

**Examples of Mission & Vision Statements
From the V/M/SP Steering Committee
September 20, 2021**

Rutgers – Newark

I like this one because it is location bound and it complicates that idea (in and of), using that understanding to connect globally. An overlooked aspect of CWU its advantages and challenges is its rural location and how that connects to other rural locations around the world.

Vision Statement

Rutgers University – Newark aims to be a national leader in 21st century higher education through a commitment to the values of educating a diverse citizenry, producing high impact scholarship, engaging in our community as an anchor institution, and drawing the connection between local and global, for the improvement of the economic and social well-being of society as a whole.

Mission Statement

Rutgers University – Newark (RU-N) is a remarkably diverse, urban, public research university that is not just in Newark but of Newark—an anchor institution of our home city. We think of anchor institutions as place-based organizations that persist in their communities over generations even in the face of substantial capital flight, serving as social glue, economic engines, or both.

The RU-N community has long recognized that our location is both a defining influence in our story and a distinctive strength. We attract and cultivate talent on many levels, ranging from generations of students hungry for the opportunities afforded by a first-rate higher education in a major American urban center, to faculty who vigorously embrace the opportunity to produce high-impact scholarship, and engage the community while preparing these students for professional success and informed citizenship. Our location is also a magnet for professional staff committed to advancing our research, pedagogy, and social impact within an inclusive campus culture focused on excellence.

University of LaVerne

I like this one because it points to what an HSI is. Unlike HBCUs HSIs occur because of community and they (should) connect to their students through the relevancy of those values and interests.

Vision

The University of La Verne will be a distinctive, inclusive educational institution of choice that prepares all for success and meaningful engagement in their communities.

Mission

The University of La Verne offers a distinctive and relevant educational experience to a diverse population of traditional-age, adult, and graduate learners preparing them for successful careers and a commitment to life-long learning across the liberal arts and professional programs.

CSU – Chico

I like this one because similar to Rutgers, identifies itself in context, valuing that context understanding that the context informs their community in important ways.

Mission

Chico State is the comprehensive university of the North State with a global reach.

Through excellence of inquiry, innovation, and experiential learning, we develop students who are critical thinkers, responsible citizens, diverse leaders, and inspired stewards of environmental, social, and economic resources.

Vision

Chico State will be known as a preeminent university solving the unprecedented challenges of the 21st century.

Western New Mexico University

I like this one because it says outright who they are (HSI) and who their stakeholders are (region) and their standing with those stakeholders. I also like that they are consistent by saying they are an HSI and have a translation of their mission and vision in Spanish - valuing the primary language and the conditions for the Latino/a/x students and families.

Mission

An open-access institution and New Mexico's Applied Liberal Arts and Sciences University, Western New Mexico University combines a foundation of liberal arts education with quality professional programs and career and technical preparation in a diverse, inclusive, creative, and caring community of learners empowered with the essential skills and knowledge for lifelong success in work and life.

Ser una institución de acceso abierto y la Universidad de Artes Liberales y Ciencias Aplicadas de Nuevo México, Western New Mexico University combina una base de educación en artes liberales con programas profesionales de calidad y preparación técnica en una comunidad diversa, inclusiva, creativa y solidaria de estudiantes capacitados con habilidades y conocimientos esenciales para el éxito permanente en La vida y el trabajo.

Vision

Western New Mexico University is a premier and innovative Applied Liberal Arts and Sciences University in combination with internationally recognized professional programs and career and technical preparation. Its students achieve career goals, become conscientious citizens, practice social and environmental responsibility, and impact their communities and their futures as independent thinkers who know themselves within the changing context of a global, digital world. Embracing its identity as a Hispanic Serving Institution, WNMU is the central contributor in its region for public service, economic development, and cultural enrichment.

