

# Mission Statement Development

## What Are Our Most Important Office Principles?

### *List things that are most important to the life of this office*

#### RB-timeliness

KR-accuracy  
CD-communication  
FD-integrity  
Cooperation/Teamwork  
Vision/Focus  
Loyalty -- to each other and the university  
Courteous and Professional  
Helpful - service  
Resourceful  
Proactive - brave  
Confidentiality and Public Information

### *How effective have we been in keeping these things first?*

- Timeliness - questionnaires; we get things in but it is just in "the nick of time."
- Accuracy - things done in a hurry sometimes and that can cause mistakes, but in general we are very accurate. We are known for being accurate.
- Communication - internally, we do pretty well. There are areas in which we do well and others in which we do not do so well. Katie discussed issues about our attitude and how we should deal with people who request information -- are we a service to others? We need to try to "see the world" as the customer sees it so we can better understand what they are looking for and what they expect of us.
- Integrity - we seem to have a lot of integrity. Snake Oil.
- Cooperation/Teamwork - we communicate well externally which supports good cooperation internally. Each member of the office has different schedules and tasks, and sometimes this causes problems when one of us depends or needs another when something big is going on. Sometimes people feel stuck because they cannot do things on their own, or maybe they do not have time to help others. Sometimes we are left hanging.
- Vision and Focus - Always keeping in our minds where we want to go. We would not be having this meeting if we did not have vision.
- Loyalty - we need to be loyal to each other when outside of the office and speaking to other people. Be positive when speaking about each other and the office.
- Courteous and Professional - We try. We do a nice job of being friendly and nice to others when they call. There are some pitfalls.
- Helpful - this is a strong orientation that we have. We have been told that we are very helpful. Sometimes being helpful is having to say "I'm sorry I cannot help you with this but here are some suggestions for who might help."
- Resourceful - At times resourceful means being proactive and brave. We are doing things in our office, IR, that most IR offices around the country do not do.
- Proactive - we are proactive. Linda Halpern feels very positive about us.
- Confidentiality - we are careful about what information we give out. For the information we have we are good at keeping it to ourselves. We need to think about whose information we have and what they expect us to do with it.

## **If we could do one thing that would have the most positive impact on JMU, what would that be?**

- RB-cooperation, willingness to work with all offices. Our numbers and reports we give out to people.
- KR - planning. Better integrate planning and development process in all departments. We are providing the most useful information. Collect information that is most useful for decision-making. Helping JMU be a great institution in the future and that is going to require a great deal of information and planning from our office.
- CD - symbiosis. We need to get our data and info. Out into the institution in a way that the institution can gain value from it. There is a symbiosis between what we give and what we get. We need to develop a symbiotic/synergistic relationship with other departments on campus.

## Office Urgency Index

According to Steven Covey, “When urgency is the dominant factor in our lives, importance is not.” The following questions will help us determine the level of urgency on our office.

Circle the number (0 = Never, 2 = Sometimes, 4 = Always) that most closely represents your normal behavior or attitudes regarding the statements at the right.

<i>N</i>	<i>S</i>	<i>A</i>			
0	1	2	3	4	I seem to do my best work when I am under pressure
0	1	2	3	4	I blame the rush and pressure of external things on my failure to spend deep, introspective time with myself.
0	1	2	3	4	I am frustrated by the slowness of people and things around me. I hate to wait or stand in line.
0	1	2	3	4	I feel guilty when I take time off work.
0	1	2	3	4	I seem to be rushing between places and events.
0	1	2	3	4	I find myself pushing people away so I can finish a project.
0	1	2	3	4	I feel anxious when I am out of touch with the office for more than a few minutes.
0	1	2	3	4	I am preoccupied with one thing when I am doing something else.
0	1	2	3	4	I am best when I am handling a crisis situation.
0	1	2	3	4	The adrenaline rush from a new crisis seems more satisfying to me than the steady accomplishment of long-term results.
0	1	2	3	4	I give up quality time with important people in my life to handle crises.
0	1	2	3	4	I assume people will naturally understand if I have to disappoint them or let things go in order to handle crises.
0	1	2	3	4	I rely on solving a crisis to give my day a sense of meaning and purpose.
0	1	2	3	4	I eat lunch or other meals while I work.
0	1	2	3	4	I keep thinking that someday I will be able to do what I really want to do.
0	1	2	3	4	A huge stack in my “out” basket at the end of the day makes me feel like I have really been productive
					Total score

## **Influential People**

### ***Who are the people who have most influenced your life?***

-Bill Jackameit

### ***What outstanding characteristics or attributes do you admire in these people?***

-Bill Jackameit - he was clear in his leadership, focus on mission; you could trust him; he was good at prioritizing; good sense of politics; accuracy - he liked things to be completed on time

-Rosemary's prior boss - same as Dr. Jackameit; understanding; predictable; knew where he was going.

