

Section II: Institutional Purpose

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Introduction

The Self-Study Institutional Purpose Committee (hereafter “Purpose Committee”) examined the University’s mission statement with special consideration given to institutional accountability. The Purpose Committee concluded that the University’s existing mission statement is indeed suitable for a Master’s I (Comprehensive) institution such as Angelo State University (ASU). The Committee carefully examined all of the must statements in the *Criteria* and found the University to be in full compliance with each of the statements.

Angelo State University’s Mission Statement

The University’s mission statement is a full and complete description of the role and scope of our institution.

Mission Statement

Angelo State University is a regional comprehensive coeducational institution of higher learning offering programs in the liberal and fine arts, sciences, education for the health professions, teacher education, and business administration, as well as courses of study designed to meet entrance requirements for various professional schools.

In the baccalaureate programs the primary responsibility of Angelo State University is to provide opportunities in higher education for the citizens of the State of Texas. The University, through its programs, seeks:

to provide students with a basis for making sound decisions and mature judgments which depend upon an understanding of the social, scientific, literary, artistic, political, and philosophic traditions of many cultures;

to help each student reach maximum capability with respect to communications, effective reasoning, and analytical thinking, and to provide standards of physical and intellectual discipline which lead to optimal personal development and useful, responsible citizenship;

to educate students for living and working in a competitive global society;

to prepare interested, qualified students for graduate study and for scholarly occupations;

to provide selected professional programs which supplement students' general education and enable them to become competent in fields requiring specialized training;

to conduct research with the intention of engaging the student in independent study.

The purpose of the Graduate School is to provide advanced, specialized training which will strengthen the academic and professional competence of the students. The graduate programs are designed to develop students' capacities for independent study, to train students in the techniques of research, and to acquaint them with research in their fields of study.

In order to promote strong educational opportunities, the University encourages programs of faculty research which add to the total body of knowledge, develop new and improved techniques of instruction, and maintain the competence of faculty members in their respective fields. Teaching is the foremost area of faculty contribution, however, followed by creative or scholarly activity and service. Faculty, staff, and administration participate in a campus culture in which students receive personal attention in academic advisement and student support. Recruitment and retention of instructional and administrative personnel reflect the University's commitment to diversity.

Angelo State University is committed to the equal consideration of all qualified applicants for admission. Articulation with community colleges enables students to transfer credit. Students are offered encouragement in their university lives through a variety of support services, such as financial aid, residence life, social and career development, and counseling. Cultural and athletic programs supplement academic programs to increase students' awareness of healthy and complete lifestyles. Access to the University's physical and intellectual resources is provided to students of varying capabilities. Alumni are encouraged to maintain contact.

Partnerships with local, regional, and State agencies increase the University's role in public education, business, health, and information retrieval. Special research in agriculture is supported by the Management, Instruction and Research Center, where applied research is conducted primarily in domestic livestock production and range management. Both traditional and technological learning resources are utilized in instruction and research and to provide special services and programs of continuing education and distance education which contribute to the cultural and economic welfare of the region served by the University. The University strives to broaden the experience of its students and faculty through programs of international education and exchange.

Long-range planning, evaluation, and program assessment are part of the decision-making process at all levels. The University's commitment to improving quality extends to its administrative services and provides support to maintain the infrastructure, expand information resources, develop technological equipment and programs for academic and administrative improvement, ensure fiscal responsibility, and promote public safety and institutional advancement. Recognizing its

responsibility to the community, the University offers many cultural opportunities and business, health, educational, and volunteer services to the region.

Angelo State University is committed to providing a wide range of high quality academic programs and strives to develop in its students those qualities which will enable them to enrich their personal lives, improve their abilities to serve and contribute to society, and become leaders in their professions and in their communities.

