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### Role of Mission in Organizations

- Applies to for-profit, non-profit, and schooling organizations
- Describes what the organization is committed to doing and how they are going to succeed at it



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### Nike Mission Statement

To Bring Inspiration and innovation to every athlete in the world.



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### Difference between a slogan and a mission statement



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### Southwest Mission Statement

The mission of Southwest Airlines is dedication to the highest quality of Customer Service delivered with a sense of warmth, friendliness, individual pride, and Company Spirit.



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### Dell Mission Statement

Dell's mission is to be the most successful Computer Company in the world at delivering the best customer experience in markets we serve. In doing so, Dell will meet customer expectations of:

- Highest quality
- Leading technology
- Competitive pricing
- Individual and company accountability
- Best-in-class service and support
- Flexible customization capability
- Superior corporate citizenship
- Financial stability

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### An effective mission statement...

- Describes specific, long-term goals for learners;
- Goes beyond specified knowledge and skills in established content standards to address larger aims of schooling;
- Provides enough specificity to be addressed through the design of curriculum, assessment and instruction;
- Engages key stakeholders in its creation and enactment;
- Brings clarity to the work of the organization;
- Provides a controlling focus for every aspect of the system.

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### NEASC STANDARD #1: MISSION

“The school's mission statement describes the essence of what the school as a community of learners is seeking to achieve. The expectations for student learning are based on and drawn from the school's mission statement. These expectations are the fundamental goals by which the school continually assesses the effectiveness of the teaching and learning process. Every component of the school community must focus on enabling all students to achieve the school's expectations for student learning.”

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### Mission of Southington Public Schools Southington, CT

- Students engage in a range of educational experiences to become informed, adaptive problem solvers who effectively communicate, rise to challenges, and are committed to improve themselves and their communities.

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### Mission Statement from School District in Iowa

*All students at South Tama draw upon their passion, motivation, creativity, and life experience to pose substantive questions, tackle complex problems, and effectively communicate information and ideas so they can successfully complete post-secondary education programs. To do this important work, they are expected to deepen their knowledge, improve the quality of their work through feedback and reflection, and experience the confidence and accomplishment that comes through the production of meaningful, challenging work.*

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#### Mission Statement

All students become powerful thinkers, effective collaborators, and compassionate contributors in preparation for success in a dynamic, interdependent world.

<p style="font-size: x-small; margin: 0;"><b>POWERFUL THINKER</b> How do I construct knowledge?</p> <ul style="list-style-type: none"> <li>• Define and pursue personal curiosity and complex problems</li> <li>• Develop a plan, evaluate and adjust based on feedback in order to accomplish a task or take on a challenge</li> <li>• Create innovative products and connections that contribute to quality of life or collective knowledge</li> <li>• Analyze text to construct meaning and make connections</li> <li>• Effectively communicate information and ideas for a given audience, purpose and task</li> <li>• Reflect on and apply knowledge and wisdom to future inquiries</li> </ul>	<p style="font-size: x-small; margin: 0;"><b>EFFECTIVE COLLABORATOR</b> How do I engage others in a shared purpose?</p> <ul style="list-style-type: none"> <li>• Establish interdependence and collective accountability through collaboration on authentic and compelling tasks</li> <li>• Explore varied and divergent approaches to determine the most appropriate unified course of action</li> <li>• Provide and receive feedback from others to improve the process and the product</li> <li>• Produce coherent, quality work that maximizes individual contributions</li> </ul>	<p style="font-size: x-small; margin: 0;"><b>COMPASSIONATE CONTRIBUTOR</b> How do I demonstrate care for others and the world around us?</p> <ul style="list-style-type: none"> <li>• Demonstrate empathy, care and connection for others</li> <li>• Identify needs of others and how to respond appropriately</li> <li>• Improve quality of life within the local and/or global community through service</li> <li>• Reflect on the impact of contributions on the community and self-concept</li> <li>• Champion causes and take actions that are vital to civic well-being</li> <li>• Conduct oneself in an ethical and respectful manner in interactions with others</li> </ul>
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As measured by...  
Academic, Civic and Personal Tasks of Significance

