WORKSHOP: FULFILLING MAHARISHI’S FOUNDING GOALS: CREATING A STRATEGIC VISION

The purpose of this workshop is to explore our strategic vision to fulfill Maharishi’s founding goals for the University in this generation.

This will begin a process to update our mission documents for approval by the Board of Trustees at the May 2012 meeting.

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Historically, the fundamental role of Boards of Trustees of private universities and educational institutions is to define the mission and purposes of the university and to ensure that the administration and faculty conduct the business of the university in light of that mission and purposes.

This governance function comprises three principle elements:

1. **strategic** – defining the mission, vision, values and goals of the university, and working with administration and faculty to develop optimal strategies to achieve those goals;

2. **custodial** – the fiduciary responsibility to ensure that physical and financial resources are properly employed and safeguarded;

3. **evaluative** – monitoring and evaluating the performance of the university in fulfilling its mission and objectives, and exercising operational oversight.  

The university administration is responsible for managing the university and conducting its daily operations. At MUM, the Faculty of the University have responsibilities in the field of knowledge that are unique among educational institutions, as custodians of Maharishi Vedic Science and Technology and its application in all fields of life.

In this Workshop, we will focus on the strategic element described above, and its two components: (a) defining the mission, vision, values and goals of the University, and (b) developing the strategy to fulfill those goals.

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1 Thanks to Dr. Scott Herriott for his draft paper, “Governance of the University”, the ideas in which contribute substantially to the principles in the above paragraphs.
DEFINING THE MISSION

As Trustees, we have the great fortune that the Founder of the University, Maharishi, has, in his myriad publications, recorded meetings and other conversations, defined the mission of the University for us, both in succinct and elaborated statements.

One of the classic definitions of the University’s purposes is contained in Maharishi’s Founding Goals:

1. To develop the full potential of the individual
2. To realize the highest ideal of education
3. To improve governmental achievements
4. To solve the age-old problem of crime and all behavior that brings unhappiness to our world family
5. To bring fulfillment to the economic aspirations of individuals and society
6. To maximize the intelligent use of the environment
7. To achieve the spiritual goals of humanity in this generation

Another phrase Maharishi used to illustrate our unique mission and competence is: “all knowledge in one brain”. This contrasts with the concept of information being spread piecemeal throughout a university campus.

The global nature of MUM’s mission is elaborated, for example, in the original MIU Catalogue, 1974/75, where it is stated, “MIU was formed to fulfill the World Plan”².

Source materials

There are many sources, as President Morris reminded us, in which Maharishi has expressed the vision and purposes of the University. As a few examples, these include:

- all of Maharishi’s writings on Consciousness-Based education, including the books Maharishi University of Management and Celebrating Perfection in Education

o all of Maharishi’s talks to the Faculty and to the University community from 1975 on (they are in the tape library), and his comments in the press conferences

o all of the principles for Consciousness-Based education that Maharishi gave to Dr. Susie and Raja Michael Dillbeck, and to others, and that have been used through the years at MUM in Faculty development

o all of Maharishi’s charts, such as the Unified Field Charts, Richo Akshare charts, and Damru chart

o various public conferences and symposia in which Maharishi spoke.

**Revised Statements of Mission, Vision and Core Values**

The Association of Governing Boards proposes that a fundamental responsibility of university boards is to approve the mission and purpose of the institution, and periodically, to reexamine and reshape that mission as needs and conditions indicate.3

In this light, in its most recent report, the Higher Learning Commission advised that the MUM Board of Trustees needs to review and approve a final version of revised mission documents, then to be disseminated to our various constituencies.

In the latter part of this workshop, we will review our existing mission documents, and discuss proposed revisions. After further review by a small working group, the revised mission documents will be proposed for approval by the full Board at its May meeting.

**STRATEGIES TO FULFILL THE MISSION OF THE UNIVERSITY**

The Association of Governing Boards states:

> The board broadly defines the educational mission of the institution, determines generally the types of academic programs the institution shall offer to students, and is ultimately accountable for the quality of the learning experience.4

3 AGB Statement of Board Accountability, 2007, pp. 2 and 10.

Maharishi gave his guidance to the President and Trustees of the University through its formative years. Yet, in order to fulfill the mission of the University, much remains to be achieved. It is a Board function to “oversee and participate in periodic strategic planning and monitor progress on its outcomes”\(^5\).