Western New Mexico University es una Universidad de Artes Liberales y Ciencias Aplicadas superior e innovadora en combinación con programas profesionales reconocidos internacionalmente y preparación profesional técnica. Sus estudiantes alcanzan metas profesionales, formándolos en ciudadanos comprometidos, que practican la responsabilidad social y ambiental, que tienen impacto en sus comunidades y en su futuro como pensadores críticos independientes que se conocen a sí mismos dentro del contexto cambiante de un mundo global y digital. Adoptando su identidad como una institución de servicio a hispanos, WNMU es el contribuyente central en su región para el servicio público, el desarrollo económico y el enriquecimiento cultural.

CSU Pueblo

I like this one because similar to LaVerne it points to being an HSI. It also acknowledges change is going to happen and that it will happen rapidly in ways not anticipated at this time.

Our Vision

To establish Colorado State University-Pueblo as the **people's university** of the Southwest United States by 2028.

Our Mission

CSU-Pueblo's success will be measured by the **resilience, agility, and problem-solving abilities** of our diverse student population and the ways in which our graduates are able to navigate work in a **rapidly changing world**.

Adams State

Vision: To Become the university community of choice for diverse, historically underserved groups, and all who value quality education and inclusivity.

Mission: Adams State University's driving purpose is to provide equitable access to education for all. We promote successful and engaged lives by caring for, connecting with, and challenging our students, campus, and community. As Colorado's premier Hispanic Serving Institution, Adams State University draws on its rural location in the San Luis Valley, to serve and empower all students, especially those from historically underserved populations.

Comment: I like the well-defined focus on the who, why and how. These statements provide clear direction. Distinctive. Also, relevant to CWU, I think.

UT San Antonio

Vision: To be a premier public research university, providing access to educational excellence and preparing citizen leaders for the global environment.

Mission: The University of Texas at San Antonio is dedicated to the advancement of knowledge through research and discovery, teaching and learning, community engagement and public service. As an institution of access and excellence, UTSA embraces multicultural traditions and serves as a center for intellectual and creative resources as well as a catalyst for socioeconomic development and the commercialization of intellectual property – for Texas, the nation and the world.

Comment: The vision is generic, but I like this mission statement. It acknowledges access, diversity, and the community impact, highlighting the local.

Portland State

Vision: Portland State University leads the way to an equitable and sustainable future through expanding opportunity, serving our city, and promoting academic and research excellence.

Mission: We serve and sustain a vibrant urban region through our creativity, collective knowledge and expertise.

We are dedicated to collaborative learning, innovative research, community engagement, and career preparation.

We educate a diverse community of lifelong learners.

Our research and teaching make a global impact.

Comment: I know this was on the original list shared with the group, but remains my favorite combination of vision and mission. Vision is specific in priorities (equity, sustainability) and focus (our city). Mission further identifies the regional/local role and impact of the institution.

IUPUI

Vision: To be a leading urban research institution recognized for the success of its students, its advances in health and life sciences, and its intellectual, economic, and cultural contributions to the well-being of the citizens of Indianapolis, the state of Indiana, and beyond.

Mission: to advance the state of Indiana and the intellectual growth of its citizens to the highest levels nationally and internationally through research and creative activity, teaching and learning, and civic engagement.

Comment: Another example that defines with some specificity of areas and markets of focus.

Syracuse University – I like the Vision and Mission from Syracuse because it is concise and provides a clear path to achieve the vision. In addition, it reminds me of most of the characteristics of CWU and the geographical location of the university. Syracuse is a R-1 private university. Thus the Vision and Mission makes reference to that aspect of the university. However, if you take that aside and pay attention to specific keywords (highlighted below) you can see how CWU shares most of these characteristics. For instance, inclusive student focused (regional comprehensive) university; preparing engaging citizens (which is one of the objectives of our current GenEd); encouraging experiential learning; interdisciplinary scholarship (we are doing this with several of our interdisciplinary programs at CWU), small enough to provide personalized student experiences. Finally, the last bullet point that states: “maintaining pride in our location and history.” This one is particularly important because I can see how it engages with our rural location in the center of the state and everything that comes with that (e.g. rural character of the county, natural landscape, etc.)

Vision

Syracuse University aspires to be a pre-eminent **and inclusive student-focused** research university, **preparing engaged citizens**, scholars, and leaders for participation in a changing global society.

