**Developing Mission Statements**

The unit mission statement should define the purpose of the unit within the Institution and sets the foundation for unit goals and outcomes. When developing a mission statement for your unit, consider the following:

* What does the unit do?
* Who does the unit serve?
* What is the unit’s role within the School?
* How does the unit contribute to the student experience?
* How does the unit help the School to achieve its mission?
* How is the unit distinct from other units at CUNY SPH?

Unit mission statements should:

* Align with institutional mission and goals
* Be clear and succinct
* Identify primary functions or activities
* Identify the unit’s distinct role
* Identify stakeholder

**Model of unit Mission Statement:**

The mission of [AES unit] is to [primary purpose] by providing [primary functions or activities] to [stakeholders]. [Additional clarifying statements as needed.]

**Examples of Mission Statements of Administrative and Educational Support Units:**

The mission of Forest Hills University Academic Advising Center is to educate, empower, and serve students by providing them with the information and tools necessary to make well-informed decisions leading to academic and career success. The Center is dedicated establishing an environment that support students retention and graduation.

The Kew Gardens College Library is dedicated to support the educational and research needs of students, staff, faculty, and administration by providing quality collections and services. The library manages and provides access to print and electronic information, offers reference services, and provides information literacy instruction.

**Mission Statement of the CUNY Graduate School of Public Health and Health Policy:**

The mission of the CUNY Graduate School of Public Health and Health Policy is to provide a collaborative and accessible environment for excellence in education, research, and service in public health, to promote and sustain healthier populations in New York City and around the world, and to shape policy and practice in public health for all.

**Developing Goals Statements**

Goals describe what your office is trying to accomplish, and are clear, meaningful statements of the unit functions. They should be broad enough to transcend the offices/departments housed in each unit, but focused enough to be evaluated. While developing 2-3 goal statements for your unit, consider the following:

* What are the unit’s day to day functions?
* What is the output (product or service) of the unit?

Goal statements should:

* Be unique to the unit
* Be anchored in its mission
* Serve as the bridge between the mission and outcomes

Goal statements are not:

* Annual objectives
* Outcomes
* Substitutes for the unit mission
* Individual performance goals

Examples of Goal Statements of Administrative and Educational Support Units

* Attract and retain highly qualified students
* Support the academic and professional growth of students
* Enhance the availability and use of print and electronic resources

**Developing Outcome Measures**

Outcomes describe the result of the work completed by the unit. They are directly related to the mission and goals of the unit. There are two types of outcomes: student learning outcomes (detailed expectations of students; the knowledge and skills students will acquire) and support outcomes (detailed expectations of support provided by unit; focus on the delivery of its services, processes, activities, or functions). A unit can include both types of outcomes. While developing 2-3 expected outcomes for each goal, consider the following:

* What are the direct and indirect indicators of student learning for my unit?
* How will the goal be achieved?

Outcome statement should:

* Unique to the unit
* Be more detailed than the goal
* Must be measurable
* Use appropriate verbs
* Not include benchmarks! (e.g. the Unit will recruit 30 more students than in the prior year)

Examples of Outcome Statements of Administrative and Educational Support Units

* Increase average GPA of new students
* Increase number of students who complete pre-registration
* Establish student government