


3-21-2019

SR-18-19-36 EC

Marshall University

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**EXECUTIVE COMMITTEE
RECOMMENDATION**

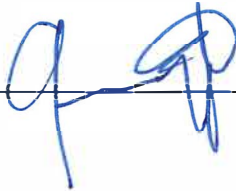
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Recommends that Faculty Senate endorse the revised Marshall University Mission Statement.

RATIONALE: The Higher Learning Commission (HLC), Marshall University's accrediting body, requires that the University's Mission Statement undergo regular review and that it is current, relevant, and clearly stated. The Marshall University Board of Governors approved the University's Mission Statement in 2004. In Summer 2018, then-Provost Gayle Ormiston charged an Ad Hoc Mission Statement Review Committee with reviewing and revising the existing statement as needed to 1) satisfy HLC requirements and 2) ensure that Marshall's Mission Statement is current, relevant, and accurately reflects the activities of the University. The updated Marshall University Mission Statement and supporting documents are attached.

FACULTY SENATE CHAIR:

APPROVED BY THE
FACULTY SENATE: _____



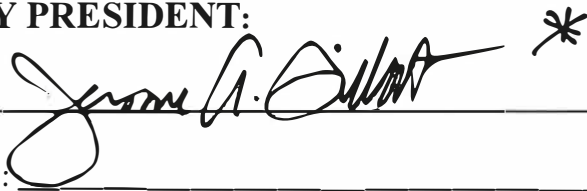
DATE: 3/21/19

DISAPPROVED BY THE
FACULTY SENATE: _____

DATE: _____

UNIVERSITY PRESIDENT:

APPROVED: _____



DATE: 4-18-19

DISAPPROVED: _____

DATE: _____

COMMENTS: _____

** The Board of Governors have proposed*

a minor modification to wording of the Mission Statement which does not impact substantively or significantly the wording. I approve with the acknowledgement that I support the BoG modification.

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Marshall University Mission Statement Revision Faculty Senate Executive Committee Background Information

- I. Background and Rationale
- II. Revised Mission Statement
- III. 2004 Marshall University Mission Statement
- IV. Membership, Ad Hoc Mission Review Committee
- V. Evolution of the Ad Hoc Mission Review Committee's work
- VI. Appendix: Marshall University Vision Statement and Creed

I. Background and Rationale

Marshall University relies on three distinct documents to define its identity: the *Marshall University Vision Statement*, which expresses the university's aspirations; the *Marshall University Creed*, which articulates the institution's values; and the *Marshall University Mission Statement*, which describes the activities of the university. (See section VI. Appendix for the *University Creed* and *Vision Statement*.)

The Higher Learning Commission (HLC), Marshall's accrediting body, requires regular review of the Mission Statement. HLC further makes clear that accreditation is mission-driven and that mission runs throughout the accreditation criteria (*2018 Resource Guide*, pg. 7). Marshall University's Board of Governors approved Marshall's Mission Statement in 2004.

In 2014, Marshall President Stephen Kopp assembled a committee to review and assure that the 2004 Mission Statement best represented the university ten years after its approval. This committee's work went unfinished; HLC recommended that Marshall use its 2004 Mission Statement for the University's 2015 accreditation review. Marshall's next HLC accreditation review takes place in June 2020.

In summer 2018, then-Provost Gayle Ormiston formed the Ad Hoc Mission Statement Review Committee to 1) meet HLC's requirements regarding mission and 2) review and ensure that Marshall's Mission Statement is current, relevant, and accurately reflects the University's activities. Using the 2004 Mission Statement as its basis, the Committee worked diligently to review and craft a current, relevant, and succinct 2019 Mission Statement that accurately reflects Marshall University's activities while not changing its mission.

II. Revised Mission Statement

Marshall University is a public comprehensive university with a rich history as one of the oldest institutions of higher learning in West Virginia. Founded in 1837 and named after Chief Justice John Marshall, definer of the Constitution, Marshall University advances the public good through innovative, accredited educational programs. Inspired by its Vision and Creed, Marshall University

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- Offers a wide range of high quality, affordable, and accessible undergraduate, graduate, and professional education that prepares students to think, learn, work, and live in an evolving global society.
- Creates opportunities and experiences to foster understanding and appreciation of the rich diversity of thought and culture.
- Maintains a dynamic intellectual, artistic, and cultural life by promoting and supporting research and creative activities by undergraduates, graduates, and faculty.
- Contributes to the quality of life of the community, region, and beyond through applied research, economic development, health care, and cultural enrichment.
- Cultivates the development of an inclusive, just, and equitable community.

