

Training on Developing Administrative Unit Mission Statement and Goals

Writing Measurable Unit Mission Statement and Goals.

By: Sesime Adanu

Writing a Unit Mission Statement

- A mission statement clearly states what the unit/department/division does; it distinguishes the unit from other units/departments, and reflects its core values and principles
- A unit mission statement answers key questions such as- what, why, and for whom
- What a unit does, why it does it, for which audience, and for what purpose.
- It has to be clear and concise. May have clarifying statements beneath if needed
- Unit mission statements should connect with division/university mission statement

Evaluation Rubric for Mission Statement

Key Expectations	Meets expectation	Close to Expectation	Does not Meet Expectation
Clearly states why the unit/ department exists at the university (E.g. provide tech support, market programs, HR support, budgeting and funding, manage facilities etc.)	The mission statement clearly states why the unit exists (its purpose)	Mission statement does not clearly indicate the unit's purpose	Stated mission does not articulate purpose. Sounds like a vision statement.
Clearly identifies unit's focus (priorities/services provided) (E.g. recruit and retain employees and students, install and update software and hardware, allocate funding and track spending, clean and safe buildings, customer Service etc.)	The statement clearly identifies and indicates the key issues, resources, and services provided/addressed by the unit/office/department (what it is expected to achieve)	The key resources, services or issues addressed by the unit could be inferred but are not clearly stated	The key areas of focus (priorities) are not indicated.

Mission Evaluation Rubric Continued

Key Expectations	Meets expectation	Close to Expectation	Does not Meet Expectation
Individuals, units or constituencies served by unit are clearly identified and stated (E.g. - students, faculty, staff, external constituencies, state, federal government, first gen students, athletes etc.)	Key constituencies served by the unit is clearly stated	The statement mentions only one or a few of the constituents served and not all.	No clear mention of individuals or group served by the unit/office even though it perhaps could be inferred.
Mission statement is unique to unit/office under consideration (E.g.- An IE mission statement should not sound or read like that of Student Services, IT or HR)	The key identifying functions of the unit/office are clearly visible in the mission statement so when people read it, they know what the unit/office does.	The key identifying functions of the unit/office could be inferred but are not clearly stated.	Not able to tell which unit/office is represented by the mission statement because it is so general and vague.

Example of Unit Mission Statement

- The mission of the Office of Human Resources is to work with colleges, academic departments and administrative units to recruit and retain best qualified faculty and staff as well as provide support through orientation, professional development trainings, promotion, compensation, diversity and equity initiatives aimed at the accomplishment of the university's vision and mission.
- **NB:** Just examples and not actuals for units.

Example on how to Connect Unit Mission to Goals using University Mission and Strategic Goals as Example

Key Mission Phrases	Strategic Goal 1: Offer Academic Programs of the Highest Quality	Strategic Goal 2: Achieve Student Success by Increasing Matriculation, Retention and Graduation	Strategic Goal 3: Provide Students with Exceptional Opportunities Beyond the Classroom	Strategic Goal 4: Enhance the Sense of Community Throughout and Beyond the University	Strategic Goal 5: Establish the University as a Model of Outstanding and Affordable Public Higher Education
Affordable quality Education					x
Outstanding Education	x				
Diverse Student body (graduate and undergraduate)		x		x	x
Faculty and Professionals	x	x	x	x	x
Intellectual and professional growth	x				x
Productive Citizenship				x	
Innovative Research	x				
Student Support and Learning		x	x	x	

Brief Work Session

- Pull your unit mission statement, review and revise using the evaluation rubric
- If unit does not have a mission statement, use rubric to draft one now

Unit/Department Goals

- Goals- breakdown of mission into component parts for ease of assessment.
- Goals clearly state what the unit intends to accomplish and are stated in broad terms compared to objectives and outcomes, which are more specific
- Develop SMART goals-clearly Stated, Measurable, Achievable, Relevant, Timely
- Make use of active verbs to guide development of your goals (E.g. provide, develop, educate, show, serve, integrate, check, display, etc.)-Bloom's Taxonomy

Evaluation Rubric for Goals

Key Expectations	Meets expectation	Close to Expectation	Does not Meet Expectation
Clear statement on expected unit accomplishments tied to unit mission statement	Goal(s) clearly state(s) what the unit wants to accomplish and is in alignment with unit mission	Expected unit accomplishments are not clearly stated and goal(s) partially align to unit mission	Goal(s) very vague on expected unit accomplishments per mission statement
Clear alignment with division and university strategic goal(s)	Clearly demonstrates how unit/office goal(s) connect to division and university goal(s)	Goal shows minimal alignment between division and university goal(s)	No clear alignment between unit/division goal and those of division and university
Clear alignment with university KPIs where applicable	Unit goals are clearly aligned with university and division KPIs	Very minimal alignment between unit goal(s) and division/university KPIs	No clear alignment between unit goal(s) and division/university KPIs

