrum of ideas, institutions, values, and artistic expressions.

The university offers selected professional and graduate programs leading to master's degrees, teaching credentials, and certificates in various career fields. These programs respond to regional and state needs within the academic, business, education and professional communities.



## I. Mission Statement *(continued)*

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∞ Example:

➤ Sonoma State University, continued

The quality of the educational experience at Sonoma State University depends upon close human and intellectual relationships among students and faculty to foster the open exchange of ideas. The university is committed to creating a learning community in which people from diverse backgrounds and cultures are valued for the breadth of their perspectives and are encouraged in their intellectual pursuits. SSU's special character within California higher education emerges from its relatively small size; its commitment to effective teaching, high standards of scholarship, and ongoing professional development; and its policy of promoting diversity in the faculty, staff, and student populations.

The university also recognizes its obligation to serve as an educational and cultural resource for people in the surrounding communities. It offers courses, lectures, workshops, and programs that are open to the public. Special events in the arts, the sciences, and athletics contribute to the intellectual and cultural life of students and the community.



## II. Vision Statement

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- ❧ The Vision Statement should describe what the institution can or will be like in three to five years.
- ❧ The Vision Statement should affirm those activities that are important and should be celebrated as well as identify what should be changed.
- ❧ The Vision Statement should reflect and advance assertively the mission of SCSU.



## II. Vision Statement *(continued)*

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∞ Examples of elements that might be considered over the 3-5 year period are:

- ✓ Targeted Growth Regionally
- ✓ Transformation
- ✓ Targeted Growth Nationally
- ✓ New and/or Discontinued Programs or Activities
- ✓ Partnerships/Alliances
- ✓ Entrepreneurial Ventures

**A Vision Statement implies movement, action and strategy.**



## II. Vision Statement (*continued*)

 **Example:**

➤ Brown University

Brown's preeminence is rooted in its enduring strength as an academic leader. That it must remain fit and vigorous in this regard is clear to all. However, the University's specific advantages, by which it enhances all of higher education, are in its unique approaches to undergraduate and graduate education and scholarship:

1. Brown's self-definition as a university-college must be a continuing feature of all plans to improve Brown. It is that context that must guide decisions about the relative size of the different student groups, the priorities of planning, and the allocation of resources
2. The empowerment of learners wherein they are partners and primary architects of their intellectual itineraries in a research-rich context differentiates Brown from every other leading university. This distinction must be maintained, protected, and enhanced.
3. The adaptive, flexible, permeable way in which scholars collaborate at Brown is a defining feature of its academic culture. That feature, too, must remain and be enhanced.
4. The unusual independence of students at Brown in the living environment and the empowerment of the students in the learning environment are mutually reinforcing, adding a dimension of personal growth and satisfaction that makes Brown one of the most popular college destinations. That culture must be supported.
5. The opportunities for graduate and medical students to participate more fully in the broad scholarly and learning community are exceptionally promising. We must fulfill that promise, extending the collaborative model and shared experience of Brown to these important groups.
6. Brown's culture is based on widespread engagement among its varied constituencies. We must build on effective, satisfying, and participatory governance for all members of the Brown community, including alumni.



## II. Vision Statement (*continued*)

### Example:

#### ➤ Purdue University

*The Next Level: Preeminence*

Purdue will be a preeminent university, advancing quality in all areas while leading the world in the basic and applied sciences and engineering and improving society at home and abroad.