**In considering strategies to fulfill the universal scope of the University’s mission, we need to develop a long-term vision of what our University will look like when it has fully developed the programs, services, infrastructure, and institutions necessary to fulfill Maharishi’s founding vision.**

In the short time of this workshop, we will participate in exploring the questions that will help elucidate our goals for the next 25 years — the coming generation.

1. **What type of education shall we offer?** purely Vedic Science? a total focus on culturing enlightenment in the students (in everything from curriculum to daily routine)? Professional training? some balance among these, reflecting Maharishi’s total vision for the University?

**OTHER UNIVERSITIES**

It may be helpful to outline briefly for the Trustees other universities Maharishi inaugurated. He founded many, some of which lasted a few years, but these were not full educational institutions, and have not continued.

Those that still exist include MERU in Switzerland, which historically has awarded degrees to Governors, based on Movement courses and teaching in the field, but doesn’t separately enroll students in classes. Maharishi University of Enlightenment, the ladies’ institution, currently is a college of MUM. Maharishi College of Vedic Medicine offers online courses, developed in consort with MUM. Other universities in various countries still exist, but are not active, including Maharishi Central University in the US, with Raja Hagelin as President.\(^6\)

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\(^5\) ibid, p. 10.

\(^6\) The planned curriculum of Maharishi Central University is similar to that of Invincible [nation] University, including a survey of total knowledge in 12 “Faculties”. 
Of course there are the highly successful universities and institutes in India, which are active and thriving, and which include plans for a fully Vedic University. And there do exist a small number of universities in other countries employing Consciousness-Based education, for example in Thailand.

MAHARISHI INVINCIBLE [NATION] UNIVERSITY

One important class of university that Maharishi founded is called “Invincible [nation] University” (for example, Maharishi Invincible Australia University).

A detailed curriculum for this university was developed according to Maharishi’s specific guidelines, based on many meetings he had from 2005 to 2008 with a group of educators who work with the International Foundation of Consciousness-Based Education.

The purpose of this curriculum is to focus for the 3-year BA (everyone taking the same courses) on culturing enlightenment in the students — the curriculum design, content, teaching methods, routine — all focused on accelerating development of an enlightened physiology and consciousness. In contrast, MUM also includes professional training.

The INU curriculum was designed with the concept of enlivening total knowledge in the student as comfortably and swiftly as possible — through the Technology of Consciousness, through the curriculum design, through the course content, through the teaching methods, and through the daily routine. On the basis of the rapid growth toward their full creative potential, Maharishi said, the students would succeed most easily in any chosen profession. The MA and PhD levels are designed with specializations.

Maharishi’s last message to this group as a whole, on 12 January 2008, was to “go ahead — set it up everywhere.” The curriculum is outlined in detail, and international faculty are starting to develop the main lectures for video recording, with local on-site faculty to be present where courses are taught.7

Other questions for us to consider:

7 Thanks to Dr. Susie Dillbeck for information on Invincible [nation] University and other Universities founded by Maharishi.
2. What public shall we serve? Who will be our students? What program levels shall we offer? How do we best serve them and their aspirations?

3. What is the role of MUM within our global movement? What responsibilities do we have internationally for implementing Consciousness-Based higher education? How should we plan for institutionalizing this responsibility?

4. What academic faculties or colleges ideally can we establish to serve our mission?

Note: The 12 Faculties of Maharishi Central University are:

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<thead>
<tr>
<th>• Law</th>
<th>• Trade and Commerce</th>
<th>• Communication</th>
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<td>• Education</td>
<td>• Administration</td>
<td>• Science and Technology</td>
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<tr>
<td>• Health</td>
<td>• Architecture and Engineering</td>
<td>• Religion and Culture</td>
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<tr>
<td>• Agriculture</td>
<td>• Defense</td>
<td>• Politics and Economy</td>
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Also see the attached chart, one of 12 designed under Maharishi’s guidance, on the Faculty of Education.

5. How do we provide for faculty research, research institutes, and faculty publication in an ideal University?

6. What is the function of the Fairfield campus within our larger mission? How should we plan on developing and expanding the campus over the next 25 years? What additional campuses would we establish in an ideal institution?

