

HARPER'S MISSION STATEMENT DEVELOPMENT PROCESS

**Strategic Planning &
Accountability Committee**
Professor Colleen Burns
Dr. Mark Mrozinski

AGENDA

Rationale for Reviewing the Current Statement

Phase I. Criteria Development

Phase II. Theme Development

Phase III. Statement Draft & Vetting

Final Statement Proposal

HARPER'S CURRENT MISSION STATEMENT

William Rainey Harper College is a comprehensive community college dedicated to providing excellent education at an affordable cost; promoting personal growth, enriching the local community and meeting the challenges of a global society.

The specific purposes of the College are:

- To provide the first two years of baccalaureate education in the liberal and fine arts, the natural and social sciences and pre-professional curricula designed to prepare students to transfer to four-year colleges and universities;
- To provide educational opportunities that enable students to acquire the knowledge and skills necessary to enter a specific career;

HARPER'S CURRENT MISSION STATEMENT, PT. 2

- To provide continuing educational opportunities for professional job training, retraining and upgrading of skills and for personal enrichment and wellness;
- To provide developmental instruction for under-prepared students and educational opportunities for those who wish to improve their academic abilities and skills;
- To provide co-curricular opportunities that enhance the learning environment and develop the whole person.

Essential to achieving these purposes are all of the College's resources, support programs and services.

WHY NOW?

1. **Multiple Functions.** The current mission statement is out of step with the multiple functions being required of mission statements.
2. **Age.** The current mission statement was last revised 13 years ago.
3. **Accreditation.** The Higher Learning Commission requires up to date mission documents.
4. **Changing Demographics.** The American Association of Community Colleges recommends that community colleges review their missions in response to the changing needs of our communities. Harper's community has seen rapid changes in demographics over the last ten years.
5. **New Strategic Planning Cycle.** We are currently launching a new strategic planning cycle. A review of institutional mission should always precede a strategic planning cycle.

PHASE I. CRITERIA DEVELOPMENT

Goal: Develop criteria which describe an excellent community college mission statement. Final criteria will be used both as guides and to test the efficacy of the final revised statement.

Timeframe: Spring 2014

Process:

- Reviewed other community college mission statements, and mission statement research and practice in a workshop format.
- Focus group sessions with shared governance committees, campus-wide open sessions, and the Board of Trustees.



FINAL CRITERIA

- The statement is concise and succinct.
- It clearly articulates the central collegiate and community functions performed by the College.
- It captures how Harper is distinctive in delivering its mission.
- It assists in evaluating the degree of mission-centricity for future goals and strategies.
- It reflects our constituents.



PHASE II. THEME DEVELOPMENT

Goal: Develop themes, which will be the basis of the content statements of the mission.

Timeframe: Summer/Fall 2014

Process:

- External – focus groups with community leaders; included business, education, government, alumni, and community leaders.
- Internal – focus groups and online survey; included students, faculty, staff, and the Board of Trustees.

accessible accountable affordable career
cheap clean community completion
culture diverse diversify education
enrich excellent future goal help improvement inclusive
inform innovative lead leadership learner-centered
learning lifelong motivate opportunity pathway
preparation purpose quality responsive serve service
students succeed success support sustaining
teaching transfer

TOP FOUR THEMES

The top four themes represent 70% of theme input.

- Teaching/Learning/Student Success
- Access/Affordability
- Diversity
- Community Engagement



A word cloud of education-related terms. The most prominent words are 'education', 'learning', 'quality', 'success', and 'support'. Other visible words include 'accessible', 'affordable', 'community', 'completion', 'excellent', 'future', 'goal', 'improvement', 'inclusive', 'innovative', 'lead', 'leadership', 'learner-centered', 'lifelong', 'motivate', 'opportunity', 'pathway', 'preparation', 'purpose', 'responsive', 'serve', 'service', 'students', 'succeed', 'sustaining', 'teaching', and 'transfer'.

PHASE III. STATEMENT DRAFT & VETTING

Goal: Draft mission statement and vet to internal and external constituents.

Timeframe: Nov 2014 – Jan 2015

Process:

- Drafted mission statement based on criteria and themes.
- Vetted draft mission statement through survey to external focus group participants, students, employees, Board of Trustees, and the community-at-large.



SURVEY RESULTS

Results:

Across all groups the majority (79.44%) Agreed or Strongly Agreed that the draft mission statement was representative of Harper College's mission.



PHASE III. STATEMENT DRAFT & VETTING

Reviewed and recommended by the Institutional Resources Policy Council, which included an additional internal vetting process.



CONCLUSION

Based on this exhaustive, comprehensive process, the Strategic Planning and Accountability Committee has strong confidence that the proposed mission statement is an effective statement based on the developed criteria, and that the statement reflects the themes developed in the theming process.

NEW PROPOSED MISSION STATEMENT

“Harper College enriches its diverse communities by providing quality, affordable, and accessible education. Harper College, in collaboration with its partners, inspires the transformation of individual lives, the workforce, and society.”

Thank you.

HARPER'S MISSION STATEMENT DEVELOPMENT PROCESS

**Strategic Planning &
Accountability Committee**
Professor Colleen Burns
Dr. Mark Mrozinski