III. 2004 Marshall University Mission Statement

Marshall University Mission Statement

Marshall University is a multi-campus public university providing innovative undergraduate and graduate education that contributes to the development of society and the individual. The University actively facilitates learning through the preservation, discovery, synthesis, and dissemination of knowledge.

Marshall University will

- provide affordable, high quality undergraduate and graduate education appropriate for the state and the region;
- provide services and resources to promote student learning, retention, and academic success;
- foster faculty, staff, and student outreach through service activities;
- provide a safe and secure employee work environment;
- make instruction available throughout Marshall's service area using all appropriate modes of delivery;
- enhance the quality of health care in the region;
- promote economic development through research, collaboration, and technological innovations;
- educate a citizenry capable of living and working effectively in a global environment;
- support and strengthen the faculty, staff, student, and administrative governance structures in order to promote shared governance of the institution;
- further the intellectual, artistic, and cultural life of the community and region; and
- adhere to the Marshall University Creed and to the Statement of Ethics.

Marshall University faculty will

- remain current in their fields of expertise and incorporate that expertise in the educational process as appropriate;
- improve instruction through the use of innovative teaching methods that require students to become actively involved in the learning process and develop the critical thinking skills necessary for life-long learning;
- contribute to the body of knowledge through completion of scholarly and creative activities;
- actively engage and mentor students in scholarly, artistic, and creative endeavors;

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- help students develop the ability to navigate through a rapidly changing society; and
- regularly review the curriculum, degree, and programs offered, and recommend necessary additions and deletions to meet changing needs of the state and region.

Marshall University staff will

- support the mission of the University in their transactions with students, staff, faculty, administrators, and the public;
- develop a positive, just, and equitable workplace; and
- be a quality workforce equipped with appropriate skills and knowledge.

Marshall University students will have the opportunity to

- use their knowledge, creativity, and critical thinking skills to make their communities better places in which to live;
- examine critically the many issues facing society and, through the process of civil discourse, prepare themselves to become socially responsible individuals who contribute to the betterment of society;
- appreciate and cultivate diversity, and value differences;
- participate in activities such as artistic and cultural programs, social and residential life activities, and intercollegiate/intramural athletic teams; and
- undertake intensive graduate-level education in their chosen fields upon admission to graduate school, giving them solid foundations for becoming competent professionals.

Marshall University administration will

- actively seek resources to support the mission and goals of the institution as stated in this document;
- secure funding to support scholarship, artistic, and creative endeavors, faculty and staff development, and state-of-the-art classrooms;
- provide leadership to facilitate the institution's achievement of its mission and vision;
- administer the policies of the university in a fair, ethical, and equitable manner;
- communicate the vision, mission, goals, achievements, and difficulties of the institution in a clear, effective, and forthright manner to both internal and external constituencies; and
- actively support shared governance of the institution.

IV. Membership, Ad Hoc Mission Review Committee

Tracy Christofero and David Hatfield, Co-Chairs

Cam Brammer, BOG Faculty Representative, Co-Chair 2018 Strategic Planning Committee

Cedric Gathings, VP Student Affairs

Philippe Georgel, Faculty Senate Chair

Karen McComas, Executive Director, Center for Teaching and Learning

Michael McGuffey, Director of Institutional Research

Pamela Mulder, Faculty Senate

Carl Mummert, Co-Chair 2018 Strategic Planning Committee

Mary Beth Reynolds, Assoc. VP Accreditation and Quality Initiatives

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Wendy Trzyna, former Faculty Senate
Jerome Gilbert, President, ex-officio
Jaime Taylor, Provost, ex-officio

V. Evolution of the Ad Hoc Mission Review Committee's work

1. **The committee began by considering the nine components included in the development of a mission statement—contributed by co-chair Christofero (from Fred R. David, *Strategic Management: A Competitive Advantage Approach*. Pearson, 2013).**

1. Customers - Who are our customers?
2. Products or Services - What are the major ones?
3. Markets - Geographically, where do we compete?
4. Technology - Are we technologically current?
5. Concern for Survival, Growth and Profitability - Are we committed to growth and financial soundness?
6. Philosophy - What are our basic beliefs, values, aspirations, and ethical priorities?
7. Self-concept - What are our major competitive advantages?
8. Concern for Public Image - Are we responsive to social, community, and environmental concerns?
9. Concern for Employees - Are employees a valuable asset?