-Katie's parents - hard worker; integrity; honesty; loyalty; discipline; a craftsman; he took pride in his work

-Katie's staff worker in Campus Ministry - he had charisma; he was a people person; helped her learn to deal with things when they are out of control.

-Chuck's teacher - he had a good sense of humor, he got things accomplished but was also humorous, sarcastic.

-Dr. Carrier - not fearful; very proactive and not afraid of change; he has a clear vision and he is willing to do it; he sticks to his word; clear focus; very loyal

-Frank's Dad - balance between work and family; very charismatic; never wanted to get so into work that he lost touch with his family; very proactive; good organization skills

### ***Which of these qualities do you value enough to include in our office mission statement?***

Quality, proactive, integrity and honesty, people skills, accuracy, excellence

## OIR in 2002

In 2002 the visiting team for the Southern Association of Colleges and Schools self-study has just finished talking with many of our customers and each of us about the activities of our office. Imagine that they are now reporting what was said. These individuals represent the roles we have in our office (reports coordination, planning coordination, office manager, etc.). Assume we have fulfilled these roles to the utmost of our abilities.

- What would each person say?
- What difference have we made in their lives?
- What qualities or characteristics would we be remembered for?
- What outstanding contributions would they mention?

Answer these questions, using the following example as a guide, in the spaces that follow the example.

Role	Tribute statement person would give us.
Reports Coordinator	Jean Keating's tribute: <i>The JMU Institutional Research Office provided the most timely and accurate data of any institution in the state. The office also took a proactive role in the state in determining the most useful information for statewide policy decisions.</i>

Role	Tribute statement person would give us.
Analysts	<i>Lin.: IR provides me with the information I need which allows me to appropriately respond to the BOV, etc. What IR provided was instrumental, useful, and insightful of my needs. I was given some of the information I needed before I even had to ask for it.</i>
Planning	<i>Doug, V.P.: The information I have received from IR has been useful in that it supports resource allocation. IR has helped me to see the importance of the University Planning process.</i>
Decision Support	<i>[This category was subsumed under the analyst and planning sections.]</i>
Evaluation Coordination	<i>Jim Auckland: Bring better focus to meet needs of customers. Evaluation - continuous improvement.</i>
Office Administration	<i>Steve: All paper work is on time. We provide a model for operating a small office effectively. His oversight is minimal, he can count on us to do our work. The staff is continually upgrading skills.</i>

## **Annual Evaluation Questions**

1. What are our greatest moments of happiness and fulfillment in OIR?
  - When reports, statistical summaries, etc. are completed.
  - Successfully responded to change milestones.
  - Coming up with an idea that has high impact across JMU.
  - Successfully partnering with other parts of the campus.
  
2. What are the activities of most worth in our professional life in OIR?
  - Creating solutions to problems.
  - Providing useful information that impacts positively University policy.
  - Working with teams to solve major problems. (Synergy).
  - Providing clean and useful information for local and state-wide decision makers.
  - Expand our technical skills in the knowledge business. Continuous learning.
  
3. What talents and/or capacities do we have?
  - Power users with computers, technical
  - Analytic abilities
  - Accuracy/editing and data management
  - Organizational skills
  - People skills
  - Proactive in dealing with problems
  
4. How can we best contribute to JMU?
  - Provide useful, accurate, information
  - Ensure that the OIR Mission is in congruence with the JMU Mission
  - Create and support solutions to the mission-critical JMU issues.
  - Document and encourage planning and evaluation activities in all units.
  - Closely monitor indicators of institutional success and report to various audiences.
  
5. What do we really want to do for JMU?

-Contribute to it becoming and being recognized as the #1 public undergraduate institution in the United States.

-Help the university acquire and use resources (personal and non-personal) wisely.

-