7. What ancillary programs should the University sponsor as essential elements of fulfilling our mission (examples: Invincible America Assembly, support for the Maharishi Vedic Pandits, programs in collaboration with the US Transcendental Meditation movement, etc.)?
Appendices – on the following pages

1. An early draft of one of a series of charts developed under Maharishi’s guidance, illustrating the 12 Faculties of Maharishi Central University: “Faculty of Education”

Curriculum of
MAHARISHI CENTRAL UNIVERSITY
at a glance
OFFERING TOTAL KNOWLEDGE TO EVERY STUDENT

2. Faculty of Education

Education is the science and art of unfolding values hidden from view. The ideal of education is to unfold Total Knowledge for every student, so that nothing remains hidden from view. All knowledge has its holistic basis in the unmanifest transcendental field of life, at the basis of everything and everyone. The field of Total Knowledge, the supreme field of education, is located in the field of the science and technology of Total Natural Law, the Unified Field of All the Laws of Nature.

Therefore, the Congress of European Nations resolves to immediately create schools, colleges, and universities to deliver to every student an education that provides Total Knowledge and promotes total brain functioning—Enlightenment—full human potential, with the ability to know anything and achieve anything. This will bring invincibility to every nation, and will create an example for all other educational institutions in the country.

Vedic Expression of Total Knowledge to Every Student

This level of intelligence open to the awareness of some people in every country will produce the basis of all possibilities—silence and dynamism together enlivened in their collective national consciousness. A few citizens in every country opening this level of intelligence to their consciousness will have the spontaneous experience of the silent level of their personal and national consciousness—and will produce total awakening on the level of their consciousness with the total spontaneous ability to handle all phases of diversity from the quiet level of unity—the quiet level of infinite creativity in the self-referred silent level of consciousness. This we uphold as the blessings of Guru Dev, the Teacher of all teachers.

We have been teaching this program of Transcendental Meditation in our countries and we have had glimpses of these experiences at times. Therefore, convinced by this program's ability to create a permanent state of positivity, coherence and integration in national consciousness, we resolve to devote our time in spreading this Technique amongst the citizens of our country; and to create organizations to teach the nature of consciousness to as large numbers as possible. Today, in this assembly of 24 national leaders of European countries and ten other national leaders who are present here in the European assembly, we resolve to practically establish the program of this resolution in our countries.

The Vedic science of total reality establishes the ultimate principle of totality everywhere: ‘Adi rantyena sabeta’

If the same thing is found at the beginning and at the end, then know that everything in the middle is also the same—if the same thing is what is there in the beginning and the end, then know that between beginning and end everything is the same.

This establishes oneness in the multifarious division of space and time—Unified Field in terms of modern language, and Brahm Consciousness in terms of Vedic terminology.

This is the Beginning and the End of Total Knowledge, Transcendental Consciousness, the Seat of Unity, the Origin of Diversity. Here is the Field of Invincibility—All Possibilities.
The achievements of Maharishi International University during the past twenty years since the University came to Fairfield, Iowa, have inspired the Trustees, President, faculty, staff, and students to aspire for even higher goals and to bring the founding goals of the University to fulfillment. These goals were formulated by Maharishi with founding President, Dr. Keith Wallace, and also with founding Executive Vice President Nat Goldhaber—who had the original idea to form a university based on the Science of Creative Intelligence. Everyone at Maharishi International University honors these pioneers who were there at Maharishi’s founding of this University and helped create the basis for the University’s high aspirations. With the continuing inspiration of its founder and of these pioneers, MIU will achieve its high ideals.

The University’s goals for the future include the following:

- **Expansion**—Grow to a university population of 7,000 faculty, staff, and students including part-time students in the community.

- **Creating Coherence**—Establish with this number a coherence-creating group which can bring an influence of positivity and harmony to the entire world. (See Section III.)

- **Student and Alumni Achievements**—Educate thousands of students to be enlightened individuals and leaders of society, excelling in their professions and bringing progress, prosperity, and happiness to their families and to their nations.

- **Curriculum Development**—Expand and enrich the curriculum in all disciplines to continue to provide the most profound and recent knowledge in all fields to the students of MIU and Maharishi School.

- **Research**—Expand all areas of research to develop new knowledge of the laws of nature, and encourage the wide publication and dissemination of this knowledge through journals, books, and conferences and its application for the betterment of life through programs in education, preventive health care, rehabilitation, management, government, environmental design, the arts, and all areas of human activity.

- **Grants and Contracts**—Increase substantially the number of grants and contracts to provide funding for further research and implementation of consciousness-based programs in education.