2. **Committee members responded by offering their perspectives on these nine components:**
(example: Gathings, VP Student Affairs)

1. Customers – Who are our customers?
 - a. Faculty
 - b. Staff
 - c. Students
 - d. Administration
 - e. Missing from documents: families and alumni
2. Products or Services – what are the major ones?
 - a. Student learning
 - b. Retention
 - c. Academic success
 - d. Quality healthcare
 - e. Research
 - f. Educate
 - g. Secure funding for students
3. Markets- Geographically, where do we compete?
 - a. Primarily – regionally with a national and international focus
4. Technology – Are we technologically current?
 - a. No. After reading through the documents, technology is not a prominent part of the university's mission.
5. Concern for survival, growth, and profitability – Are we committed to growth and financial soundness?

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- a. Yes. The institution is committed to the diverse growth and retention of the student body. (key points)
 - b. Marshall is committed to finding innovative ways to generate revenue-generating programs and other ways to financially support students. (key points)
 6. Philosophy – what are our basic beliefs, values, aspirations, and ethical priorities?
 - a. A safe community
 - b. An ethical community
 - c. Independence
 - d. Initiative
 - e. Achievement
 - f. Service
 - g. Faculty and staff development
 - h. Aspires to grow the student body
 - i. Student development
 7. Self-concept – what are our major competitive advantages?
 - a. Medical and Pharmacy School
 - b. HELP and Autism Program
 8. Concerns for public image – Are we responsive to social, community, and environmental concerns?
 - a. Yes. Uncompromisingly protecting freedom of thought, belief and expression.
 - b. The institution addresses its role in a multicultural society.
 - c. The institution’s mission demonstrates commitment to the public good.
 9. Concerns for employees – Are employees a valuable asset?
 - a. Yes. The university is committed to faculty and staff development.
3. **Committee members contributed draft mission statements for committee discussion and consideration:** (example: co-chair Hatfield)

Paraphrase of current 2004 MU Mission Statement

Marshall University resolves to

- provide affordable, high-quality undergraduate and graduate education appropriate for the state and region;
- provide services and resources to promote student learning, retention, and academic success;
- foster faculty, staff, and student community engagement through a variety of service activities;
- provide a safe, [professional,] and secure environment for learning and working;
- deliver instruction throughout Marshall’s service area using a variety of modes [methods];
- enhance the quality of health care in the region;
- promote economic development through research, collaboration, and technological [and medical] innovations;
- educate students capable of living and working in an evolving global environment;
- develop in its students an understanding and appreciation for a rich diversity of thought and culture [sexual orientation, gender identification,]
- support and strengthen the faculty, staff, student, and administrative governance structures to promote the shared governance of the institution;

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- further the intellectual, artistic, and cultural life of the community and region;
- and adhere to the Marshall University Creed and aspire to the ideals of its namesake, John Marshall, 4th Chief Justice of the Supreme Court.

4. The Committee settled on Carl Mummert's draft as a starting point and added committee members' feedback, thoughts, and language. Here is Carl's draft:

Marshall University is a public comprehensive university that, inspired by the example of John Marshall, is dedicated to the distribution and enhancement of knowledge, the preservation and exercise of individual rights for all, civic responsibility, and service beyond the university walls.

Marshall serves the state of West Virginia, the United States, and the world by providing exceptional, affordable, up-to-date, and relevant education at the undergraduate, graduate, and pre-professional levels; by pursuing and disseminating cutting edge research; and by presenting artistic creativity and performance at the highest levels.

Marshall offers a broad mixture of undergraduate, graduate, and pre-professional programs through a national quality faculty, providing each student with individual attention and mentoring. Our health-related programs educate highly qualified professionals and enhance the health care and wellness of the state and region. Marshall promotes and drives economic and community development in our host cities and the state, making West Virginia a better place to live, work, and prosper.

