

**SECTION 3, COMPREHENSIVE STANDARD 3.1.1**

The institution has a clear and comprehensive mission statement that guides it; is approved by the governing board; is periodically reviewed by the board; and is communicated to the institution's constituencies.

**JUDGMENT OF COMPLIANCE**

Compliant

Partially Compliant

Noncompliant

**RATIONALE FOR JUDGMENT OF COMPLIANCE**

North Georgia College & State University has a clear and comprehensive mission statement. This mission statement guides the University in the carrying out of its functions as can be seen through its use in strategic planning. This is consistent with the *Georgia Board of Regents Policy 205* [1], which reads:

Each institution shall have a strategic planning process that maintains a current strategic plan in which institutional priorities are defined and through which the institution's mission is carried out in accordance with the strategic directions and guiding principles established by the Board of Regents. The faculty and staff of each institution shall be involved in developing the planning process and shall be included in the structure by which the plan is implemented.

At the February 2005 meeting of the Board of Regents, the revised NGCSU Mission Statement was accepted (see the Academic Affairs Committee section of the minutes [2]. This change in the mission statement for NGCSU was seen as a clarification of the previous statement and held no substantive changes (see BOR minutes, Feb 05 as above) [3].

**The current *North Georgia College & State University Mission Statement and Core Values* [4] read as follows:**

North Georgia College & State University develops and educates leaders through strong liberal arts, pre-professional, professional, and graduate programs. North Georgia College & State University is proud to be designated by the Board of Regents of the University System of Georgia and by the Georgia General Assembly as the Military College of Georgia and distinguished as a leadership institution of Georgia.

North Georgia College & State University provides an environment of academic excellence that develops leaders who respect all people, maintain high ethical standards, continue intellectual and personal growth, and serve the community, the state, the nation, and the world.

This mission is founded upon the following core values:

- Courage – demonstrating the individual and institutional character required to translate thought into action under adverse or challenging conditions,
- Integrity –cultivating in ourselves and in others the willingness and steadfastness to act honestly and ethically,
- Loyalty – being faithful to the mission of the university,
- Respect – acknowledging the dignity and worth of all beings and preserving the richness of our cultures and ecology,
- Service – giving of oneself to enhance the life and richness of the university and all of its members, as well as the larger community,
- Truth – searching for and honoring truth as it relates to academics, individuals, self, and society, and
- Wisdom – making sound decisions in complex or ambiguous situations based on accumulated knowledge and experiences.

The mission statement in operation prior to February 2005 was established by NGCSU and approved by the Board of Regents in 1996 (see *Board of Regents minutes* for July 9, 1996 under Mission Development and Review [5]). The previous mission statement (1996-2005) can be found on page 8 of the *2004-2006 Undergraduate Bulletin* [6, pp. 11-13]. Reviewers should

note that although the mission statement remained the same, the latest university catalogs also included the characteristics shared with other institutions within the Board of Regents. These characteristics were “mandated” by the Board of Regents for all schools; however, they are not (and were not) an explicit part of the NGCSU mission.

Plans to review the 1996 mission statement began in December 2001, and the Strategic Planning Committee conducted the review. This committee was appointed by the President and represented a cross section of the campus to include Deans, VPs, the Faculty Senate, Directors and other appropriate faculty and staff. The finalized mission and core values were completed in October of 2002 (see *Strategic Planning minutes* of December 6, 2001; February 6, 2002; February 20, 2002; February 27, 2002; March 13, 2002; September 12, 2002; and October 10, 2002) for the progressive discussion and actions related to the mission statement and core values [7].

The minutes demonstrate the involvement of core constituencies on campus. The minutes also demonstrate the use of the mission to guide strategic planning through the development of the strategic directions for the institution. An example of this is the development of unit goals for student affairs, University Advancement, Business and Finance, Academic Affairs, Athletics and Information Technology that are tied to the strategic directions of NGCSU (see *NGCSU Proposed Strategic Planning Unit Goals 2003-2008*) [8].