- **Library and Computer Services**—Create a campus-wide state-of-the-art computer system centered in the MIU Library that can provide any student or faculty member with access to an ocean of knowledge through information and communication services, including data base reference...
and computer networks, and that can also provide global video teleconferencing capability to any classroom—opening all possibilities of knowledge to every student.

- **Development**—Increase the MIU Endowment to $100,000,000 to support continued growth in all areas of the University, including student scholarships, research, and campus maintenance.

- **Campus and Research Facilities**—Create through the Ideal Campus Campaign the ideal university campus designed according to the principles of Maharishi Sthapatya Veda, the science of establishment in accord with natural law. Renovations and new construction will include the following:
  - Dormitories and classrooms for 5,000 students
  - Dr. Keene Dimick Science Building to house advanced research laboratories
  - Super Domes for group practice of Maharishi's Transcendental Meditation and TM-Sidhi programs to create coherence in collective consciousness
  - Maharishi Upper School Buildings
  - Center for Performing and Fine Arts.

- **Maharishi School of the Age of Enlightenment**—Support the continued success of Maharishi School to educate thousands of young students to excel academically and in athletic honors, combined with development of consciousness—to be pioneers of a new generation of enlightened youth creating an ideal society and perpetuating a world of peace, progress, and prosperity.

- **MIU in the Community**—Continue to attract creative and dynamic entrepreneurs to the business community and inspire the development of Maharishi Center for Perfect Health and World Peace into the premier natural health center in the world.

- **Institute of Science, Technology and Public Policy**—Support the activities of the Institute of Science, Technology and Public Policy to provide proven solutions to problems in society and create automation in administration—government that is capable of preventing problems before they arise.

- **International Institutions**—Inspire the founding of Maharishi International University and Maharishi School affiliates throughout the world to bring life in accord with natural law in every nation; and provide these institutions with faculty training and curriculum support, by producing the University and School curriculum in textbooks and video courses which can be distributed worldwide.
The University’s Mission Documents

The Higher Learning Commission recommends that an institution’s board of trustees periodically review and update the institution’s mission documents.

*Mission documents* usually include at least a mission statement, often a set of core values, and sometimes a vision statement (though some institutions have none of these).

Maharishi University of Management has a mission statement and a set of course values. We do not have a vision statement at the moment.

This documents contains:

- The University’s founding seven goals
- Our currently published mission statement and a proposed (somewhat streamlined) mission statement
- Our currently published core values and a proposed streamlined version
- A suggestion for core values from Raja Stanley
- Examples of mission documents from several other schools
- Standard definitions of vision and mission statements as well as values and strategy

The Board of Trustees needs to

- Review these documents
- Help determine a process for finalizing them (including deciding whether we would like to have a vision statement and if so what it would be).
MAHARISHI UNIVERSITY OF MANAGEMENT

Founding Goals

1) To develop the full potential of the individual
2) To realize the highest ideal of education
3) To improve governmental achievements
4) To solve the age-old problem of crime and all behavior that brings unhappiness to our world family
5) To bring fulfillment to the economic aspirations of individuals and society
6) To maximize the intelligent use of the environment
7) To achieve the spiritual goals of humanity in this generation
MISSION STATEMENT

CURRENT PUBLISHED MISSION STATEMENT [255 words]

Maharishi University of Management was founded in 1971 by Maharishi Mahesh Yogi to fulfill the highest ideals of education. Foremost among these ideals is developing the full potential of consciousness in every student — to help students develop the ability to think and act in accord with the laws of nature and to live fulfilled and successful lives. This fulfills the long-sought goal of education: to produce fully developed individuals, citizens who can fulfill their own aspirations while promoting all good in society.

We have pioneered a unique system of higher education, Consciousness-Based education, that systematically cultures students’ full creative intelligence, the basis of learning. Consciousness-Based education gives traditional academic study the foundation of complete knowledge of consciousness coupled with simple, natural, scientifically validated technologies for developing consciousness.

These technologies are the Transcendental Meditation and TM-Sidhi programs, including Yogic Flying. This integrated approach develops students’ ability to manage their lives successfully, to grow steadily in health, happiness, and wisdom, and to achieve professional success and personal fulfillment.