The History of the Mission Statement

The history of the University's current mission statement is as follows. On October 26, 1984, the Texas Higher Education Coordinating Board (THECB) adopted guidelines and procedures for approving the mission of all public universities in Texas. With the approval of members of the faculty and the administration, the first ASU mission statement supplementing an older "Statement of Purpose" from 1969-70 was adopted by the Board of Regents on November 7, 1986; the THECB subsequently adopted the document on October 2, 1987. On February 21, 1992, the Board of Regents adopted a revised mission statement which was subsequently approved by the THECB on October 27, 1995. The University's mission statement was revised and was adopted by the Board of Regents on August 9, 1997, and approved in principle by the THECB on May 19, 1999 (reaffirmed January 25, 2001 as part of the Regents' approval of all mission statement revisions). Relevant minutes from Board of Regents' meetings and other documents relating to the formation of the mission statement are available in the President's Office and in the supporting documentation for Section II.

The President's Cabinet studies the University's mission statement and revises it every two years, if necessary, when the University *Bulletin* is updated. This process is tied to the biennial revision of the Strategic Plan required by the Legislative Budget Board ("Agency Strategic Plan").

Narrative

An institution must have a clearly defined purpose or mission statement appropriate to collegiate education as well as to its own specific educational role.

The University is in compliance.

ASU's mission statement has served the institution well as it has grown in size and in new programs. The Purpose Committee believes the University's mission statement is completely appropriate to collegiate education and to its own specific role as a Master's I (Comprehensive) institution.

Angelo State University has always been closely tied to the region, and the mission statement and the history of the University reflect this relationship.

This statement must describe the institution and its characteristics and address the components of the institution and its operations.

The University is in compliance.

The frequent approval of the mission statement by the Board of Regents and the THECB demonstrates that it continues to describe all aspects of the University, even during periods of growth and development. The statement truthfully describes the present role and characteristics of the University and adequately addresses all its components and operations: undergraduate and graduate instruction, technology, research, administration, student support, fiscal affairs, and personnel.

The Committee noted a weakness in the technology part of the mission statement and asked the Instructional Support and Information Technology Committee to suggest a more modern and comprehensive revision to be included in the next *Bulletin*. Section 5.2 of this report discusses this revision.

The official posture and practice of the institution must be consistent with its purpose statement.

The University is in compliance.

Every significant new university program is tested by the relevant departmental, college, and university curricular committees, and no new programs inconsistent with the overarching mission statement of the University are implemented. The University Curriculum Committee and the Vice President for Academic Affairs are the officials responsible for oversight of this process.

The University's commitment to its mission was exemplified in 1998-99 when the President directed the Vice President for Academic Affairs to convene a university-wide committee to create an academic master plan for the University. This document, *Academic Master Plan 2000*, maps out an ambitious vision for the entire institution. Every one of this plan's seven academic goals and sixty-three recommendations addresses and strengthens the University's mission. Indeed, this plan develops and elaborates the formal mission statement, for, according to the plan, "it is imperative that academic leaders at Angelo State University look closely again at its mission in order to gain a clarity of purpose that can serve as a guide for planning and an inspiration for action" (p. 3).

The thirty-fourth recommendation in the document specifically refers to the University's mission:

Review and revise the University's mission statement to assure that a clear, coherent, and consistently expressed vision or purpose for the institution exists which includes reference to the importance of the total learning experience both inside and outside the classroom. The centrality of the University's primary purpose of promoting and causing learning and

development should be presented, together with an expression of the community's belief that the entire college experience should be part of the learning process. (p. 15)

The Purpose Committee believes the Academic Master Plan demonstrates the continuing commitment to campus-wide academic and administrative excellence. Inherent in the recommendation above from the *Academic Master Plan 2000* is the belief that the mission statement is flexible enough to reflect contemporary attitudes associated with the continuing growth of the University.

The Committee also supports ongoing review, revision, and editing of the mission statement and encourages the university to keep faculty and other ASU employees informed about changes to, and the general importance of, the mission statement. To begin, the Committee suggests that the University's mission be discussed each year during the orientation program for new faculty.

Finally, the ASU mission statement is the basis for the Compact With Texans, an accountability measure instituted by the legislature. This document is linked on the University's web page (<http://www.angelo.edu>), which also links to the mission statement itself.

Appropriate publications must accurately cite the current statement of purpose.

The University is in compliance.

The University's mission statement is published biennially in the [2001-2003 Bulletin \(pp. 44-45\)](#) and on the University's web site (http://www.angelo.edu/publications/legal/mission_statement.htm). It is also published in the *Agency Strategic Plan 2000-2001* (pp. 4-5), the *Summary of Institutional Data Planning Resource Guide 1999-2000* (pp. 4-5), and the revised *Faculty/Staff Handbook* (prefatory material).

