



TEXAS TECH UNIVERSITY
HEALTH SCIENCES CENTER™
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Office of Institutional Research *and* Effectiveness

How to Write an Effective Mission Statement

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Training Objective

To understand vision and mission statements, understand their role in strategy, and learn how to create strong, effective statements.



Introduction

- Vision statement = dream
- Mission statement = purpose
- Importance
 - Communicates intent and purpose
 - Communicates primary function and strategy
 - Communicates benefits to clients/stakeholders



What is a mission statement?

A mission statement is a brief statement of the general values and principles which guide the program or office/department goals.

- Sets a tone and a philosophical position from which objectives are developed
- Communicates the overall purpose
- Distinguishes the program or office/department from similar areas
- Aligns clearly with the mission of TTUHSC El Paso



Mission Statement

Contains:

- Program or office/department purpose
- Description of primary functions
- Description of clients/stakeholders
 - Staff, students, patients, etc.
- Values (optional)

While a vision talks about the future, a mission tells us why the program or office/department exists and what it is doing right now.



Mission Statement Examples

Coca Cola

- To refresh the world...
- To inspire moments of optimism and happiness.
- To create value and make a difference.

McDonald's

- To provide the fast food customer food prepared in the same high-quality manner world-wide that is tasty, reasonably-priced and delivered consistently in a low-key décor and friendly atmosphere.



TTUHSC El Paso Mission Statement

The mission of the Texas Tech Health Sciences Center El Paso is to improve the lives of people in our state and our community by focusing on unique health care needs of socially and culturally diverse border populations through excellence in integrated education, research, and patient care.



TTUHSC El Paso School Missions

Paul L. Foster School of Medicine (PLFSOM)

The mission of the Texas Tech University Health Sciences Center Paul L. Foster School of Medicine is to provide an outstanding education and development opportunities for a diverse group of students, residents, faculty, and staff; advance knowledge through innovation and research; and serve the needs of our socially and culturally diverse communities and regions.



TTUHSC El Paso School Missions

Gayle Greve Hunt School of Nursing (GGHSON)

The primary mission of Texas Tech University Health Sciences Center Gayle Greve Hunt School of Nursing is to provide quality educational programs and advance excellence in health care for diverse populations through programs of scholarship, research, practice, and service.



TTUHSC El Paso School Missions

Graduate School of Biomedical Sciences (GSBS)

The mission of the Graduate School of Biomedical Sciences is to educate the next generation of scientists and health-related professionals in a dynamic and productive research environment that fosters creativity and discovery.



Characteristics/Attributes of a Well Written Mission Statement

- Is unique to your program/office/department
- Clarifies the distinctive purpose of your program/office/department
- Identifies signature features of your program/office/department
- Is short and concise
- Is easy to understand and remember
- Promotes alignment with the institutional/school/department mission
- Withstands time, has longevity
- Is shared and visible (publicly available)



Creating a Mission Statement

Here are four essential questions your mission statement must answer:

1. Who are we?

- State the name of your program or office/department (i.e. “The mission of TTUHSC El Paso is _____”).
- Avoid vague pronouns like “Our mission is...”

2. What do we do?

- Includes the primary functions or activities of the unit.
- Illustrates the most important functions, operations, outcomes and/or offerings of the program or office/department.

3. Why do we do it?

- State the purpose of the program or office/department.
- Should include the primary reasons why you perform your major activities or operations.

4. For whom do we do it?

- These are the stakeholders (e.g., students) of your program or office/department.



Structure of a Mission Statement

The mission of <the name of your program or office/department> is to <your primary purpose(s)> by providing <your primary functions or activities> to <your stakeholder(s)>.

(Any additional clarifying statements.)

Note: The order of the pieces of the mission statement may vary from the above structure.



Example: Academic Program

Program Name: *Who*



The mission of the Department of Pediatric Dentistry at the XYZ School of Dentistry is to

educate students in childhood growth and development as it relates to oral health in order to produce competent and compassionate dental professionals.

Primary Function(s): *What*

Stakeholder(s): *For whom*

Primary Purpose: *Why*





OIRE's Mission Statement

Program Name: *Who* →

The mission of the **Office of Institutional Research and Effectiveness (OIRE)** is to **ensure** institutional data integrity, consistency, and accuracy; and to promote institutional effectiveness through ongoing, systematic planning and evaluation efforts in order to support programs, faculty and staff in achieving **the institutional mission.**

↑
Stakeholder(s): *For whom*

↑
Primary Purpose: *Why*

←
Primary Function(s): *What*



Mission Statement Mistakes

- Too long
- Too general
- Not clear/vague
- Too boring
- Unbelievable
- Unachievable



Characteristics/Attributes of a Poorly Written Mission Statement

- Difficult to understand
- Unable to achieve
- Not relatable
- Does not accurately reflect functions
- Does not convey impact/influence
- Does not include/engage employees



Checklist for a Mission Statement

- Is the statement clear and concise?
- Is it distinctive and memorable?
- Does it clearly state the purpose of the program or office/department?
- Does it indicate the primary function or activities of the program or office/department?
- Does it reflect priorities and values?
- Does it indicate who the stakeholders are?
- Does it support the mission of the school and institution?



References

- <http://assessment.uconn.edu>
 - *How to Write a Program Mission Statement*
 - *Based on material from the University of Central Florida: “UCF Academic Program Assessment Handbook”, 2005 and material from the University of San Diego.*
- Leslie S. Collins, J.D., Senior Director for Institutional Planning, Office of Institutional Planning and Assessment (leslie.collins@ttuhsc.edu)