Mission

As a university with the capacity to attract and engage the best scholars from around the world, yet small enough to support a **personalized and academically rigorous student experience**, Syracuse University faculty and staff support student success by:

- Encouraging global study, **experiential learning, interdisciplinary** scholarship, creativity, and entrepreneurial endeavors
- Balancing professional studies with an intensive liberal arts education
- Fostering a richly **diverse and inclusive community of learning and opportunity**
- Promoting a culture of innovation and discovery
- Supporting faculty, staff, and student collaboration in creative activity and research that address emerging opportunities and societal needs
- **Maintaining pride in our location and history** as a place of access, engagement, innovation, and impact

Cornell – As you know, Cornell is a private, Ivy League and, thus, is not comparable to CWU. However, several items (highlighted in the text below) share some of the characteristics of CWU. In particular, I like the geographical (and scalar) goal they present in the university’s mission and vision. For instance, they want students to be the “next generation of global citizens,” and “aims to enhance the lives and livelihoods of students, the people of New York and others around the world. These statements express the multi-scalar impact of Cornell (global in reach, local and regional in focus). The vision too has several items that are comparable to CWU such as “combination of quality and breadth and founding commitments to diversity and inclusion in a vibrant rural and urban campuses (in our case – urban centers).

Mission

Cornell is a private, Ivy League university and the land-grant university for New York state. Cornell’s mission is to discover, preserve and disseminate knowledge, **to educate the next generation of global citizens**, and to promote a culture of broad inquiry throughout and beyond the Cornell community. Cornell also aims, through public service, **to enhance the lives and livelihoods of students, the people of New York and others around the world.**

Vision

Cornell aspires to be the **exemplary comprehensive research university** for the 21st century. Faculty, staff and students thrive at Cornell because of its unparalleled **combination of quality and breadth**; its open, collaborative and innovative culture; **its founding commitment to diversity and inclusion; its vibrant rural and urban campuses**; and its land-grant legacy of public engagement.

Wesleyan

Vision: Wesleyan University is dedicated to providing an education in the liberal arts that is characterized by boldness, rigor, and practical idealism. At Wesleyan, distinguished scholar-teachers work closely with students, taking advantage of fluidity among disciplines to explore the world with a variety of tools. The university seeks to build a diverse, energetic community of students, faculty, and staff who think critically and creatively and who value independence of mind and generosity of spirit.

Oberlin

Vision: Oberlin educates students for lives of intellectual, musical, and artistic rigor and breadth; sustained inquiry, creativity and innovation; and leadership. Oberlin aims to prepare graduates with the knowledge, skills, and perspectives essential to confront complex issues and to create change and value in the world.

Oberlin is committed to educational access and opportunity. It seeks to offer a diverse and inclusive residential learning environment encouraging a free and respectful exchange of ideas and shares an enduring commitment to a sustainable and just society.

Michigan State University

Mission: As a public, research-intensive, land-grant university funded in part by the state of Michigan, our mission is to advance knowledge and transform lives. (MSU’s goes on further to explain how.)

University of Michigan

Mission: The mission of the University of Michigan is to serve the people of Michigan and the world through preeminence in creating, communicating, preserving and applying knowledge, art, and academic values, and in developing leaders and citizens who will challenge the present and enrich the future.

UM's College of Engineering in which they lay out their vision, mission, and values, very clearly. They also do a great job of laying out their strategic plan.

Vision: We aspire to be the world's preeminent college of engineering serving the common good.

Mission: Michigan Engineering provides scientific and technological leadership to the people of the world. We seek to improve the quality of life by developing intellectually curious and socially conscious minds, creating collaborative solutions to societal problems, and promoting an inclusive and innovative community of service for the common good.

