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Vision Statement Research

Strategic Planning Development Team

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Research Request: Vision Statements of Urban Serving Universities

Research Task: *Gather, sort and present in various modes the vision statements of the membership of the Coalition of Urban Serving Universities. (SPDT and Wim Wiewel)*

Background: Members of the Strategic Planning Development Team (SPDT) are drafting variations on PSU’s current Vision statement - as well as entirely new versions of the statement - and wish to see some of the Vision statements of Universities most like PSU. As past chair of the Coalition, President Wiewel felt the USU statements would serve this purpose for two reasons: 1) all USU members have an urban mission; and 2) many of the members of PSU’s official peer group are USU Members.

This report is separated into 5 sections:

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2. PSU Peers - p.2
3. USU Vision Statements - p.2-10
4. Word Clouds - p. 11-12
5. Recommendations for Vision Statement Writers - p.12-13

1. USU Members:

- | | |
|--|---|
| Arizona State University | The Ohio State University |
| Boise State University | The State University of New York System |
| California State University, East Bay | University at Albany |
| California State University, Fresno | University of Akron |
| California State University, Fullerton | University of Central Florida |
| California State University, Long Beach | University of Cincinnati |
| California State University, Los Angeles | University of Colorado-Denver |
| California State University, Northridge | University of Houston |
| Cleveland State University | University of Illinois at Chicago |
| Florida International University | University of Louisville |
| Georgia State University | University of Massachusetts Boston |
| Indiana University-Purdue University | University of Memphis |
| Indianapolis | University of Minnesota |
| Morgan State University | University of Missouri-Kansas City |
| Portland State University | University of New Mexico |
| San Francisco State University | University of North Carolina at Charlotte |
| San Jose State University | University of Washington, Tacoma |
| Stony Brook University | University of Wisconsin-Milwaukee |
| SUNY Downstate Medical Center | Virginia Commonwealth University |
| Temple University | Wayne State University |

2. **PSU Peers:**¹

George Mason University
Indiana University-Purdue University
San Diego State University
University of Illinois at Chicago
University of Memphis

University of Texas Arlington
University of Toledo
University of Wisconsin-Milwaukee
Western Michigan University

3. **USU Vision Statements**

Please note: Although all of the USU institutions have a campus-wide **Mission** statement, several have college or school **Vision** statements that do not necessarily apply to the full campus. When I have not been able to find a campus-wide Vision statement on the institution's websites, I have highlighted this.

- **Portland State University**

Vision: Our vision is to be an internationally recognized urban university known for excellence in student learning, innovative research, and community engagement that contributes to the economic vitality, environmental sustainability, and quality of life in the Portland region and beyond.

Source: <http://www.pdx.edu/portland-state-university-mission>

- **Arizona State University**

Vision: Breaking the mold, ASU has become a place where local solutions have global impact.

Source: <http://commguide.asu.edu/brand/vision>

- **Boise State University**

Vision: Boise State University aspires to be a research university known for the finest undergraduate education in the region, and outstanding research and graduate programs. With its exceptional faculty, staff and student body, and its location in the heart of a thriving metropolitan area, the university will be viewed as an engine that drives the Idaho economy, providing significant return on public investment.

¹Source: Weeks, S. F., Puckett, D., & Daron, R. (2000). Developing peer groups for the Oregon University System: From politics to analysis (and back). *Research in Higher Education*, 41, 1–20.

Source: <http://academics.boisestate.edu/strategic-plan/vision-for-strategic-plan-2012-2017/>

- **California State University, East Bay** No Vision Statement

- **California State University, Fresno**

Vision: California State University, Fresno will become nationally recognized for education that transforms students and improves the quality of life in the region and beyond; for leadership that drives economic, infrastructure, and human development; and for institutional responsiveness that fosters creativity, generates opportunity for all, and thrives on change. Drawing from the rich human diversity of experiences, values, world views, and cultures that make up the fabric of the Central Valley, we will power the New California through the 21st century.

Source: <http://www.fresnostate.edu/president/mission/>

- **California State University, Fullerton** No Vision Statement

- **California State University, Long Beach**

Vision: California State University Long Beach envisions changing lives by expanding educational opportunities, championing creativity, and preparing leaders for a changing world.

