



WHERE DOES A UNIVERSITY VISION FIT INTO DECISION-MAKING AND RESOURCE ALLOCATION?

Using Texas Tech University as an example, this schematic illustrates the connections between mission statement, vision, core values, and strategic goals and objectives.

	Texas Tech	FSU								
MISSION STATEMENT What we ARE as a university.	<i>Committed to teaching and the advancement of knowledge, Texas Tech University, a comprehensive public research university, provides the highest standards of excellence in higher education, fosters intellectual and personal development, and stimulates meaningful research and service to humankind.</i>	See attached summary mission statement (Attachment A)								
<p>The mission statement serves as a foundation for the</p>										
VISION STATEMENT What we want to BE as a university	<p><i>Texas Tech University will be a national leader in higher education—manifesting excellence, embracing diversity, inspiring confidence, and engaging society. The University aspires to a national recognition of excellence and performance in scholarship through teaching, research, and service.</i></p> <p><i>Texas Tech University will</i></p> <ul style="list-style-type: none"> ▪ <i>Be recognized as one of the top public educational and research universities in the United States, attracting the best students, faculty, and staff;</i> ▪ <i>Prepare students to be leaders and decision-makers, articulate and principled, innovative and confident, and able to think critically with sound reasoning ability;</i> ▪ <i>Be a research-intensive institution where faculty discovery enhances learning and prepares students to compete in a knowledge-based society; and</i> ▪ <i>Be engaged in local, regional, and state social and economic development for the benefit of both the public and private sectors.</i> 	FSU currently has no specific vision statement. (See attachment B for examples)								
<p>Together, these reveal the University's</p>										
CORE VALUES Those components of FSU that we hold inviolate.	<p><i>Texas Tech cites the following core values:</i></p> <table border="1"> <tr> <td>▪ <i>Mutual respect</i></td> <td>▪ <i>Cooperation & communication</i></td> </tr> <tr> <td>▪ <i>Creativity & innovation</i></td> <td>▪ <i>Community service & leadership</i></td> </tr> <tr> <td>▪ <i>Pursuit of excellence</i></td> <td>▪ <i>Academic & intellectual freedom</i></td> </tr> <tr> <td>▪ <i>Public accountability</i></td> <td>▪ <i>Diversity</i></td> </tr> </table>	▪ <i>Mutual respect</i>	▪ <i>Cooperation & communication</i>	▪ <i>Creativity & innovation</i>	▪ <i>Community service & leadership</i>	▪ <i>Pursuit of excellence</i>	▪ <i>Academic & intellectual freedom</i>	▪ <i>Public accountability</i>	▪ <i>Diversity</i>	FSU currently has no statement of core values. What do we, as an institution, hold as central to our existence as a University? What principles guide and motivate us? Many of these concepts are universal; note examples (Attachment C).
▪ <i>Mutual respect</i>	▪ <i>Cooperation & communication</i>									
▪ <i>Creativity & innovation</i>	▪ <i>Community service & leadership</i>									
▪ <i>Pursuit of excellence</i>	▪ <i>Academic & intellectual freedom</i>									
▪ <i>Public accountability</i>	▪ <i>Diversity</i>									
<p>Mission statement, vision statement, values: all necessary prerequisites for</p>										

<p>STRATEGIC PLANNING and its attendant GOALS AND OBJECTIVES</p>	<p>Texas Tech then follows a standard strategic planning format. Broad, overarching GOALS are then developed that directly support all three preceding components and serve as a central focus for resource allocation. OBJECTIVES are short-term “action items” that provide an organized, assessable framework for accomplishment of the overarching goals.</p>	<p><u>A clear vision statement and concise core values are important first steps</u> to be taken in achieving the type of planning process envisioned by Middle States. Middle States has recommended that FSU “review and revise its planning and resource allocation processes to more fully engage the broader campus community and to provide for transparency within the process, including the provision of explanations for establishing priorities and analyses of how budget decisions impact each division.”</p> <p>Core values and a vision statement are also fundamental to the efforts of recruitment, marketing, and advancement. All three functions must understand the collective vision of the University in order to present a consistent message to multiple constituencies.</p>
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ATTACHMENT A University Mission Statement (Summary)

Frostburg State University has provided paths to success for students for over 100 years. Founded in 1898 to prepare teachers, the institution today is a public, comprehensive, largely residential regional university offering a wide array of affordable programs at the undergraduate and graduate levels. The only four-year institution of the University System of Maryland west of the Baltimore-Washington corridor, the University serves as the premier educational and cultural center for western Maryland. At the same time, it draws its student population from all counties in Maryland, as well as from numerous other states and foreign countries, thereby creating a campus experience that prepares students to live and work in a culturally diverse world.