Characteristics:

- Programs of discovery, learning, and engagement that draw worldwide attention for their quality, relevance, depth, and scope
- Advancement of human and intellectual diversity to enrich the academic community and to overcome the barriers separating individuals, populations, and cultures
- Model interdisciplinary and collaborative partnerships in the University community
- Collaboration with public and private enterprise in Indiana, the United States, and abroad as a model for pursuing common objectives
- A faculty and a staff celebrated for their dedication to Purdue's values and culture, and for their academic and professional distinction
- A superior and diverse student body dedicated to learning, and contributing knowledge and skills toward the prosperity of Indiana, the nation, and the world
- Self-expectations of Purdue's faculty, staff, administration, and students to pursue excellence individually and collectively while contributing to a common vision for achieving preeminence
- Active role of all disciplines in contributing their disciplinary and interdisciplinary strengths to Purdue's vision
- An attractive physical environment that stimulates and facilitates intellectual development and scholarly and creative endeavor



## II. Vision Statement (*continued*)

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### **Example:**

#### Sonoma State University

##### ■ Diversity Vision Statement

\_\_\_ We at Sonoma State University strive to create a campus climate in which the will to build trust among people - and groups of people - is widely shared, and opportunities for enhancing diversity and a sense of community are encouraged and supported. We stand committed to fostering and sustaining a pluralistic, inclusive environment that empowers all members of the campus community to achieve their highest potential without fear of prejudice or discrimination

We strive to build an exemplary educational community characterized by:

- an intellectual environment that is both challenging and nurturing,
- encouragement and support for curriculum and pedagogy dedicated to diversity issues,
- a commitment to social justice and equality,
- a respect for human diversity,
- and a genuine appreciation of how the many differences among us enrich a liberal arts and sciences university.

We encourage every member of our university community to embrace the underlying values of this vision, and to demonstrate a strong commitment to supporting, retaining, and attracting students, faculty, and staff who reflect the diversity of our larger society.



### III. Values Statement

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- ∞ A Values statement should articulate those behaviors and attributes that do/should characterize the operating environment of the institution.
- ∞ A Values statement should flow naturally from the Mission and Vision statements.
- ∞ Examples include:
  - ✓ Caring, family environment
  - ✓ Student centered
  - ✓ Academic integrity
  - ✓ Diversity



### III. Values Statement *(continued)*

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∞ **Example:**

➤ Brown University

Brown is a preeminent university today by almost any measure. We attract excellent undergraduate, graduate, and medical students, and the combination of a dedicated faculty and a challenging curriculum provides our students a first-rate education. Our faculty contribute in significant ways to the world of scholarship and carry out important research programs in a variety of disciplines and in emerging areas of interdisciplinary study. We have graduate programs that are well respected and, in some cases, world leaders. Our Medical School has charted a unique course since its founding 30 years ago and has achieved notable success in medical education and research and in public health. Overall, Brown is viewed as a leader in the country and the world in developing and sustaining a very special university-college model of teaching and research



### III. Values Statement (*continued*)

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∞ **Example:**

➤ Purdue University

**STATEMENT OF INTEGRITY (DRAFTED BY THE PRESIDENTIAL TASK FORCE)**

*PREAMBLE*

Purdue University has a tradition of ethical conduct spanning its history. As a land-grant institution, we demonstrate our responsiveness to our constituencies and extend to them access to our knowledge resources. We nurture relationships with other partners in education who support our vision or join us to foster common interests. We integrate our mission with our responsibilities. We contribute our knowledge resources impartially in serving our public purposes. As faculty, students, staff, and administrators, we are a community of dedicated learners, scholars, professionals, and practitioners -- all contributing our talents to uphold our standards, and improve ourselves and the broader community in which we live and work. Our responsibilities and obligations toward the advancement of learning, discovery, and engagement in the University and in Indiana extend to our nation and the world. This statement of integrity is meant to provide an overarching declaration that informs specific policies and procedures regarding conduct, enforcement, and accountability. Such policies and procedures either exist in official University documents or will be developed as necessary.



### III. Values Statement (*continued*)

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∞ **Example:**

➤ Purdue University, continued

STATEMENT

At Purdue, integrity is indispensable to our mission. We act with honesty and adhere to the highest standards of moral and ethical values and principles through our personal and professional behavior. We demonstrate our understanding of these values and principles and uphold them in every action and decision. Trust and trustworthiness go hand in hand with how we conduct ourselves, as we sustain a culture that is based upon ethical conduct. We expect our actions to be consistent with our words, and our words to be consistent with our intentions. We accept our responsibilities, share leadership in a democratic spirit, and subject ourselves to the highest standards of public trust. We hold ourselves accountable for our words and our actions.

