Mission, Vision and Values

Providing a Context
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Role of the Mission Statement

- **Spring Break Experience**
  - Helped organize and lead a 4 day bike trip for 25 high school kids from Fort Bragg to Napa

- **Mission Statement**
  - The mission of the bike trip is to have all the high school students and adult leaders ride from Fort Bragg to Napa.

- Is this a good mission statement? Why or why not?
Two more complete mission statements: The mission of the bike trip is to have high school students...

- bicycle from Fort Bragg to Napa in four days to enhance and assess their readiness for an upcoming cross-country bike race.
- learn about teamwork, persistence, goal setting, and endurance as they bicycle from Fort Bragg to Napa over a four day period.
Role of the Mission (cont.)

- A good Mission statement expresses the broad purposes of the organization/task in a way that...
  - provides context
  - provides a way to assess success
  - identifies the intended audience
  - identifies the intended outcomes
  - informs planning and decision-making
Role of the Vision

- The work of leading the bike trip is difficult and at times overwhelming and discouraging.
- The mission of the trip, combined with a commitment to students, does help adults return year after year with energy and enthusiasm.
- The vision of the trip, however, is what really inspires their ongoing participation.
Role of the Vision (cont.)

- Vision statement: The bike trip is a challenging and profound experience that changes students’ lives and provides them with critical life skills.
- This vision expresses what we want the bike trip to be in the future as it continues to evolve and improve.
- This vision is what really inspires the motivation and commitment of the adults and informs the changes that are made each year.
Role of Values

The values of the sponsoring organization impact the bike trip in a variety of ways including...

- the experiences we integrate into the bike trip (readings, etc.)
- how we relate to the kids and to each other
- the decisions we make when students become tired and/or injured
- our choice of riding partners
- our problem resolution strategies
Summary of Roles

The Mission, Vision and Values statement should:

- Identify:
  - The context of our work
  - The intended outcomes of our work
  - What we aspire to be
  - The value of our work
  - The principles that guide our work
- Inform planning, decision-making and assessment of success
- Express and perpetuate the culture of the institution
Postscript

- The Mission, Vision and Values should not be formed in isolation
- They should be written in response to the charter of the organization and the needs of those served:
  - Students
  - Community
Key Attributes of the Community

- **Economic Base**
  - Commuter population
  - Predominantly small businesses
  - Many service businesses
  - Several large employers have or are leaving the region
  - Strong sectors: health care, government
  - Previously strong sectors: construction, services
    - Now challenged due to the downturn in construction
Key Attributes of Our Community

- Radically different communities served by the college
- Changing demographics
  - Increased diversity
    - Ethnicity/race
    - Language
    - Socioeconomic level
    - Country of origin
  - Continued growth (although moderated!)
- K-12 enrollments are beginning to decline in E.G and in Sacramento
Student Population

- **Growth**
  - Increased number of students under 25
  - Decreased number of students over 30
  - Increased number of Asian and Latino/Latina students
  - Decreased number of White students
  - Disproportionate growth by geography and ethnicity

- **Increased differences across the student population:**
  - Preparation levels
  - Expectation levels
  - Goals
  - Academic Performance
  - Life experiences
  - Cultural norms
Key Success Measures

Strengths

- Persistence
- Relatively Strong Basic Skills
- Excellent ESL outcomes
- Student perception of:
  - Campus climate (cultural congruity)
  - Their academic ability (self-confidence)
  - Supportiveness of college staff
Key Success Measures

- Growth Areas
  - Student success measures stable but relatively low
  - Performance gaps
    - Age
    - Ethnicity
    - Educational goal
    - Instructional mode
Conclusion

- It is our privilege to work together to build a Mission, Vision, and Values statement that:
  - communicates the context, importance and purpose of our work
  - is responsive to the challenges and changes we face
  - identifies our aspirations and provides a framework for making and assessing progress toward their realization
  - resonates with and informs the vision, values and purposes we bring to our work
- I look forward to the future we will be shaping together as we do this work!