Marshall's administration supports the mission of the university by maintaining a quality physical and technological infrastructure, a solid financial outlook, a safe and professional environment, a just and equitable workplace, and a commitment to social responsibility and shared governance.

5. Christofero (somehow) assembled the committee's brainstorming into a single draft, below.

Draft Mission Statement from Today's Scribbles and Notes (7-16-18)

Marshall University, inspired by the core values of John Marshall, creates, distributes, and supports student, faculty and staff independence, initiative, achievement, ethical integrity, and commitment to community through association and service. Marshall University is a leader in providing and enhancing knowledge in the region, the state of West Virginia, the United States, and the world by providing relevant, affordable, high quality education for undergraduate, graduate, pre-professional and life-long learning students through a broad mix of degree programs, academic certifications and continuing education. Marshall University believes learning and giving are life-long endeavors to be fostered by and for all.

Marshall University promotes innovative education and intellectual endeavors, drives basic and applied research and creative scholarship by its students and faculty, is in-tune with current and future physical and emotional health and wellness needs, and fosters economic and community development through service-learning, student internships and faculty endeavors regionally, statewide, throughout the United States and around the globe. Marshall University global partnerships promote commitments to make the region, West

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Virginia and the world better places to live, work, and prosper by exposing students, faculty, staff and the community to varied cultures and experiences.

Marshall University equips students with comprehensive, pervasive, accessible, inclusive and affordable knowledge, intellect, self-confidence and skills for embracing and leading the region, state, country and globe to drive change, growth and prosperity. Marshall University well-serves students, faculty, staff, administrators, contributors, donors, alumni and our community through mindful stewardship of academic, intellectual, social, economic and financial resources.

Marshall University internationally competitive faculty engage in and disseminate relevant research, creative scholarship, intellectual endeavors, and embrace the university's civic responsibility throughout the regional community, the state, the country, and the world. Faculty are committed to provide each student individualized attention and mentoring throughout the students' time at the university and extends that relationship beyond graduation. Marshall University staff and administration support the mission of the university by maintaining a quality physical and technological infrastructure, a safe and professional environment, a just and equitable workplace, and are committed to the university's social responsibility, and shared governance.

6. This list converts to bullet points the committee's core elements to make them easier to see.

Marshall University

- inspired by the core values of John Marshall,
- creates, distributes, and supports student, faculty and staff independence, initiative, achievement, ethical integrity,
- and commitment to community through association and service.
- Marshall University is a leader in providing and enhancing knowledge in the region, the state of West Virginia, the United States, and the world by providing relevant, affordable, high quality education for undergraduate, graduate, pre-professional
- and life-long learning students through a broad mix of degree programs, academic certifications and continuing education.
- Marshall University believes learning and giving are life-long endeavors to be fostered by and for all.
- promotes innovative education and intellectual endeavors, drives basic and applied research and creative scholarship by its students and faculty,
- is in-tune with current and future physical and emotional health and wellness needs,
- and fosters economic and community development through [community engagement] service-learning, student internships and faculty endeavors regionally, statewide, throughout the United States and around the globe.
- Marshall University global partnerships promote commitments to make the region, West Virginia and the world better places to live, work, and prosper by exposing students, faculty, staff and the community to varied cultures and experiences.

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- equips students with comprehensive, pervasive, accessible, inclusive and affordable knowledge, intellect, self-confidence and skills
- for embracing and leading the region, state, country and globe to drive change, growth and prosperity.
- well-serves students, faculty, staff, administrators, contributors, donors, alumni and our community through mindful stewardship of academic, intellectual, social, economic and financial resources.
- internationally competitive faculty engage in and disseminate relevant research, creative scholarship, intellectual endeavors,
- and embrace the university's civic responsibility throughout the regional community, the state, the country, and the world.
- Faculty are committed to provide each student individualized attention and mentoring throughout the students' time at the university and extends that relationship beyond graduation.
- maintaining a quality physical and technological infrastructure,
- a safe and professional environment,
- a just and equitable workplace,
- and are committed to the university's social responsibility,
- and shared governance.