The University is distinguished by a scenic campus encircled by mountains, its excellent academic programs, its nationally acclaimed community service programs, and its vital role in regional economic development initiatives. As a result, it holds the distinction of being one of the University System institutions most closely woven into the fabric of the surrounding area.

Frostburg State University is, first and foremost, a teaching institution in which students are guided and nurtured by dedicated, highly qualified faculty and staff. Faculty engage in wide-ranging research and scholarly activity with the ultimate goal of enhancing student learning. The academic experience of undergraduates includes a rigorous general education program in the liberal arts and sciences, including development of core skills. Major areas of specialization are offered in education, business, science and technology, the creative and performing arts, and selected programs in the humanities and social sciences. The University provides numerous opportunities for students to engage in community service, leadership development activities, undergraduate research, and internships. These activities serve as experiential laboratories in which students apply what they have learned in the classroom to real-world situations. Graduate programs provide specialized instruction for students involved in or preparing for professional careers.

Frostburg State University continues to define its core mission as providing pathways to success – in careers, in further education, and in life – for all of its graduates.

ATTACHMENT B Sample vision statements from other institutions

<p>Virginia Tech Virginia Tech in the next decade will:</p> <ol style="list-style-type: none"> 1. Double its research expenditures to exceed \$540 million per year. 2. Continue to strengthen the quality of its programs as indicated by the achievements of its students (for example, through nationally competitive scholarships), recognition of the faculty (for example, by memberships in national academies), and other indicators. 3. Sustain an entrepreneurial culture characterized by public/private strategic partnerships to diversify sources of income for the university and increase organizational responsiveness to a changing environment. 4. Expand its national and international presence through alliances that create opportunities for advanced research and study for faculty and students. 5. Foster an organizational culture that nurtures the next generation of leadership, enhances diversity, and sustains a positive momentum geared to a successful future. 6. Continue to enjoy strong and enthusiastic support from alumni and the various public constituencies that the university represents. 	<p>Clemson Clemson will be one of the nation's top 20 public universities.</p> <p>Emory University Emory [will be] a destination university internationally recognized as an inquiry-driven, ethically engaged, and diverse community, whose members work collaboratively for positive transformation in the world through courageous leadership in teaching, research, scholarship, health care, and social action.</p> <p>Pitt-Johnstown The University of Pittsburgh at Johnstown will be an institution renowned for its educational and intellectual entrepreneurship.</p> <ul style="list-style-type: none"> • We will invest in innovation, foster experimentation in learning systems, and adopt the best. • We will have a faculty and staff who set national standards for the undergraduate experience, blending a tradition of scholarship with creative teaching and sustaining an environment that supports personal growth, diversity, and tolerance. • We will encourage faculty, staff, and student interaction with society, locally, and through broader reaching intercultural programs. • We will prepare our students for the world they will enter and foster in our students an enthusiasm and responsibility for pursuing lifelong learning. • We will build new bridges to our community, reinforce those already existing, and publicly advance the aspirations, achievements, and image of the University of Pittsburgh at Johnstown. 	<p>Case Western Reserve U. We seek to have <i>transformational impact</i> on all who teach, learn, discover and work here so they are prepared and engaged to serve humanity. As a great research university, we must embrace responsible risk-taking in pursuit of bold aspirations for national and global leadership.</p> <ul style="list-style-type: none"> ▪ <i>We combine experiential learning with rigorous scholarship</i> in our undergraduate and all educational programs to produce educated learners who are awake to new possibilities. ▪ <i>We invest in the arts, humanities, and social sciences</i> as important areas of scholarship and as an essential foundation for preparing morally and socially responsible life-long learners. ▪ <i>We build on our existing strengths</i>, including engineering, biomedical sciences, and professional education, and <i>pursue productive partnerships</i> with other outstanding institutions. ▪ <i>We are guided by our values</i> at every level to promote a diverse, challenging, supportive, entrepreneurial, and interdisciplinary environment of openness, respect, accountability, and academic freedom <p>East Tennessee State University To become the university of choice in the region and the best regional university in the nation.</p>
<p>Marshall University Marshall University, an exemplar of excellence in teaching and learning, will continue to place its highest priority on providing outstanding undergraduate and graduate education, resulting in national recognition in academics and in scholarly, artistic, and creative achievement. Marshall's students will graduate well prepared for the responsibilities of life within a culturally diverse and globally interdependent society. Marshall will address the changing needs of the state and region and will return to the community and state an outstanding value for the resources invested in the university.</p>		