The mission statement is communicated to external constituencies through NGCSU publications. For example, the mission statement is found on page 8 of the *2004-2006 Undergraduate Bulletin*, page 3 of the *2004-2006 Graduate Bulletin* and on the NGCSU web site [9].

Previous to 2005, the mission statement had been reviewed on an ad hoc basis at the direction of the president or the Board of Regents with the latest NGCSU mission statement approved in February 2005 as discussed above. At the September 30, 2005 meeting of the President’s cabinet, a decision was made to develop a formalized, ongoing strategic planning committee that would also spearhead the mission statement review on a periodic basis. This committee is charged with reviewing annual unit planning reports as well as the institutional effectiveness and assessment committee report to document the institution’s progress toward meeting its strategic directions on an annual basis. The strategic directions and progress towards meeting them is reviewed in light of the mission statement to assure congruency. Recommended changes to the mission, vision, and strategic plan are then presented. A copy of the 05-06 review summary of NGCSU’s Strategic Directions by the Strategic Planning Committee is linked [10].

## Document Reference:

Number	DB Num	Document Title	Resource
1		Board of Regents, Policy Manual, Section 205, Institutional Effectiveness, Planning and Assessment	<a href="http://www.usg.edu/regents/policymanual/200.phtml#205">http://www.usg.edu/regents/policymanual/200.phtml#205</a>
2		Board of Regents, Minutes, February 2005	<a href="http://www.usg.edu/regents/minutes/2005/feb05.phtml">http://www.usg.edu/regents/minutes/2005/feb05.phtml</a>
3		Board of Regents, Minutes, February 2005, Academic Affairs Excerpt	<a href="http://www.ngcsu.edu/sacs/Reference_Room/documents/usg_docs/BOR_Min_Feb_2005_Acad_Affairs.pdf">http://www.ngcsu.edu/sacs/Reference_Room/documents/usg_docs/BOR_Min_Feb_2005_Acad_Affairs.pdf</a>
4, 9		NGCSU Mission Statement	<a href="http://www.ngcsu.edu/Resource/irp/mission.shtml">http://www.ngcsu.edu/Resource/irp/mission.shtml</a>
5		Board of Regents, Minutes, July 1996	<a href="http://www.usg.edu/regents/minutes/1996/jul96.phtml">http://www.usg.edu/regents/minutes/1996/jul96.phtml</a>
6		NGCSU Undergraduate Bulletin, 2004-2006, Mission Statement	<a href="http://www.collegesource.org/displayinfo/catalink.asp?pid={B7D26C41-3189-4993-A182-5B5C65B87E21}&amp;oig={1FD70D8E-2B26-4AEB-B696-5991983E2CD1}&amp;vt=5">http://www.collegesource.org/displayinfo/catalink.asp?pid={B7D26C41-3189-4993-A182-5B5C65B87E21}&amp;oig={1FD70D8E-2B26-4AEB-B696-5991983E2CD1}&amp;vt=5</a> , pp. 11-13 in PDF, pp. 8-10 in hard copy.
7		Strategic Planning Committee Minutes	<a href="http://www.ngcsu.edu/sacs/Reference_Room/documents/ngcsu_comm_min_6.htm#strategic_plan">http://www.ngcsu.edu/sacs/Reference_Room/documents/ngcsu_comm_min_6.htm#strategic_plan</a>
8		NGCSU Proposed Strategic Planning Unit Goals 2003-2008	<a href="http://www.ngcsu.edu/Resource/IRP/Strategic%20Plan%20Jan%202004-FY%202008/goals.htm">http://www.ngcsu.edu/Resource/IRP/Strategic%20Plan%20Jan%202004-FY%202008/goals.htm</a>
10		NGCSU Strategic Planning Documents	<a href="http://www.ngcsu.edu/sacs/Reference_Room/documents/inst_assess_7.htm#strategic_plan">http://www.ngcsu.edu/sacs/Reference_Room/documents/inst_assess_7.htm#strategic_plan</a>