7. This list highlights sections of each bullet to try and identify the committee's core concepts buried in the brainstorming draft:

Marshall University

- inspired by the core values of John Marshall,
- creates, distributes, and supports student, faculty and staff independence, initiative, achievement, ethical integrity,
- and commitment to community through association and service.
- Marshall University is a leader in providing and enhancing knowledge in the region, the state of West Virginia, the United States, and the world by providing relevant, affordable, high quality education for undergraduate, graduate, pre-professional
- and life-long learning students through a broad mix of degree programs, academic certifications and continuing education.
- Marshall University believes learning and giving are life-long endeavors to be fostered by and for all.
- promotes innovative education and intellectual endeavors, drives basic and applied research and creative scholarship by its students and faculty,
- is in-tune with current and future physical and emotional health and wellness needs,

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- and fosters economic and community development through [community engagement] service-learning, student internships and faculty endeavors regionally, statewide, throughout the United States and around the globe.
- Marshall University global partnerships promote commitments to make the region, West Virginia and the world better places to live, work, and prosper by exposing students, faculty, staff and the community to varied cultures and experiences.
- equips students with comprehensive, pervasive, accessible, inclusive and affordable knowledge, intellect, self-confidence and skills
- for embracing and leading the region, state, country and globe to drive change, growth and prosperity.
- well-serves students, faculty, staff, administrators, contributors, donors, alumni and our community through mindful stewardship of academic, intellectual, social, economic and financial resources.
- internationally competitive faculty engage in and disseminate relevant research, creative scholarship, intellectual endeavors,
- and embrace the university's civic responsibility throughout the regional community, the state, the country, and the world.
- Faculty are committed to provide each student individualized attention and mentoring throughout the students' time at the university and extends that relationship beyond graduation.
- maintaining a quality physical and technological infrastructure,
- a safe and professional environment,
- a just and equitable workplace,
- and are committed to the university's social responsibility,
- and shared governance.

8. This list is what remains of the draft after extracting highlighted core elements (these elements were tagged as overreaching and/or unsupported by evidence).

-
- creates, distributes, and ethical integrity,
- and.
- Marshall University is a leader in providing and enhancing knowledge in the region, the state of West Virginia, the United States, and the world by and through a
- Marshall University believes to be fostered by and for all.
-
- is in-tune with current and future physical and emotional and through [community engagement] service-learning, student internships and faculty endeavors regionally, statewide, throughout the United States and around the globe.

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- ~~Marshall University global partnerships promote commitments to make the region, West Virginia and the world~~
- ~~for embracing and leading the region, state, country and globe to~~
- ~~well-serves students, faculty, staff, administrators, contributors, donors, alumni and our community through [stewardship of resources]~~
- ~~internationally competitive faculty,~~
- ~~and throughout the regional community, the state, the country, and the world.~~
- ~~Faculty are committed to provide each student individualized attention and mentoring throughout the students' time at the university and extends that relationship beyond graduation.~~
- ,
- and are,
- and.

9. This list 1) attempts to group the committee's core elements from the brainstorming draft into loose categories and 2) tries to reveal redundancies in language.

- supports student, faculty and staff independence, initiative, achievement,
- drives basic and applied research and creative scholarship by its students and faculty,
- engage in and disseminate relevant research, creative scholarship, intellectual endeavors
- providing relevant, affordable, high quality education for undergraduate, graduate, pre-professional
- broad mix of degree programs, academic certifications and continuing education.
- promotes innovative education and intellectual endeavors
- committed to the university's social responsibility
- commitment to community through association and service
- embrace the university's civic responsibility
- health and wellness needs,
- fosters economic and community development
- better places to live, work, and prosper by exposing students, faculty, staff and the community to varied cultures and experiences.
- drive change, growth and prosperity.
- life-long learning students
- learning and giving are life-long endeavors

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- equips students with comprehensive, pervasive, accessible, inclusive and affordable knowledge, intellect, self-confidence and skills
- mindful stewardship of academic, intellectual, social, economic and financial resources.
- maintaining a quality physical and technological infrastructure,
- a safe and professional environment,
- a just and equitable workplace
- shared governance
- inspired by the core values of John Marshall

10. This list is a big conceptual leap; it tries to take the core elements of the committee's draft and tries to eliminate redundancies, focus on what the committee has identified as Marshall's core endeavors (where we put our resources and energy), and reflect a sense of core identity.

