Discovering a Units’ Mission

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Discovering a Units’ Mission

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Western Michigan University

Western Michigan University Mission Statement
Western Michigan University is a learner-centered, research university, building intellectual inquiry and discovery into undergraduate, graduate, and professional programs in a way that fosters knowledge and innovation, and transforms wisdom into action. As a public university, WMU provides leadership in teaching, research, learning, and service, and is committed to enhancing the future of our global citizenry.

Western Michigan University Vision Statement
Nationally and internationally recognized, the University aspires to distinguish itself as learner centered, discovery driven, and globally engaged.
- Learner centered: Western Michigan University is a university where every member of our community is responsible for and responsible to the education of our students. We challenge and engage all members of our community with a university experience that creates skilled, life-long learners.
- Discovery driven: Western Michigan University offers experiences that enable discovery, and promote creativity and research. We are committed to pursuing inquiry, disseminating knowledge, and fostering critical thinking that encourages life-long learning. Our scholarship creates new knowledge, forms a basis for innovative solutions, leads to economic development, and makes substantial contributions to society.

Parable of the Three Stone Cutters: The Importance of Having a Mission

Three men are cutting stones using the same tools, working at the same place and at the same rhythm. They are clearly doing the exact same work... However, their productivity levels are not the same:

- John, the first of the stone cutters, is at the end of his tether—exhausted and depressed—and as a result he finds it difficult to cut his stones. He cuts them because he must, not because he wants to. He manages to cut two stones a day, but there is no doubt that he is under duress.

- The second stoneminer, Peter, is slightly more alert and more productive. What counts for him is the knowledge that he is working for the good of his family. If he works hard, he will be able to pay for his children’s education. He is able to cut three stones per day.

- The third stoneminer, Francis, is highly committed and extremely productive. He imagines that he is building a cathedral. He finds it difficult to do the exact same work... and as a result he is alert and more productive. What counts for him is the knowledge that he is working for the good of his family. If he works hard, he will be able to pay for his children’s education. He is able to cut three stones per day.

Moral: Commitment and motivation are not dictated by the daily tasks performed, which are the same for all three, but are more closely associated with the mental representation each gives to his situation. By changing the mental representation, it is possible to give new meaning to the situation and create conditions that are conducive to mobilization. While not illustrated, fellowship and working together are also key success factors: this serves to highlight the key role of the manager, who must develop his or her team members, and the importance of buy in to the mission statement.

College of Arts and Sciences Mission Statement
The College of Arts and Sciences cultivates engaged, global citizenship by:
- Providing high quality education in the liberal arts, bridging the humanities, social sciences and natural sciences
- Creating, discovering and disseminating scientific, humanistic, and artistic knowledge and expression; and
- Fostering intellectual engagement and continuous discovery and learning

College of Arts and Sciences Vision Statement
The College of Arts and Sciences promotes and sustains an intellectually challenging, dynamic community that is nationally and internationally recognized for innovative researchers and life-long learners who:
- Value integrated knowledge, skills and creative methods.
- Apply these flexible, holistic approaches in a variety of life settings.

Abstract
This poster discusses the importance of mission and vision statements and identifies considerations the Mallinson Institute might wish to consider as it develops its own mission statement in light of the University’s and the College of Arts & Sciences evolving missions.

Considerations When Developing a Unit Mission Statement
- Does the mission statement include explicit connections to the mission statements of the College and University?
- Does it reflect core values held by the members of the unit, college and university?
- Does the mission statement provide faculty, students and staff with guidance regarding how their activities contribute to the unit as a whole?
- Does the process in which the mission statement is being developed include opportunities for all stakeholders (faculty, students, staff) to contribute?

What Has This Taught the Author About Leadership?
Participating in the Academic Leadership Academy has been a great opportunity to learn and reflect on the characteristics of effective leadership. Great leaders do not exist in a vacuum—to be a good leader you have to have the support of your members, and part of winning that support is making sure that everyone buys into the mission and vision guiding the group. Effective mission statements must be the product of broad consensus rather than being imposed from above.