We champion freedom of expression. To ensure our integrity, we safeguard academic freedom, open inquiry, and debate in the best interests of education, enrichment, and our personal and professional development. We embrace human and intellectual diversity and inclusiveness. We uphold the highest standards of fairness, act as responsible citizens, respect equality and the rights of others, and treat all individuals with dignity.

To fulfill our goals as a learning community, we insist that the objectives of student learning are not compromised. We treat all students equitably, and our evaluations of learning achievements are impartial based on demonstrated academic performance. As students, we understand that learning is the most important goal and we embrace ethical values and principles, and reject academic dishonesty in all our learning endeavors. In the realm of new discoveries, we place the highest value upon truth and accuracy. We acknowledge the contributions of others. We place a higher value on expanding and sharing knowledge than on recognition or ownership.



### III. Values Statement (*continued*)

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🌀 Example:

➤ Purdue University, continued

We work diligently drawing from the strong work ethic of our state of Indiana and are committed to always acting in the best interests of the University. We pledge to make wise use of our resources and to be good stewards of financial, capital, and human resources. We operate within the letter and spirit of the law and prescribed policies, and strive to avoid impropriety or conflict of interest.

As members of the Purdue community, we demonstrate unyielding and uncompromised integrity in support of the highest standards of excellence for the University. As individuals, we all contribute to this Purdue standard of integrity as an exemplary model for all universities.



### III. Values Statement (*continued*)

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∞ **Example:**

➤ Sonoma State University

➤ Academic Excellence

- ✓ We are committed to excellence in teaching and learning, emphasizing close student-faculty relationships.

➤ Student-Centered

- ✓ Our culture promotes a rich, diverse, and satisfying experience for our students.

➤ Creativity

- ✓ We foster and support innovation, discovery, and creativity.

➤ Respect

- ✓ We treat each other with respect and civility, and adhere to the highest level of ethical standards in all our activities.

➤ Sustainability

- ✓ We are devoted to economic, environmental, and social sustainability.



## IV. Strategic Initiatives and Action Steps

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➤ Strategic initiatives are the major drivers for advancement or change in support of the Mission, Vision and Values of an institution.

Here are some examples:

- Promote excellence in teaching, learning and research
- Develop an enrollment management program
- Implement a human resource environment that enables employees to fulfill their responsibilities and achieve their aspirations
- Establish shared governance among faculty, staff and students
- Use information technology as a strategic tool for the implementation of change
- Create a marketing function that coordinates communication, image and awareness activities, etc.



## IV. Strategic Initiatives and Action Steps

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➤ Action steps depict the operating level/detail required to fulfill the Strategic Initiatives.

Here are some examples:

- Hire full-time highly-qualified faculty
- Develop an enrollment plan that integrates such components of the student market as academic qualifications, diversity, University and academic program enrollment targets, facilities capacities, and staffing and financial resource allocation
- Establish a well defined classification and job description system that will regulate recruitment, placement and compensation, and adjust ranks, grades and salaries
- Provide a forum for discussing and communicating staff perspectives to the administration on issues concerning the University
- Obtain a university-wide mandate for process change and reengineering across all academic, administrative, student and community functions
- Create a marketing function with all the necessary human, technical and financial support



## IV. Strategic Initiatives and Action Steps *(continued)*

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- ∞ Please develop no more than 5 Strategic Initiatives for your working group. Keep track of all the Strategic Initiatives you identified during the course of your deliberations for the record. For each of the Initiatives you develop, please utilize the following template.