Values: Leadership and excellence; Creativity, innovation and daring; Diversity, equity and social impact; Collegiality and collaboration; Transparency and trustworthiness

University of Tokyo (International University)

Mission (Able to find via google search, first option), could not find vision

The University of Tokyo aims to be a world-class platform for research and education, contributing to human knowledge in partnership with other leading global universities. The University of Tokyo aims to nurture global leaders with a strong sense of public responsibility and a pioneering spirit, possessing both deep specialism and broad knowledge. The University of Tokyo aims to expand the boundaries of human knowledge in partnership with society. Details about how the University is carrying out this mission can be found in the University of Tokyo Charter and the Action Plans.

Carnegie Mellon University (Private University)

Vision

Carnegie Mellon University will have a transformative impact on society through continual innovation in education, research, creativity, and entrepreneurship.

Mission

To create a transformative educational experience for students focused on deep disciplinary knowledge; problem solving; leadership, communication, and interpersonal skills; and personal health and well-being.

To cultivate a transformative university community committed to (a) attracting and retaining diverse, world-class talent; (b) creating a collaborative environment open to the free exchange of ideas, where research, creativity, innovation, and entrepreneurship can flourish; and (c) ensuring individuals can achieve their full potential.

To impact society in a transformative way — regionally, nationally, and globally — by engaging with partners outside the traditional borders of the university campus.

School of the Art Institute of Chicago

Objective (instead of Vision)

To assemble a diverse body of intelligent and creative students and faculty in an environment designed to facilitate and encourage the discovery and production of significant ideas and images and to provide for the development of individual excellence in undergraduate and graduate programs in the visual and related arts.

Mission

"To provide excellence in the delivery of a global education in visual, design, media, and related arts, with attendant studies in the history and theory of those disciplines set within a broad-based,

humanistic curriculum in the liberal arts and sciences. To provide instruction for this education in a range of formats: written, spoken, media, and exhibition-based."

UC San Diego

Vision: We will prepare the next generation of global leaders to channel their passions into driving innovation, fueling economic growth and making our world a better place.

I like the vision statement because it's talking about tomorrow's global leaders.

Carnegie Mellon University – student recommended

Vision: To create a transformative educational experience for students focused on deep disciplinary knowledge; problem solving; leadership, communication, and interpersonal skills; and personal health and well-being.

Transformative education, personal health and well-being, focused on the whole individual not just the education. Words such as transformative, innovative, global are essential in higher education. We should be all those things and more. Always designing, changing, creating, and addressing who we are individually and what we bring to the institution and the world beyond.

Southern Mississippi

Vision: The University of Southern Mississippi aspires to be a model student-centered public research university that prepares students to thrive in a global society by providing high quality programs and transformative experiences in a community distinguished by inclusiveness.

Arizona State University - student recommended

Mission: ASU is a comprehensive public research university, measured not by whom we exclude, but rather by whom we include and how they succeed; advancing research and discovery of public value; and assuming fundamental responsibility for the economic, social, cultural, and overall health of the communities it serves.

UC Davis

Mission: Undergraduate Education advocates for diverse educational experiences that promote inclusive learning. Ultimately, we serve students by aligning resources with opportunities to foster curiosity, engaged citizenship and academic success. We work collaboratively with faculty, staff, and students to achieve these goals.

I like the mission statement because it aligns with our overall traditional mission and future potential opportunities in today's world.

Luther College

Mission: In the reforming spirit of Martin Luther, Luther College affirms the liberating power of faith and learning. As people of all backgrounds, we embrace diversity and challenge one another to learn in community, to discern our callings, and to serve with distinction for the common good.

As a college of the church, Luther is rooted in an understanding of grace and freedom that emboldens us in worship, study, and service to seek truth, examine our faith, and care for all God's people.

As a liberal arts college, Luther is committed to a way of learning that moves us beyond immediate interests and present knowledge into a larger world—an education that disciplines minds and develops whole persons equipped to understand and confront a changing society.

As a residential college, Luther is a place of intersection. Founded where river, woodland, and prairie meet, we practice joyful stewardship of the resources that surround us, and we strive to be a community where students, faculty, and staff are enlivened and transformed by encounters with one another, by the exchange of ideas, and by the life of faith and learning.