ATTACHMENT C Sample core value rosters from other institutions

<p>California State University-Monterey Bay</p> <ul style="list-style-type: none"> ▪ Applied, active, and project-based learning activities ▪ Interdisciplinarity ▪ Multicultural and global perspectives ▪ Technological sophistication ▪ Service learning ▪ Ethical reflection and practice ▪ Collaboration 	<p>University of Illinois</p> <ul style="list-style-type: none"> ▪ A university engaged with the society it serves; ▪ A university delivering affordable education of internationally recognized stature to undergraduate, graduate, and professional students; ▪ A university that continually improves the quality of its academic and research programs; and ▪ A university that operates following best-business practices. 	<p>Ohio University</p> <ul style="list-style-type: none"> ▪ Pursue knowledge for its own sake. ▪ Ignite in our students a lifelong love of learning. ▪ Produce discoveries that make the world a better place. ▪ Celebrate and learn from our diversity. ▪ Open the world to our students.
<p>University of Texas at Austin</p> <ul style="list-style-type: none"> ▪ <i>Learning</i> - A caring community, all of us students, helping one another grow. ▪ <i>Discovery</i> - Expanding knowledge and human understanding. ▪ <i>Freedom</i> - To seek the truth and express it. ▪ <i>Leadership</i> - The will to excel with integrity and the spirit that nothing is impossible. ▪ <i>Individual Opportunity</i> - Many options, diverse people and ideas; one university. ▪ <i>Responsibility</i> - To serve as a catalyst for positive change in Texas and beyond. 	<p>Bowling Green University</p> <ul style="list-style-type: none"> ▪ Respect for one another ▪ Cooperation ▪ Intellectual and spiritual growth ▪ Creative imaginings ▪ Pride in a job well done 	<p>Texas State University-San Marcos</p> <p>We, the faculty, staff and students at Texas State, affirm that our university exists to enrich our minds and to humanize our hearts so that we might contribute to the betterment of humanity. We are dedicated to providing a curriculum and educational experience that develop our capacities not only to analyze critically and think creatively, but also to reason ethically and feel compassionately.</p> <p>To guide us as we learn to evaluate the consequences of our actions – not to indoctrinate either intellectually, morally or religiously – we articulate the following:</p> <p>The lifelong pursuit of academic excellence. We value the seeking of knowledge, including the freedom to engage in meaningful debate and the responsibility to continually explore new possibilities for learning.</p> <p>The nurturing of individuals. We value the opportunity to develop the potential of every individual of our diverse community.</p> <p>The cultivation of character. We value the modeling and teaching of honesty, integrity, diligence, courage, compassion, fairness and respect.</p>
<p>University of Miami</p> <p>We are absolutely committed to freedom of inquiry—the freedom to think, to question, to criticize, and to dissent. We will pursue the value of excellence in our research and educational missions with the single-mindedness that only great commitments deserve. We will provide our students with the foundations for ethical citizenship and service to others, a respect for differences among people, and a commitment to high standards of thought and communication. We also will prepare them for rewarding lifelong careers and will imbue in them a continued and permanent desire for the study of knowledge and the search for truth.</p>	<p>Salisbury University</p> <p>The core values of Salisbury University are excellence, student-centeredness, learning, community, civic engagement, and diversity. We believe these values must be lived and experienced as integral to everyday campus life so that students make the connection between what they learn and how they live.</p>	
	<p>Roger Williams University</p> <ul style="list-style-type: none"> ▪ Love of learning as an intrinsic value ▪ Preparation for a career and future study ▪ Development of undergraduate research opportunities ▪ Service to the community ▪ Adoption of a global perspective ▪ Nurturing of a caring and respectful community 	