Source: <http://www.csulb.edu/about/>

- **California State University, Los Angeles** No Vision Statement

- **California State University, Northridge**

Vision: California State University, Northridge is inspired by the belief that our commitment to educational opportunity, inclusion and excellence will extend the promise of America to succeeding generations. Our graduates will be the vanguard of leaders—committed to sustaining a democracy in which diverse people share in the rights and responsibilities of citizenship, proficient in applying technology to wise purposes, and dedicated to securing a humane world community and sustaining the bounty of the Earth.

Source: <http://www.csun.edu/academic-affairs/mission>

- **Cleveland State University**

Vision: We will be recognized as a student-focused center of scholarly excellence that provides an accessible, engaged, and exceptional education to all. We will be a place of opportunity for those who seek truth, strive toward excellence, and seek a better life for themselves and for their fellow citizens. As a leader in innovative collaboration — both internally and externally — with business, industry, government, educational institutions, and the community, the University will be a critical force in the region's economic development. We will be at the forefront of moral, ethical, social, artistic, and economic leadership for the future and embrace the vitality that comes with risk. We will be the strongest public university in the region and be known for our scholarship and diversity in service to students and to our community.

Source: <http://www.csuohio.edu/cte/mission-statement-vision-statement-engaged-learning-cleveland-state-universitys-mission-faculty>

- **Florida International University**

Vision: Florida International University will be a leading urban public research university focused on student learning, innovation, and collaboration.

Source: <http://www.fiu.edu/about-us/vision-mission/index.html>

- **Georgia State University**

Vision: To maximize student potential through experiential and traditional learning to create productive citizens and leaders capable of contributing to society, leading to local and national recognition.

Source: http://spidey1dev.gsu.edu/trio/vision_statement.htm

- **Indiana University-Purdue University Indianapolis**

Vision: To be a leading urban research institution recognized for the success of its students, its advances in health and life sciences, and its intellectual, economic, and cultural contributions to the well-being of the citizens of Indianapolis, the state of Indiana, and beyond.

Source: <http://www.iupui.edu/about/vision-mission.html>

- **Morgan State University**

Vision: Morgan State University is the premier public urban research university in Maryland, known for its excellence in teaching, intensive research, effective public

service and community engagement. Morgan prepares diverse and competitive graduates for success in a global, interdependent society.

Source: http://www.morgan.edu/about_msu/mission_and_vision.html

- **San Francisco State University** No Vision Statement
- **San Jose State University** No Vision Statement
- **Stony Brook University**

Vision: Stony Brook University's unwavering commitment to excellence in research, education and discovery will make us one of the top public research universities in the world. To the end, we commit ourselves to the following vision...

We will:

- Educated students and support faculty and researcher who will lead positive change at home and around the globe for generations to come.
- Become a first-choice destination for students, researchers, thought leaders and the global community seeking a supportive environment for teaching, learning, research, scholarship and creative work.
- Build a university that welcomes and cultivates diversity, talent, ambition and accomplishment.
- Enhance our role as the main engine for regional economic development.
- Become one of the top public research universities in the United States.
- Make a positive difference in people's lives.

Source: http://www.stonybrook.edu/pres/strategic_plan/index.html

- **SUNY Downstate Medical Center**

Vision: SUNY Downstate will be nationally recognized for improving people's lives by providing excellent education for healthcare professionals, advancing research in biomedical science, health care and public health, and delivering the highest quality, patient-centered care.

Source: <http://www.downstate.edu/about/mission.html>

- **Temple University** No Vision Statement
- **The Ohio State University**

Vision: The Ohio State University will be the world's preeminent public comprehensive university, solving problems of world-wide significance.

Source: <http://oaa.osu.edu/vision-mission-values-goals.html>

- The State University of New York System No Vision Statement
- University at Albany No Vision Statement
- University of Akron

Vision: To set a new standard for public research universities in adding economic value and enriching lives.

Source: <http://www.uakron.edu/dotAsset/f9ee5a99-013c-4069-a146-2e12e92a5fc9.pdf>

- University of Central Florida

Vision: UCF has embarked on a bold venture to become a new kind of university that provides leadership and service to the Central Florida city-state. While sustaining bedrock capabilities in the future, the university will purposely pursue new strengths by leveraging innovative partnerships, effective interdisciplinarity, and a culture of sustainability highlighted by a steadfast commitment to inclusiveness, excellence, and opportunity for all.