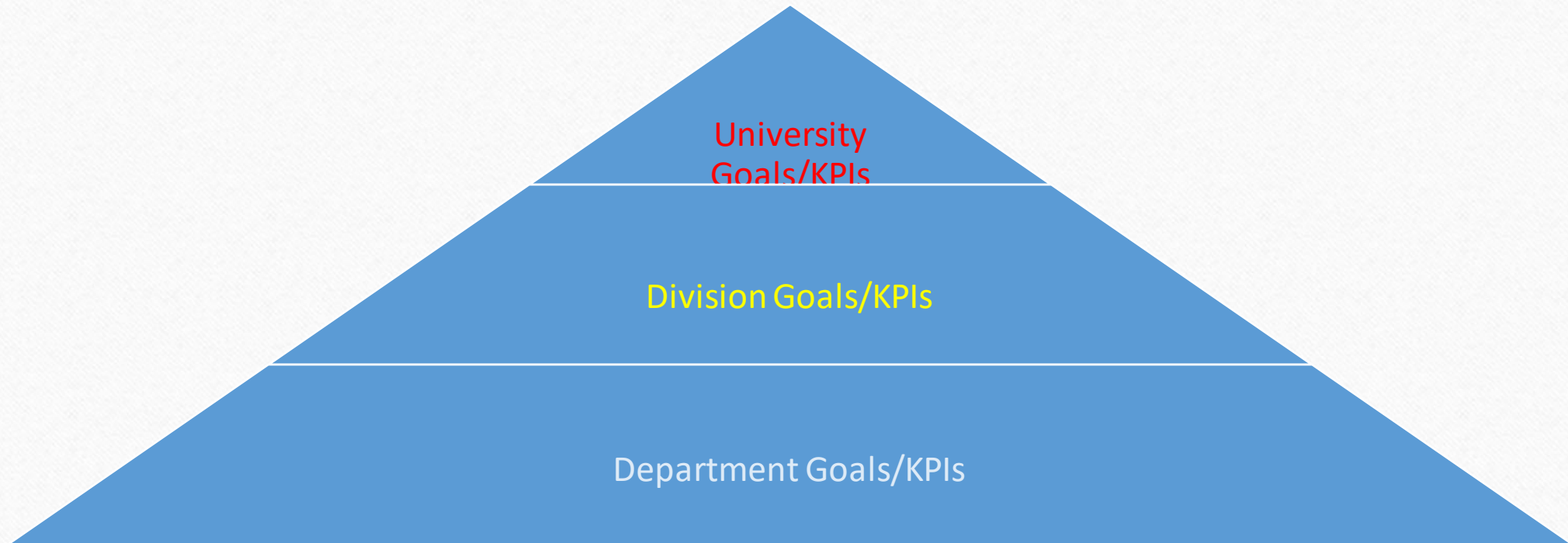
Evaluation Rubric for Goals Continued

Key Expectations	Meets expectation	Close to Expectation	Does not Meet Expectation
Goals are measurable and can be assessed	Goals are clearly stated with active verbs to make them measurable	Goals are partially measurable based on how they are framed	Stated goals are not measurable
Goals are achievable and relevant	Stated goal is attainable (not lofty) and is relevant to services/activities of the unit	Stated goal is not fully attainable and has little relevance to what the unit does	Goal is not attainable and has no relevance to unit

Examples of Goal Statements

- The goals of the Office/Department are to:
- Provide access to technological resources for students, faculty and staff.....
- Support administrative units/divisions in the development and dissemination of marketing materials
- Partner with internal and external constituencies in fundraising efforts to support institutional mission
- Provide professional development opportunities for faculty and staff so as to ensure efficiency, improved productivity and an inclusive work environment

Connection between Goals- a Hierarchical Visual Display



Example- Connecting Unit Goals/KPIs to University Goals/ KPIs Continued

Key Performance Indicators (KPIs)	Strategic Goal 1: Offer Academic Programs of the Highest Quality	Strategic Goal 2: Achieve Student Success by Increasing Matriculation, Retention and Graduation	Strategic Goal 3: Provide Students with Exceptional Opportunities Beyond the Classroom	Strategic Goal 4: Enhance the Sense of Community Throughout and Beyond the University	Strategic Goal 5: Establish the University as a Model of Outstanding and Affordable Public Higher Education
KPI 1. All Student Headcount Fall	x	x	x		
KPI 2. Undergraduate Headcount Fall	x	x	x		
KPI 3. Graduate Headcount Fall	x	x	x		
KPI 4. Full-Time First-Year One-Year Retention Rate		x			
KPI 5. Four-Year Graduation Rate		x			

Connecting Unit Goals/KPIs to University Goals/ KPIs Continued

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KPI 12. Non Tuition & Fees Revenues					x
KPI 13. Total Student Net Tuition & Fee Revenues					x
KPI 15. Expendable Financial Resources to Operations			x		x
KPI 16. Annual Donor Contributions (New Cash and Commitments)	x				x
KPI 17. Total Assets of the Foundation	x				x

Brief Work Session

- Review and revise your unit goals using goal evaluation rubric presented
- Write goals if not already written
- Connect your unit goals to your division goals and university goals (mapping)
- Connect your unit goals to your unit/division KPIs and university KPIs if applicable (mapping)

Questions

Thank you