Our unique educational programs fulfill a commitment to four broad areas of responsibility:

- **Holistic development of students** — cultivation of consciousness, mind, body, and behavior
- **Academic excellence** — training at the forefront of knowledge in each discipline and in the ability to think critically and act effectively and ethically
- **Scholarship** that expands the domains of knowledge, expressed in all four areas of scholarship — discovery, teaching and learning, integration, and application
- **Improved quality of life** for the individual, the community, the nation, and the world
MISSION DOCUMENTS 2012

SOMEWHAT STREAMLINED MISSION STATEMENT [189 words]
Maharishi University of Management was founded in 1971 by Maharishi Mahesh Yogi to fulfill the highest ideals of education — to culture the full creative intelligence of every student, so that students grow in higher states of consciousness and lead happy, healthy, and successful lives while promoting all good in society.

Maharishi University of Management places development of consciousness — direct development of the knower — at the foundation of education. This is accomplished through simple, natural, scientifically validated technologies for developing consciousness — the Transcendental Meditation and TM-Sidhi programs, including Yogic Flying. On this foundation the University offers both traditional and innovative academic programs at the bachelors, masters, and doctoral level. This is Consciousness-Based education.

Our unique educational programs fulfill a commitment to four broad areas of responsibility:

- **Holistic development of students** — cultivating consciousness, mind, body, and behavior
- **Academic excellence** — training at the forefront of knowledge in each discipline and in the ability to think critically and act effectively and ethically
- **Scholarship** — expanding the domains of knowledge
- **Improved quality of life** — for the individual, the community, the nation, and the world
Core Values

CURRENT PUBLISHED CORE VALUES
These shared values characterize our campus culture and guide University decision-making:

1) **Development of consciousness** — *Water the root to enjoy the fruit.* We use Maharishi’s techniques, including Transcendental Meditation, to develop the full potential of our consciousness and create peace in ourselves and the world. Group practice of these techniques is most powerful.

2) **Consciousness-Based education** — *Enjoy 200% of life: 100% of the outer, material value and 100% of the inner, spiritual value.* This is our specialty, our unique contribution to education. Consciousness-Based education develops students from within and promotes holistic growth.

3) **Engaged learning** — *Knowledge is gained from inside and outside.* We engage students through active learning and rigorous academics, without the stress commonly experienced by university students. We encourage open inquiry by our students, faculty, and administration to culture receptivity and engagement in the process of gaining knowledge.

4) **Continuous improvement** — *The nature of life is to grow.* We are all committed to proactively improving ourselves and our University.

5) **Progressive communication** — *The art of speaking lies in truthful speech which is always uplifting, never harmful.* We value honest, respectful, and non-judgmental communication.

6) **Generosity of spirit** — *Giving is the basis of receiving.* We cultivate trust, kindness, and generosity to promote growth in ourselves and our community.

7) **Honoring diversity** — *The world is my family.* We honor cultural diversity as well as diverse backgrounds and viewpoints. We welcome everyone’s contributions.
8) **Campus in harmony with natural law** — *Maximize the intelligent use the environment.* We are committed to creating a campus in accord with Natural Law — a new model of sustainability.

9) **Health and happiness** — *The purpose of life is the expansion of happiness.* We value a campus culture that promotes balance, health, enjoyment, and a spirit of fun.

**STREAMLINED CORE VALUES**

These shared values characterize our campus culture and guide University decision-making:

1. **Development of consciousness** — We are committed to developing our full potential — intellectual, emotional, physical, and spiritual — through the Transcendental Meditation and TM-Sidhi programs, including Yogic Flying. Development of consciousness is the foundation of Consciousness-Based education and of success in all aspects of life.

2. **Academic excellence** — We promote engaged learning and intellectual inquiry and growth, within a framework that connects the parts of knowledge to the wholeness of knowledge and the wholeness of knowledge to the Self — so that students never feel lost.

3. **Health and happiness** — We value a campus culture that promotes health and well-being, safety, enjoyment, positivity, and a spirit of fun.

4. **Sustainability** — We are committed to creating a campus in harmony with natural law and a new model of sustainability that includes inner as well as outer sustainability. [Vastu?]

5. **Unity within diversity** — We celebrate a rich diversity of cultures, backgrounds, and values in our students, faculty, and staff, unified by the shared experience of the field of pure consciousness underlying all of life.

6. **Community** — We value kindness, respect, honesty, friendliness, and mutual support — byproducts of growth of consciousness.
7  **Excellence** — We are committed to achieving excellence in all aspects of University life through continuous improvement

8  **World peace** — We are dedicated to creating national invincibility and world peace through the group practice of the Transcendental Meditation and TM-Sidhi programs, including Yogic Flying.