Source: <http://www.ucf.edu/strategic-planning/strategic-plan-key-elements/>

- University of Cincinnati

Vision: We commit to the University of Cincinnati becoming a first-choice destination for students, patients, faculty and staff. Excellence pervades our research, learning, campus, collaborations, opportunities, athletics, support, health care and diversity. We stand ready to accomplish a transformation that achieves prominence. We will measure our success against the elite set of peers represented by the Association of American Universities and The Top American Research Universities. We will prioritize and target our resources on those areas in which we excel.

Source: <http://www.uc.edu/content/dam/uc/president/media/StrategicPlan2010.pdf>

- University of Colorado-Denver

Vision: By 2020, University of Colorado Denver will be a leading public university with a global reputation for excellence in learning, research and creativity, community engagement and clinical care.

Source: <http://www.ucdenver.edu/about/WhoWeAre/about/Pages/mission.aspx>

- **University of Houston**

Vision: UH will become a nationally competitive public research university as measured by the Top American Public Research University and/or Carnegie Foundation for the Advancement of Teaching. UH will have a student profile consistent with a nationally competitive public research university by creating an environment in which student success can be ensured. UH will commit to fulfilling regional and state workforce needs while becoming the primary engine of social, economic, and intellectual development. UH will provide a comprehensive educational experience to its students and within this context, it will seek to build the strongest athletic program possible. UH will be known for its accomplishments locally and nationally. UH will build a resource base that enables it to accomplish its mission and realize its vision.

Source: <http://www.uh.edu/president/vision-priorities/>

- **University of Illinois at Chicago** No Vision Statement

- **University of Louisville** No Vision Statement

- **University of Massachusetts Boston**

Vision: The University of Massachusetts Boston is evolving rapidly. The worlds of teaching, research, and service; the many communities our university serves; and the university itself all face different challenges than they did when the university was created. As Boston's only public university, while we honor our origins as a teaching institution and our tradition of public service, we must also move forward as the increasingly sophisticated research university that we are and continue to become. In fulfilling complementary roles as an educator of people of all ages and an economic and cultural engine for the Commonwealth, we will expand our teaching and learning activities to prepare students to succeed in a transnational world. We will graduate greater numbers of alumni to meet the demand for a well-educated workforce, and the need for independent, creative, and compassionate citizens and leaders who will shape the quality of individual and social life. Serving our students well will require us to pursue deeply engaged research, teaching, and service; to internationalize our reach and our campus life itself; to build safe, modern, and technologically advanced academic and student-life facilities; and to meet or exceed the best-practice student-success standards of our peer universities. Consistent with our traditions, we will maintain a strong commitment to educating modest-income and first-generation students from urban areas, and to promoting the best interests of the City of Boston, the Commonwealth of Massachusetts, the nation, and the world. We will conduct research that has both local and global reach, that creates new

knowledge in all major areas of human concern, and that helps our students acquire the refined and complex knowledge, values, and skills of inquiry that the highest levels of research foster and the globalized world requires. Our scholars will conduct funded and unfunded research and scholarship across a broad range of intra-and interdisciplinary areas. We will join the ranks of institutions designated by the Carnegie Foundation as “Research University/High,” having achieved the requisite increases in enrollments, program offerings, advanced degrees granted, research support, and scholarly productivity.

Source: http://www.umb.edu/the_university/vision

- **University of Memphis**

Vision: The University of Memphis will be recognized as one of America's great metropolitan research universities, noted for its comprehensive, innovative academic programs and for capitalizing on its urban setting and region to address the challenges of our global society.

Source: <http://www.memphis.edu/stratplan/>

- **University of Minnesota** No Vision Statement

- **University of Missouri-Kansas City**

Vision: UMKC will become a model urban research university characterized by signature graduate and professional programs, a dynamic undergraduate population, a highly diverse faculty, staff and student body, and active engagement with its city and region.

Source: <http://www.umkc.edu/chancellor/mission-vision.cfm>

- **University of New Mexico**

Vision: UNM’s vision describes the future state to which we, as an institution, aspire. Our aim is for this to be a vision that is “alive,” serving to inform and align all of our goals, activities, decisions, and resources, as well as inspiring and encouraging initiative, innovation, and collaboration.

The greatest opportunity for excellence at UNM is to produce from the unique mix of New Mexico’s diverse population the workforce, leaders, health care providers and scholars that will contribute to the social and economic vitality of our state, region and nation. We aspire to a future in which we are known for:

Strength through Diversity

We lift up our cultural and ethnic diversity as the unique strategic advantage it is, providing the environment in which our students learn with one another to generate

new knowledge that helps the world's people leverage and celebrate the value of difference.