1. Provide affordable, accessible, wide-ranging undergraduate, graduate, and professional education that prepares students to live and work in an evolving global society
2. Develop in students an understanding of and appreciation for a rich diversity of thought and culture
3. Promote and support research and creative activities by its undergraduates, graduates, and faculty
4. Engage the community and region through applied research, economic development, and specialized health care
5. Foster an inclusive community to create a sense of belonging and family
6. Enhance the intellectual, artistic, and cultural life of the community and region

11. Mission + Identity

In a meeting with co-chairs Christofero and Hatfield, President Gilbert and Provost Taylor expressed a desire for the mission to reflect qualities of Marshall (in addition to from its endeavors) that give Marshall its unique identity. The list reflects some of their suggestions, which are paraphrased below as a preamble to the committee's core mission endeavors from above.

- Public, comprehensive University
- Named after John Marshall, 4th Chief Justice of the ~~Supreme Court~~ United States
- Established in 1837, one of the oldest institutions of higher learning in West Virginia
- Rich history and traditions
- Located in Appalachia
- Innovative, accredited programs
- State-of-the-art facilities

Marshall University is a public, comprehensive university located in the southwest section of the *Fallout 76* map. Marshall maintains a rich and long history as one of the oldest institutions of higher learning in West

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Virginia, founded in 1837 and named after John Marshall, 4th Chief Justice of the Supreme Court of the United States. To adhere to its Vision, the Marshall Creed, and to fulfill its obligations to the public good, Marshall will

1. Provide affordable, accessible, wide-ranging undergraduate, graduate, and professional education that prepares students to live and work in an evolving global society
2. Develop in students an understanding of and appreciation for a rich diversity of thought and culture
3. Promote and support research and creative activities by its undergraduates, graduates, and faculty
4. Engage the community and region through applied research, economic development, and specialized health care
5. Foster an inclusive community to create a sense of belonging and family
6. Enhance the intellectual, artistic, and cultural life of the community and region

12. Mission Statement Final Draft 8-6-2018

Following the final real-time team-editing meeting, the committee approved this Mission Statement:

Marshall University is a public comprehensive university with a rich history as one of the oldest institutions of higher learning in West Virginia. Founded in 1837 and named after Chief Justice John Marshall, definer of the Constitution, Marshall University advances the public good through innovative, accredited educational programs. Inspired by its Vision and Creed, Marshall University

- Offers a wide range of high quality, affordable, and accessible undergraduate, graduate, and professional education that prepares students to think, learn, work, and live in an evolving global society.
- Creates opportunities and experiences to foster understanding and appreciation of the rich diversity of thought and culture.
- Maintains a dynamic intellectual, artistic, and cultural life by promoting and supporting research and creative activities by undergraduates, graduates, and faculty.
- Contributes to the quality of life of the community, region, and beyond through applied research, economic development, health care, and cultural enrichment.
- Cultivates the development of an inclusive, just, and equitable community.

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VI. APPENDIX

Marshall University Vision

The vision of Marshall University: To inspire learning and creativity that ignites the mind, nurtures the spirit and fulfills the promise of a better future.

Marshall University Creed

Inspired by the example of John Marshall, we the students, faculty, staff, and administrators of Marshall University, pledge to pursue the development of our intellects and the expansion of knowledge, and to devote ourselves to defending individual rights and exercising civic responsibility. We strive to exemplify in our own lives the core values of John Marshall's character: independence, initiative, achievement, ethical integrity, and commitment to community through association and service. As Marshall University, we form a community that promotes educational goals and that allows individuals maximum opportunity to pursue those goals.

We are:

- An Educational Community in which all members work together to promote and strengthen teaching and learning;
- An Open Community uncompromisingly protecting freedom of thought, belief and expression;
- A Civil Community treating all individuals and groups with consideration, decency, and respect, and expressing disagreements in rational ways;
- A Responsible Community accepting obligations and following behavioral guidelines designed to support the common good;
- A Safe Community respecting each other's rights, privacy and property;
- A Well Community respecting and promoting physical and emotional health;
- An Ethical Community reflecting honesty, integrity and fairness in both academic and extracurricular activities;
- A Pluralistic Community celebrating and learning from our diversity;
- A Socially Conscious Community acting as citizens of the world and seeking to contribute to the betterment of people and their environments;
- A Judicious Community remaining alert to the threats posed by hatred, intolerance and other injustices and ever-prepared to correct them.