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**FROM RAJA STANLEY**

**Core Values**

To share with you for the fun of it, I was thinking of our values, and started, totally impromptu, with the core principles of Consciousness-Based Education.

We value:

1)  development of consciousness
2)  academic excellence [in course and program content]
3)  integration of knowledge, relating all points of knowledge to the whole
4)  highly effective teaching and learning, utilizing Maharishi’s methods and principles of instruction
5)  routine and environment conducive to growth of consciousness and learning

. . . **which cover teaching, now to cover research and service:**

6)  scholarship and research
7)  freedom of inquiry, and academic freedom
8)  service to our world family, both at our main campus [IA Assembly] and around the globe [international programs]

*and what else?*

9)  the diversity of all knowledge
10)  the unity of all diversity.

. . . **a nice number, also a bit of correspondence to 8 prakritis, aparaprakriti and paraprakriti.**
MISSION DOCUMENTS 2012

EXAMPLES FROM OTHER SCHOOLS

RIPON COLLEGE (Wisconsin)

Mission statement
Ripon College prepares students of diverse interests for lives of productive, socially responsible citizenship. Our liberal arts curriculum and residential campus create an intimate learning community in which students experience a richly personalized education.

Vision statement
Ripon envisions itself as a venerable, prosperous, and widely respected liberal arts college that is proud of its history and confident about its future.

An intense engagement with and concern for the academic, artistic, and personal development of students have defined Ripon since its founding on the Wisconsin frontier and will always be enduring characteristics of the college.

Vigorous and healthy growth will place Ripon in a distinctive class of intentionally sized, intellectually vibrant, and civic-minded colleges. Ripon will attract students, faculty and staff of excellent character, great potential and high quality, and the college will be increasingly appealing to its alumni. Ripon will interact conscientiously with the local community and will extend its reach to the nation and the world at large.

Ripon College will command broad interest, recognition, support, and respect. A burgeoning spirit of optimism and opportunity, accessibility and possibility will emanate from the college and will inspire it to imagine--and to do--great things.

Core values
We are committed to:
SERIOUS INTELLECTUAL INQUIRY
A standard of academic excellence fosters scholarly and artistic achievement and promotes lifelong learning.

INTEGRITY
Ethical conduct guides the college. Decisions and actions reflect the principles of honesty, fairness, candor, respect, responsibility, trust, inclusiveness, and openness.

DIVERSE COMMUNITY
Differences of perspective, experience, background, and heritage enrich the college. Relationships are sincere, friendly, welcoming and supportive.

STEWARDSHIP
Ripon College is a responsible steward of its mission, traditions, and resources.

SERVICE
Service within and beyond the campus enables effective governance, encourages community engagement, and creates leadership opportunities.

COLORADO COLLEGE

Mission statement
At Colorado College our goal is to provide the finest liberal arts education in the country. Drawing upon the adventurous spirit of the Rocky Mountain West, we challenge students, one course at a time, to develop those habits of intellect and imagination that will prepare them for learning and leadership throughout their lives.

Core values
As members of the Colorado College community, we share a commitment to

- honor the life of the mind as the central focus of our common endeavor
- value all persons and seek to learn from their diverse experiences and perspectives
- practice intellectual honesty and live with integrity
- serve as stewards of the traditions and resources of Colorado College
• nurture a sense of place and an ethic of environmental sustainability
• encourage engagement and social responsibility at local, national and global levels
• seek excellence, constantly assessing our policies and programs.

GRINNELL COLLEGE

Mission statement
When Grinnell College framed its charter in the Iowa Territory of the United States in 1846, it set forth a mission to educate its students “for the different professions and for the honorable discharge of the duties of life.” The College pursues that mission by educating young men and women in the liberal arts through free inquiry and the open exchange of ideas. As a teaching and learning community, the College holds that knowledge is a good to be pursued both for its own sake and for the intellectual, moral, and physical well-being of individuals and of society at large. The College exists to provide a lively academic community of students and teachers of high scholarly qualifications from diverse social and cultural circumstances. The College aims to graduate women and men who can think clearly, who can speak and write persuasively and even eloquently, who can evaluate critically both their own and others’ ideas, who can acquire new knowledge, and who are prepared in life and work to use their knowledge and their abilities to serve the common good.

