

Mission, Vision and Values

◆ Purpose

The Strategic Planning Steering Committee has charged the Working Group on Mission, Vision and Values with responsibility for (i) proposing School of Law Mission, Vision and Values statements for consideration at the Strategic Planning Workshop to be held on Friday, March 1st (the “Workshop”), and (ii) refining those proposed statements based on Workshop feedback.

◆ Task Requirements

To meet its charge, the Working Group will prior to the Workshop:

- Review the Briefing Booklet, which will include materials developed to date through the strategic planning process;
- Request any other preexisting data that the Working Group deems relevant to its task;
- Develop draft statements of Mission, Vision and Values;
- For each draft statement, evaluate the strengths and weaknesses of the School that should be taken into account in making the statement a reality; and
- Develop a proposed action plan to convert the aspirational goals of the Mission, Vision and Values statements into the School’s commonplace realities.

The deadline for this phase of the Working Group’s assignment will be Friday, February 22nd.

At the Workshop on March 1st, Working Group members will present and receive feedback on their proposed Mission, Vision and Values, as well as on their assessment of relevant strengths and weaknesses and their proposed action plan.

After the Strategic Planning Workshop, Working Group members will use the feedback received to refine their proposed statements of Mission, Vision and Values. The deadline for completing this phase of the work will be Friday, March 15th.

◆ Membership

The Working Group members will consist of five members, including a student and a Working Group leader. Joel Samuels will serve as the Working Group leader, with responsibility for convening the Working Group, keeping the Working Group on task and ensuring that the Working Group is prepared to present the results of its work at the Friday, February 15, 2019 Strategic Planning Workshop.

◆ Duration

The Working Group will become active upon selection of its members and designation of a Working Group Leader. The Working Group will be decommissioned upon delivery of the final version of their recommended strategic priorities, objectives and action plan.

◆ Support

The Strategic Planning Steering Committee will provide support as requested by the Working Group, including but not limited to the advice and counsel of the BRG strategic planning consultants.

APPENDIX

ABOUT THE PROCESS AND THE WORKGROUP

In the latter half of 2018, the School of Law embarked on a strategic planning process. As part of the initiative, the Dean appointed a Strategic Planning Steering Committee comprised of faculty and staff to lead and oversee the work. The School also conducted a competitive process to secure the support of an external consulting firm; the firm selected was the Berkeley Research Group, which has extensive strategic planning experience with institutions of higher education.

Over the course of the fall, in the first phase of the planning process, the Committee, working with the consultants, collected data in preparation for development of the strategic plan. This data collection included surveys of students, faculty, staff and alumni, as well as focus groups and one-on-one interviews with faculty, staff members and students.

Steering Committee members along with the consulting team, reviewed information developed during this data collection phase and identified four themes that they concluded should be the focus – along with statements of the School’s Mission, Vision and Values -- of the strategic plan. Those four themes are:

- Differentiators/Distinction (what makes the School unique and provides a competitive advantage in the universe of law schools);
- Student Success (how the School defines student success and what the School should do to ensure that success is achieved);
- Financial Sustainability (how the School can continue its growth and development with the assurance that its financial resources will be equal to its needs); and
- Culture (how the School treats students, faculty, staff and alumni, and how those groups both individually and collectively work together for the greater good of the School).

Each of these four themes, as well as the fifth theme of Mission, Vision and Values, has been assigned to a Working Group. Each Working Group is charged with proposing recommended strategic priorities and objectives with respect to its assigned theme, as well as developing an action plan for the School to implement if those priorities and objectives are to be achieved. The Working Group will present its proposal at a Strategic Planning Workshop on March 1, 2019, and, based on the feedback received during that Workshop, will prepare a final version of its priorities, objectives and action plan. This work will then be used as the basis for crafting the actual strategic plan, which is scheduled for completion in the late spring of 2019.

MISSION, VISION AND VALUES WORKING GROUP: DETAIL

In addressing the Charter-mandated task of developing proposed statements of School Mission, Vision and Values, the Working Group should keep in mind the following:

- *Mission.* A mission statement is a concise explanation of the reason for an organization’s existence. A well-crafted mission statement describes the purpose and overall intention of the organization. The audience for a mission statement is both internal and external: internal to leadership and employees, and externally to potential customers or clients, as well as stakeholders in the larger community. Questions to consider in drafting a mission statement are:

- What is the purpose for which our organization has been established?
- What is the benefit generated by the existence of our organization?
- *Vision.* A vision statement is aspirational and prospective in nature; it presents the desired ideal state the organization wishes to achieve. A well-crafted vision statement moves beyond the status quo to challenge those engaged in the organization. Questions to consider when drafting a vision statement might include:
 - What problem does the organization seek to solve?
 - Where is the desired path forward for the organization?
 - If the organization achieves its strategic priorities, what should we look like in the longer term (often five to ten years)?
- *Values.* A values statement summarizes the core principles that guide and direct the organization and its culture. In a values-led organization, the values create a moral compass for the organization and those working within it. The values statement informs decision-making and sets the standard against which actions can be assessed. When truly adhered to by an organization, a value statement provides the internal framework that is shared and acted on by both the organization’s leaders and those they lead. When drafting a values statement, questions to consider might include:
 - What values do we want to express the essence of our organization?
 - In the day-to-day operations of our organization, what are the behaviors we want our leaders and the people they lead to exhibit?
 - What are behaviors or patterns of conduct we will not permit within our organization?
- *Action Plan.* In the case of mission, vision and value statements, action plans are just what their name implies: the specific steps the organization will take to successfully fulfill the mission by achieving the objectives through actions that reflect the organization’s values. Action plans consider a variety of factors – for example, how much time the proposed plan will actually require, whether money will be needed, if current personnel will be sufficient or additional hiring will be required, whether technology can be used to advantage and what information will be needed. As a practical matter, they guide the day-to-day work of the organization. They may also include interim milestones by which progress can be measured and periodic assessments of the need for recalibration can be encouraged.

In addition, the Working Group should draw on the data developed thus far in the strategic planning process, information generated prior to the strategic planning process and their own perspectives and experience. The end goal is to develop a strategy for setting the School apart in the marketplace, making the most of its advantages in the competition with other law schools for recognition, quality students, superior faculty and outstanding staff.