

Introduction

The purposes of this document are (1) to clarify instructions on mission statement development for service units of the college, (2) to clarify the relationship of the mission statements to future benchmarking/performance measurements, (3) and to clarify the relationship of the mission statements to future resource allocations. Use this document as a reference to guide your discussion and completion of the *Mission Statement Template Fall 2007*.

General guidance

All units of the college must define their mission and key processes within the context of the college's mission and strategic vision, and so it's important that you review all the material presented in the template. However, it is possible that –

- Some sections of the template – especially the **Scope of educational offerings** may not apply to you unit. If a particular section is not relevant to your unit, say so in your answer and move to the next section.
- As a service unit, you also may not readily see a direct connection between your unit and the college's strategic goals. If that is the case, say so in your answer.

Our Primary Stakeholders section

In this section, all units are asked to identify their major stakeholders from a list taken from the college's *Organizational Overview*. As your service unit reviews this list, keep in mind the following:

1. It is appropriate for service units to generalize the various groups of students into broader categories “current students” and “potential students” and describe what needs of these broader student groups you seek to meet.
2. Executive Council understands that service units can provide educational support to students and other stakeholders or business support services. In describing your unit's services, focus on the major stakeholders you seek to serve.
3. The list may not include a particular stakeholder group your unit considers major. If not, identify those groups not included on the list and discuss their needs that you seek to meet.

Mission Statement relationship to benchmarking/performance measurement

Unit mission statements will provide the basis for documenting (mapping) relevant unit processes. This process documentation will in turn provide the basis for determining metrics and benchmarks to demonstrate unit performance effectiveness. Evaluation of effectiveness will enable units to define strategies to improve their processes.

During the spring 2008 semester, service units will be expected to identify metrics for which data will be collected in the future on an ongoing basis in order to demonstrate unit effectiveness.

Mission Statement relationship to resource allocation

Unit mission statements and unit process documentation will demonstrate the unit's “relevance” to Butler's mission and vision. Relevance will be one factor the President and Executive Council consider as budget and other resource allocation decisions are made during spring 2008 and thereafter. Effectiveness and evidence of continuous improvement will be additional factors as units begin to measure performance and plan continuous improvement strategies.

Created by Executive Council to clarify instructions for the development of mission statements by Butler service units