Student Success through Collaboration

We are seen as committed partners with those whose mission it is to educate New Mexico's citizens, helping to assure that each individual has the opportunity and resources to develop the confidence and skills that open the door to higher learning.

Vital Academic Climate

We are known for our dynamic, interactive, and passionate academic climate, punctuated by the virtue of academic freedom that is a hallmark of all the world's great universities.

Excellence through Relevance

We are seen as the university of choice for the brightest students, offering nationally-recognized programs at the undergraduate, graduate, and professional levels that will remain relevant throughout the 21st century and beyond.

Research for a Better World

We utilize the geography of our southwestern landscape and culture, as well as our expansive international connections, as important platforms for research that lead to economic development and improved quality of life; from sources of sustainable energy to cures for disease; from state-of-the-art digital and film technologies to nano-technologies.

Health and Wellness Leadership

We are an unmatched health and wellness resource in New Mexico, ensuring access to all, providing state-of-the-art facilities and care, and engaging in research that leads to new ways to preserve wellness, as well as treat and cure disease.

International Engagement

We recognize and maximize the value of our location in the United States and the western hemisphere and are seen as a hub for international initiatives that touch all parts of the globe.

Source: <http://catalog.unm.edu/catalogs/2012-2013/general-information.html>

- **University of North Carolina at Charlotte**

Vision: In fulfilling our mission, we envision a University that promises:

- An accessible and affordable quality education that equips students with intellectual and professional skills, ethical principles, and an international perspective.
- A strong foundation in liberal arts and opportunities for experiential education to enhance students' personal and professional growth.
- A robust intellectual environment that values social and cultural diversity, free expression, collegiality, integrity, and mutual respect.
- A safe, diverse, team-oriented, ethically responsible, and respectful workplace environment that develops the professional capacities of our faculty and staff.

To achieve a leadership position in higher education, we will:

- Rigorously assess our progress toward our institutional, academic, and administrative plans using benchmarks appropriate to the goals articulated by our programs and in our plans.
- Serve as faithful stewards of the public and private resources entrusted to us and provide effective and efficient administrative services that exceed the expectations of our diverse constituencies.
- Create meaningful collaborations among university, business, and community leaders to address issues and opportunities of the region.
- Develop an infrastructure that makes learning accessible to those on campus and in our community and supports the scholarly activities of the faculty.
- Pursue opportunities to enhance personal wellness through artistic, athletic, or recreational activities.
- Operate an attractive, environmentally responsible and sustainable campus integrated with the retail and residential

Source: <http://chancellor.uncc.edu/university-mission-statement>

- **University of Washington, Tacoma** No Vision Statement
- **University of Wisconsin-Milwaukee**

Vision: We will be a top-tier research university that is the best place to learn and work for students, faculty and staff, and that is a leading driver for sustainable prosperity. We will accomplish this through a commitment to excellence, powerful ideas, community and global engagement, and collaborative partnerships.

Source: <http://www4.uwm.edu/discover/mission.cfm>

- **Virginia Commonwealth University**

Vision: VCU will be a premier urban, public research university distinguished by its commitment to:

- The intellectual and academic success of a diverse student body
- Research and discovery that advances knowledge, inspires creativity and improves human health
- The global engagement of students, faculty and staff that transforms lives and communities

Source: <http://www.quest.vcu.edu/about/mission/>

- **Wayne State University**

Vision: Wayne State University's vision is to become the model public research

- **University of Colorado-Denver**

Vision: By 2020, University of Colorado Denver will be a leading public university with a global reputation for excellence in learning, research and creativity, community engagement and clinical care.

Source: <http://www.ucdenver.edu/about/WhoWeAre/about/Pages/mission.aspx>

- **California State University, Northridge**

Vision: California State University, Northridge is inspired by the belief that our commitment to educational opportunity, inclusion and excellence will extend the promise of America to succeeding generations. Our graduates will be the vanguard of leaders—committed to sustaining a democracy in which diverse people share in the rights and responsibilities of citizenship, proficient in applying technology to wise purposes, and dedicated to securing a humane world community and sustaining the bounty of the Earth.

Source: <http://www.csun.edu/academic-affairs/mission>