Core values

EXCELLENCE IN EDUCATION FOR STUDENTS IN THE LIBERAL ARTS
• varied forms of learning, in and out of the classroom and beyond the campus
• creative and critical thinking stimulated by the free, open exchange of ideas
• education that reflects on its own process
• excellent teaching as the highest priority of the faculty
• active scholarship in traditional and interdisciplinary fields
• need-blind admission of students with strong academic potential
A DIVERSE COMMUNITY

- a wide diversity of people and perspectives
- a residential campus in a setting that promotes close interactions
- personal, egalitarian, and respectful interactions among all members of the college community
- meeting full demonstrated financial-aid need of admitted and continuing students
- support for professional well-being of all whose work contributes to the college

SOCIAL RESPONSIBILITY

- our strong tradition of social responsibility and action
- our strong tradition of self-governance and personal responsibility
- learning from and communicating with the world beyond the campus
- life-long connections that support friendship, work, and learning
- continuing to build institutional strength for educating tomorrow's students
DEFINITIONS

Mission and Vision Statements

The key components of 'strategic planning' include an understanding of the firm's vision, mission, values and strategies. The vision and mission are often captured in a Vision Statement and Mission Statement.

- **Vision**: outlines what the organization wants to be, or how it wants the world in which it operates to be (an “idealized” view of the world). It is a long-term view and concentrates on the future. It can be emotive and is a source of inspiration. For example, a charity working with the poor might have a vision statement which reads “A World without Poverty.”

- **Mission**: Defines the fundamental purpose of an organization or an enterprise, succinctly describing why it exists and what it does to achieve its vision. For example, the charity above might have a mission statement as “providing jobs for the homeless and unemployed.”

- **Values**: Beliefs that are shared among the stakeholders of an organization. Values drive an organization's culture and priorities and provide a framework in which decisions are made. For example, “Knowledge and skills are the keys to success” or “give a man bread and feed him for a day, but teach him to farm and feed him for life.” These example values may set the priorities of self sufficiency over shelter.

- **Strategy**: Strategy, narrowly defined, means “the art of the general.” A combination of the ends (goals) for which the firm is striving and the means (policies) by which it is seeking to get there. A strategy is sometimes called a roadmap which is the path chosen to plow towards the end vision. The most important part of implementing the strategy is ensuring the company is going in the right direction which is towards the end vision.
Organizations sometimes summarize goals and objectives into a **mission statement** and/or a **vision statement**. Others begin with a vision and mission and use them to formulate goals and objectives.

Many people mistake the vision statement for the mission statement, and sometimes one is simply used as a longer term version of the other. However they are meant to be quite different, with the vision being a descriptive picture of future state, and the mission being an action statement for bringing about what is envisioned (ie. the vision is what will be achieved if the company is successful in achieving its mission).

For an organization's vision and mission to be effective, they must become assimilated into the organization's culture. They should also be assessed internally and externally. The internal assessment should focus on how members inside the organization interpret their mission statement. The external assessment — which includes all of the businesses stakeholders — is valuable since it offers a different perspective. These discrepancies between these two assessments can provide insight into their effectiveness.

- **Mission statement** — tells you the fundamental purpose of the organization. It defines the customer and the critical processes. It informs you of the desired level of performance.

- **Vision statement** — outlines what the organization wants to be, or how it wants the world in which it operates to be. It concentrates on the future. It is a source of inspiration. It provides clear decision-making criteria.
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<th>Mission Statement</th>
<th>Vision Statement</th>
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<td><strong>Time:</strong></td>
<td><strong>Function:</strong></td>
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<tr>
<td>A mission statement talks about the organization's present.</td>
<td>It lists the broad goals for which the organization is formed. Its prime function is internal, to define the key measure or measures of the organization's success and its prime audience is the leadership team and stockholders.</td>
</tr>
<tr>
<td>A vision statement talks about the organization's future.</td>
<td>It lists where the organization sees itself some years from now. For employees, it gives direction about how they are expected to behave and inspires them to give their best. It shapes customers' understanding of why they should work with the org.</td>
</tr>
<tr>
<td><strong>About:</strong></td>
<td></td>
</tr>
<tr>
<td>A mission statement talks about HOW the organization will get to where it wants to be. Defines the organization's purpose and primary objectives.</td>
<td>A vision statement outlines where an organization wants to be. Communicates both the purpose and values of the organization</td>
</tr>
</tbody>
</table>