Date: March 17, 1977

From: Office of the Vice Chancellor for Academic Policy

Subject: Guidelines for the Development of Campus Mission Statements

These guidelines were developed in consultation with the Academic Vice Presidents, reviewed and approved by the February Council of Presidents, and discussed with the Executive Committee of the Faculty Senate.

At this time we are requesting the participation of the State-operated campuses. The involvement of the community colleges in the preparation of campus mission statements is dependent upon our developing a comparable data base and is therefore scheduled for the future.

BACKGROUND

The general mission of the State University of New York -- to provide education of high quality for the people of this State through a network of campuses, diversified in their educational missions, but interrelated structurally, and coordinated within an overall planning and policy framework -- has often been repeated and is generally well accepted throughout our University. But despite the diversity we all recognize, the specific mission of each campus within the basic types of campuses has not always been clear and certainly not easy to describe. For instance, we need to know what distinguishes the intent and actual activities of one University Center from another, one College of Arts and Science from another, one Agricultural and Technical College from another.

Questions about individual campus missions are frequently posed to the University by others. More important, the University itself must continually seek proper ways to attain its overall educational mission, as well as protect and strengthen what we do best, with available resources.
The 1976 Master Plan states:

The University and its campuses must develop jointly a clear set of missions against which to assess future directions. In so doing, the University must have an accurate sense of what its students need, what programs are necessary for balance and program coherence at its individual campuses, and what programs possess unique qualities that must be fostered or that are essential for some student populations.

This memorandum sets forth the criteria for developing individual campus mission statements, and perhaps for the eventual development of similar statements for types of campuses, and for the entire University.

DEFINITIONS

1. A mission is defined as a resultant of two elements:
   - a description and measurement of current service and trends
   - a narrative statement of intent.

   Missions are inferred by combining the data which describe current service and the philosophical statement of intent. Neither of these elements is sufficient by itself for the understanding of a mission. An educational mission is linked to immediate past and current practice but is not absolutely determined by such practice. Missions exist at the campus, type of campus, and University levels. (It may be helpful to distinguish mission statements from the related process of master planning. A master plan is a quadrennial projection forward and modification of a mission over a period of time. It addresses the same basic categories as a mission statement as well as giving attention to support services, resources, facilities, organization, and external relationships.)

2. Trends are the direction of change in the indicators of immediate past and current service, usually for the preceding 3 to 5 years.

3. Statements of intent are narratives which describe general educational objectives. For instance, a campus may now or in the future intend to offer the baccalaureate degree but the statement of intent should not specify each baccalaureate degree program to be offered. A statement of intent can be modified at any time.
4. A mission statement contains the indicators of current and immediate past service and the narrative statement of intent.

MISSION STATEMENTS: SUBSTANCE AND FORM

1. The Statement of Intent

The intent to offer educational services of various types both describes and circumscribes the potential offerings and activities of a campus. It is the responsibility of the Board of Trustees to approve the scope of activities for each campus of State University. In the past, the Trustees have approved general mission statements which may not have the specificity which current circumstances now require.

In developing a statement of intent, campuses should begin with the campus mission statements that may already have been adopted by the University Trustees. We will supply these to your campus. Campuses should then reaffirm or build upon such statements so that the resulting statements of intent may be reviewed on a University-wide level and eventually adopted by the Board of Trustees. The statements of intent should focus on issues which are appropriate for the Board of Trustees to review.

The statements of intent we now ask you to develop should describe the primary objectives of the campus for learning, for the advancement of knowledge, and for the provision of special additional services to society. Each campus should also emphasize those areas which will receive special emphasis in order to achieve selective excellence.

In describing these objectives, reference should be made to the following general categories:

Program and degrees to be offered.
Students to be served.
Faculty required.
Research to be conducted.
Outreach activities in which the campus will engage.

2. Current Service

Current service is described by quantitative indicators of the type and levels of activity. Most of the indicators
can be constructed out of data already collected on a University-wide basis. Some will need to be developed out of new data. An asterisk next to each subcategory indicates the information already available which has been distributed to campuses to aid in describing your current services.

a. Programs and Degrees
-- *percent of FTE workload by HEGIS discipline divisions
-- *percent of FTE workload by department or division
-- *number of degrees awarded, by type and by level.

b. Students Served
-- *age
-- *sex
-- *geographic origin
-- *ethnicity
-- *test scores
-- special qualifications.

c. Faculty
-- *preparation
-- *age
-- *tenure
-- research activities.

d. Research
-- *type (data available for sponsored research only)
-- results

e. Outreach
-- type
-- community involvement.
This category is optional for the May 1, 1977 deadline.

3. Trends
Trends will emerge from an analysis of the record of current service for the preceding three-to-five-year period.
DEVELOPMENT OF CAMPUS MISSION STATEMENTS: NEXT STEPS

1. The Office of Academic Policy has already sent to each State-operated campus for your review data on service for the previous three to five years for each of the asterisked subcategories.

2. Campuses should develop their own data for the subcategories not marked with an asterisk. A complete and corrected description of immediate past and current service and an analysis of the trends they represent should be forwarded to the Office of Academic Policy by May 1, 1977.

3. Every campus should review the previous statements of intent approved by the State University Board of Trustees, copies of which will be provided soon by central staff. Each campus should then write or reaffirm a statement of intent for submission to the Office of Academic Policy not later than September 1, 1977 and preferably sooner.

4. A University-wide group to be named by the Chancellor will review the campus mission statements and develop a University mission statement when all campus mission statements have been submitted.

5. The revised campus mission statements may be used as a basis for the budget hearings for the budget of 1978-79.

6. All campus mission statements will be submitted to the Board of Trustees in December 1977, or as soon thereafter as possible, for review and adoption.

Unless we hear otherwise, we assume that the campus contact for this project will be the Academic Vice President. For questions or comments related to the development of the narrative statement, please contact Kenneth MacKenzie (518 474-1781); questions related to the correction or development of the data on services and trends should be directed to Sanford Gordon (518 474-6063).

Loren Baritz

cc: Dr. Kelly

This memorandum addressed to:
Presidents, State-operated Campuses
Deans, Statutory Colleges

Copies for information only sent to:
Presidents, Community Colleges
President Rose
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