Comment: This is a religious-based private college, so the mission is not appropriate for CWU, but I liked that they did a good job specifying and defining the key components of the mission statement. I also felt that their mission statement is aligned to what the college does and invests in based on my experience there as a student and from talking with faculty I know who work there.

Bemidji State

Vision: We educate people to lead inspired lives.

Mission: We create an innovative, interdisciplinary and highly accessible learning environment committed to student success and a sustainable future for our communities, state and planet. Through the transformative power of the liberal arts, education in the professions, and robust engagement of our students, we instill and promote service to others, preservation of the earth, and respect and appreciation for the diverse peoples of our region and world.

Values: Through the sum of their educational experience at Bemidji State, students will have multiple opportunities to learn about, experience, and reflect on the University's Shared Fundamental Values of:

- Civic engagement and leadership
- International and multicultural understanding
- Belief in the power of the liberal arts
- Environmental stewardship

These core values guide Bemidji State's curriculum and services. Not tightly defined, they invite interpretation and discovery.

Comment: I decided to search in the northern Midwest where I grew up, and I found it difficult to find distinctive mission and vision statements for regional comprehensive universities, despite searching many. Bemidji State was ok in that it defined a few shared values that were specific to the University.

Stanford University

Long-Range Vision

Fueled by optimism, ingenuity and a sense of responsibility, we seek to accelerate our purposeful impact in the world.

The scale and urgency of challenges facing us today require that Stanford reach farther and move faster to accelerate our purposeful impact in the world. We need a new way of working that enables us to tackle long-standing issues facing our society and our planet and allows us to be nimble when faced with unexpected threats.

Our Vision amplifies Stanford's contributions through a new model for research universities: accelerating the creation and application of knowledge to tackle the world's great problems, anchoring research and education in ethics and civic responsibility, and promoting access and inclusion.

The strategic imperative of embedding ethics in everything we do is integrated across Our Vision, which is focused on:

- accelerating Solutions to the world's most pressing problems
- enhancing our knowledge of the world and ourselves
- advancing Education for our students
- supporting our diverse Community of faculty, students and staff

Tulane University

Mission (What we are here to do):

The mission of the Tulane University Division of Student Affairs is to cultivate support, connection, and growth throughout the student experience.

Vision (What we hope to become):

The Division of Student Affairs will challenge all Tulane students to learn, think, and act to benefit humanity.

Values (How we do our work):

To foster a community where everyone thrives, the Division of Student Affairs values: Collaboration, Integrity, Empathy, Equity, Well-being, and Innovation

Carnegie Mellon University

Vision

Carnegie Mellon University will have a transformative impact on society through continual innovation in education, research, creativity, and entrepreneurship.

Mission

To create a transformative educational experience for students focused on deep disciplinary knowledge; problem solving; leadership, communication, and interpersonal skills; and personal health and well-being.

To cultivate a transformative university community committed to (a) attracting and retaining diverse, world-class talent; (b) creating a collaborative environment open to the free exchange of ideas, where research, creativity, innovation, and entrepreneurship can flourish; and (c) ensuring individuals can achieve their full potential.

To impact society in a transformative way — regionally, nationally, and globally — by engaging with partners outside the traditional borders of the university campus.

Values

- Dedication, reflected in our distinctive work ethic and in our commitment to excellence
- Impact, reflected in our commitment to address critical issues facing society regionally, nationally and globally
- Collaboration, reflected in our interdisciplinary approach, our focus on internal and external partnerships and our capacity to create new fields of inquiry
- Creativity, reflected in our openness to new ideas and forms of expression, intellectual curiosity, willingness to take risks and entrepreneurial spirit

- Empathy and compassion, reflected in our focus on improving the human condition and on the personal development of the members of our community
- Inclusion, reflected in a culture and climate that seeks, welcomes and advances talented minds from diverse backgrounds
- Integrity, reflected in our adherence to the highest ethical standards in personal and professional behavior, and in our commitment to transparency and accountability in governance and everything we do
- Sustainability, reflected in our shared commitment to lead by example in preserving and protecting our natural resources, and in our approach to responsible financial planning