## IV. Strategic Initiatives and Action Steps *(continued)*

🌀 Working Group Name: \_\_\_\_\_

➤ Strategic Initiative

- ✓ Define the strategic initiative in one sentence

\_\_\_\_\_  
\_\_\_\_\_

➤ Key Action steps required to accomplish Strategic Initiative

- ✓ Identify 2-3 key action steps here

1) \_\_\_\_\_  
2) \_\_\_\_\_  
3) \_\_\_\_\_

➤ Key Metrics to assess progress in accomplishing the Strategic Initiatives

**Accountability Matrix**

Strategic Initiatives (List)	Description of Metric/Performance Indicator	Responsible Party (Parties) for Ensuring Measurement and Reporting of Results	Indicate When Measurement and Reporting Will Occur (e.g., Year 1 of Plan; Year 2 of Plan; Year 3 of Plan; Year 4 of Plan; Year 5 of Plan)



## V. Updated Timetable

<b>Date</b>	<b>Participants</b>	<b>Completed (Yes/No)</b>
March 3, 2006 9:00 a m- 4:00 pm	Strategic Planning Workshop: Steering Committee	Yes
March 10, 2006 9:00 a m- noon	Chairs of 10 Working Groups and Working Group Members: Strategic Planning Workshop	Yes
March-May, 2006	Bi-weekly Meetings of Steering Committee; March 31, April 21, May 12, May 19, June 9, June 23, July 14, July 28, August 11, August 25	
March-May, 2006	Bi-weekly Meetings of 10 Working Groups	
March-May, 2006	Focus Group Meetings (May 2, 3 & 4 and June dates TBD), Interviews (May 4 and June dates TBD), and Electronic Surveys (Live and close date established May 8)	
June-August, 2006	Steering Committee Synthesizes Input and Assesses Subsequent Work	
August 31, 2006	Preliminary Draft of Strategic Plan	
September, 2006	Working Groups reconvene to review/provide input to Preliminary Draft	
October, 2006	Plan Refinement	
November, 2006	Plan Roll-Out	

The strategic plan that is developed for 2008-2013 will drive the budget for AY 2008 - 2009. In January 2007, divisional planning will get underway and be completed no later than June 30, 2007.



## VI. Revised Draft Mission Statements

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### ∞ Draft Mission Statement A

- ✓ Southern Connecticut State University provides quality, affordable education to students who are eager to learn, engage, and make a contribution to the local and global world in which they live.

### ∞ Draft Mission Statement B

- ✓ Southern Connecticut State University is committed to providing a positive learning environment through engaged teacher-scholars who instill a life-long commitment to learning and making a difference in the world in which they live.



## VII. Revised Draft Vision Statement

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### ∞ Draft Vision Statement

- ✓ Southern Connecticut State University will be recognized as a model urban institution, committed to transforming the lives of students, the state and the region. Southern Connecticut State University will become a premier student-centered institution in which students will have the opportunity to become life-long learners through the efforts of talented and dedicated faculty and staff. Southern will become known in the state, regionally, and nationally for the deployment of technology and comprehensive support functions in the most service-oriented manner possible to its students, faculty, and staff.



## VIII. Draft Values Statement

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- ✓ Southern Connecticut State University is committed to focusing on the growth and the success of the individual student, forever striving to meet expectations by ensuring quality in all undergraduate and graduate academic programs and operations.
- ✓ Southern Connecticut State University is committed to fostering a positive, professional environment that promotes civility, integrity, honesty, and collegiality.
- ✓ Southern Connecticut State University is committed to the community in which it resides through meaningful engagement and dialogue, thereby enabling the creation of a nimble and responsive model of urban learning.



## IX. Draft Values Statement

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- ❧ Southern Connecticut State University is committed to enabling its students to be successful in an ever-challenging world that values, and expects clarity of oral and written communication, team building, and data analysis and synthesis leading to thoughtful decision making.
- ❧ Southern Connecticut State University is committed to designing innovative ways of encouraging faculty, staff and students to be innovative and passionate about their work.
- ❧ Southern Connecticut State University is committed to improving the manner in which it communicates with all members of the University, past and present, through the dissemination of accurate and timely information.