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### Mission-Related Learning Goals

#### Alverno College

- Communication
- Analysis
- Problem solving
- Valuing in decision-making
- Social interactions
- Developing a global perspective
- Effective citizenship
- Aesthetic engagement



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**Characteristics of a State College Area High School Graduate**

- A responsible and involved citizen
- A clear and effective communicator
- A competent problem solver who thinks critically and creatively
- A productive individual who works independently and collaboratively
- One who demonstrates respect for self and others in an increasingly diverse society
- A user of evolving technologies
- A knowledgeable practitioner of wellness behaviors
- An informed consumer and effective manager of personal and family resources
- A responsible steward of the environment
- A participant in the arts

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**K-12 Library Mission Statement (DRAFT): Newport News, VA**

- The mission of the media center is to develop the curiosity, creativity, and knowledge base of our students so they collaboratively build learning networks to analyze works of others and create and communicate works of their own. To that end, students will become effective, ethical, and discriminating users of information and technology.
  - *Essential Question: What do I need to know? How do I find it? What do I do with it?*
  - *Essential Question: What do I wonder about? How do I pursue it? How do I share it?*

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**Examining more district, school, and department-level mission statements**

- Characteristics of a SCAHAS Graduate (p. 19)
- Operational Principles — High Tech High School (p. 20)
- Mission Indicators for West Windsor-Plainsboro Middle School (p. 21-22)
- Grand Island Public Schools K-12 Social Studies (p. 24)
- Sheridan School Visual Art Program (p. 25)
- Department Level Mission Statements from Milford Public Schools (p. 26)

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### Analyzing school mission statements

- Analyze sample mission statements (p. 16) using attributes of an effective mission statement (p. 14).
  - Compare the flawed examples with the stronger examples.
  - Discuss your observations and analysis with your group mates.
  - Consider: How does your own mission statement measure up?



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### A Mission-Building Exercise

#### PICTURE THE GRADUATE

- Try to envision the type of person we wish to develop as a result of 12+ years of schooling.
- What capabilities and qualities do we seek in our graduates?



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### *From Daniel Pink*

“For all the talk about culture, alignment, and mission, most organizations do a pretty shabby job of assessing this aspect of their [work]. This simple inquiry can offer a glimpse into the soul of the [school]. If people don’t know why they’re doing what they’re doing, how can you expect them to be motivated to do it?”

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### Source of authority and collaboration

- Mission drives the work of the school when it creates strong internal accountability for student learning.
  - Staff believe they are responsible for student performance.
  - Staff collaborate with one another to analyze student work as well as each other's instructional practice.
  - Staff learn new knowledge and skills based on what the students need and what the mission requires.

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### Thoughts on Mission

“The true Mission of a school is revealed by what people do, not what they say. Therefore, educators committed to bringing their Missions statements to life are relentless in examining every practice, procedure and decision in asking, “Is this consistent with our Mission?”

- What counts as evidence that our mission statement has been achieved?
- What should we see?

— On Common Ground: The Power of Professional Learning Communities

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### Envisioning Your Mission

Your Mission-Related Educational Goals	What observable indicators would we see if these were targeted?	What wouldn't we see (or see less of) if these were targeted?
<div style="border: 1px solid red; padding: 5px; display: inline-block;">Critical thinking</div>	<ul style="list-style-type: none"> <li>Significant wait time for teacher questioning</li> <li>Student reflection (journals and pair-share)</li> </ul>	<ul style="list-style-type: none"> <li>Recall questions</li> <li>Rushed pace so students cannot delve into the material</li> </ul>

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## Envisioning Your Mission



### Individually (3 min.)

- Select one of the Mission-related outcomes
- List examples or indicators of this mission-related outcome

### In your group (5-8 min)

- Use the worksheet: "Envisioning Your Mission" to explore several of the mission-related outcomes you identified

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