

# MISSION: Statements



# DEVELOPING A NEW COLLEGE MISSION STATEMENT

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**If you all printed out your colleges' mission statements and tacked them to a wall, could you pick out which one is yours?**

# INTRODUCTION

👤 Utah State University's **College of Agriculture & Applied Sciences** offers 67 degrees

👤 Aviation Technology

👤 Technology & Engineering Education

👤 USU Eastern's 2-year & certificate programs in workforce education

👤 Automotive Technology

👤 Building Technology

👤 Business

👤 Diesel Equipment

👤 Machine Tool Technology

👤 Welding

👤 Mining

👤 Cosmetology

# INTRODUCTION

- Mission statement defines organization's purpose
  - concisely describe why organization exists & what it does to achieve its vision (Shinn, 2013)
  - Distinguish one organization from another
- Mission statement complements college's overall strategic plan

# INTRODUCTION

- Pearce and David (1987) identified 9 components of mission statements:
  1. Who are the organization's **customers**?
  2. What are the organization's major **products or services**?
  3. Where does the organization compete? (**location**)
  4. Is **technology** a primary concern of the organization?
  5. Is the organization committed to **economic objectives**?
  6. What are the **basic beliefs, values, aspirations** and **philosophical priorities** of the organization?
  7. What is the organization's distinctive competence or **major competitive advantage**?
  8. Is the organization responsive to **social, community and environmental concerns**?
  9. Are **employees** considered to be a valuable asset of the organization?

# PURPOSE

- 👉 Identify themes present in the mission statements of Utah State University's peer institutions
  - Research Question 1: What are the **similarities** and **dissimilarities** in the **themes** that can be identified in the mission statements?
  - Research Question 2: Who are the **stakeholders** mentioned in the mission statements?

# METHODS

- Dean Noelle Cockett contacted instructor of JCOM 3320 (Strategic Research Methods in PR)
- JCOM 3320 undergraduates conducted qualitative content analysis of 9 mission statements from university's peer institutions:
  - Colorado State University, Kansas State University, Montana State University, New Mexico State University, Oregon State University, University of Idaho, University of Nebraska-Lincoln, University of Wyoming & Washington State University
- Used each college's website to collect the mission statements

# METHODS

- 👤 Developed coding sheet as in-class activity
- 👤 Individually coded for Pearce and David's 9 components of mission statements
- 👤 Analyzed coding sheets in teams of 4 undergraduates to identify themes & discuss discrepancies until consensus reached
- 👤 Themes checked by 3-party faculty members
- 👤 Established trustworthiness through completed coding sheets
- 👤 Wrote & presented report to Dean Cockett & committee members

# RESEARCH QUESTION 1

Theme	Thematic Quote
Organization's major products or services	...through <b>teaching, research, and service</b> , in cooperation with Extension and the Agricultural Experiment Station ...provides education, research, and extension/outreach programs ...through high quality research, instruction and extension programs
Location	(varies from state, region, nation, or world) ...It is a source of information and expertise in integrating and applying knowledge with benefits that are felt in <b>domestic and international</b> settings.
Technology	...disseminate superior knowledge and <b>technological solutions</b> to increase the competitiveness of communities ...through the <b>discovery, application, and dissemination of science</b> based knowledge
Economic objectives	...for productive lives that contribute to agriculture, society, and to the <b>economic competitiveness</b> of Kansas ...by supporting a <b>vibrant economy</b> , benefiting the individual, families and society as a whole

# RESEARCH QUESTION 1

Theme	Thematic Quote
Basic beliefs, values, aspirations & priorities	embraces the <b>University ideal</b> of expressing <b>diversity</b> ... ...develop <b>human capital</b> at the undergraduate and graduate levels ...fosters a <b>student centered learning</b> environment
Competitive advantage	...where diverse basic and applied natural, life, earth & social sciences are integrated into the context of a global society & environmental stewardship. ...source of knowledge regarding environmental quality, natural resources, life sciences, and rural economies and communities worldwide. ...earth and social sciences are integrated into the context of a global society and environmental stewardship
Responsive	...to be the proactive leader in education and scholarship to cultivate healthy, sustainable systems for Wyoming's agriculture, environment and natural resources, and rural communities
Employees as valuable asset	Value of employees not mentioned

# RESEARCH QUESTION 2

Stakeholder Group	Thematic Quote
Students	...has provided opportunities for <b>students</b> to develop personally, intellectually and professionally, to meet the challenges of their era ...the college is committed to providing <b>students</b> with quality undergraduate and graduate experiences ...the College provides <b>undergraduate and graduate</b> education leading to baccalaureate and graduate degrees
Faculty & staff	...expressing diversity through the racial, ethnic, gender, cultural, and socioeconomic composition of <b>its faculty, staff,</b> and students.
State's residents	...serving the needs of the <b>people of Colorado</b> ...focused to meet the changing needs of <b>Montana</b> ...improve the lives of <b>New Mexicans</b> ...serving the <b>people of Idaho</b>
Community	...helping to meet the educational needs of the region and nation, as well as those of the international <b>agricultural community</b> ...fostering the health and well being of individuals, <b>communities</b> and society... ...promote the well-being of individuals, families, and <b>communities</b>

# CONCLUSIONS

- Most colleges mentioned land-grant mission through teaching, research & service
- No statement mentioned concern for employees
  - Strategic management plan can fail if employees don't support (Shinn, 2013)

# CONCLUSIONS

- A few colleges mentioned their strengths
  - Mission statement provides opportunity for college to identify key competencies or competitive advantages
- Technology is omitted from majority of statements

# RECOMMENDATIONS

- Keep emphasis on institution's purpose of teaching, research and outreach education/extension in new mission statement
- Tell that college's diverse programs can impact a state's environment, agricultural industry, economy & communities

# RECOMMENDATIONS

- Integrate mission statement in all facets of college's life (marketing materials, website, classes, in buildings, etc.)
- Communicate mission statement with faculty, staff, administration, alumni & other important groups

**CASE**  
**closed**

**QUESTIONS ?**