The mission statement must be approved by the governing board.

The University is in compliance.

The Board of Regents, The Texas State University System and the THECB have examined and approved the University's mission statement at each revision, most recently that of 1997.

An institution must study periodically its statement of purpose, considering internal changes as well as the changing responsibilities of the institution to its constituencies.

The University is in compliance.

A memorandum from Vice President for Academic Affairs Donald Coers to President James Hindman, dated February 13, 2001, concerning the periodical review of the University mission

statement recommends that “the review be conducted every odd-numbered year as a preliminary part of our existing Agency Strategic Planning Process . . . because strategic planning ideally should flow from the institutional mission.” University officials discuss these changes to the mission statement, and the relevant parts of the *Agency Strategic Plan* affected by these changes, with the Board of Regents, The Texas State University System, before the *Agency Strategic Plan* is sent to the Texas Legislature, via the Legislative Budget Board. In this review process, the university integrates its internal development with its responsibilities to regional and state-wide constituencies.

The institution must demonstrate that its planning and evaluation processes, educational programs, educational support services, financial and physical resources, and administrative processes are adequate and appropriate to fulfill its stated purpose.

The adequacy of the process will be addressed in Sections III, IV, V, and VI, and the appropriateness discussed here. In 1997, the administration created the position of Coordinator of Institutional Effectiveness. In the spring of that year the coordinator asked the responsible officer of each University component to identify which phrases or provisions of the University mission statement applied to his or her area of responsibility; all phrases or provisions were claimed by at least one officer. In cases where a department could not connect its functions/goals to those delineated in the mission statement, revisions were made in the newer statement to include these functions/goals.

Now, as an ongoing process, each department cites the appropriate line in its annual Institutional Effectiveness report; every part of the statement is assessed, as can be seen in the appended “Mission Statement—Institutional Effectiveness Integration Report” (Appendix A). The adequacy of the process is assessed by means of the IE reports, which are reviewed by the Coordinator and the IE Advisory Committee. After the last revision of 1997, the Coordinator of Institutional Effectiveness concluded that the mission statement now accurately describes the University’s operations.

Angelo State University receives funding from the State by means of a formula system and by generating local funds. The Purpose Committee believes that funds from these and other sources are adequate to the University’s needs as will be established in Section 6.3. As has been explained in Section I above, allocations to university components are made after budget committee hearings. No budget increases are approved unless they are clearly tied to one of six planning documents: *Agency Strategic Plan* (for Legislative Budget Board), *Academic Master Plan*, *Campus Facilities Master Plan*, *Information Resources Strategic Plan*, *ASU Marketing Report*, and *University Development and Relations Master Plan*. Institutional Effectiveness plans may also be used. Most of these plans reference the mission statement explicitly.

Strengths

1. The ASU mission statement continues to provide a clear sense of direction for the University; it is also a series of comprehensive and flexible statements encompassing generally accepted goals for the institution.
2. ASU's evolving statement of institutional mission is a proven one that has served the University for more than 30 years of dynamic growth.
3. ASU's mission statement fully exemplifies State requirements mandating an approved description of the general mission of the University's role and scope.
4. The President's Cabinet oversees any necessary modification to the mission statement and ensures that the statement remains up-to-date and descriptive of the University's functions.

Weaknesses

1. The Self-Study Steering Committee deemed the statement covering technology to be inadequate, so it is being updated for the next revision of the *Bulletin*. It was forwarded to Instructional Support and Information Technology Committee for attention. With technological advances in education and research changing so rapidly, this component of the University's mission statement will need close scrutiny at each revision.
2. The inclusiveness of the University's mission statement adequately defines all aspects of the institution, but it is not as concise and eloquent as the Purpose Committee would prefer. A suggestion follows to address this issue.

Recommendations

1. The Purpose Committee believes ASU meets or exceeds the criteria related to institutional purpose and therefore makes no recommendations.

Suggestions

1. The Self-Study Steering Committee suggests that the President's Cabinet create a compatible and concise vision statement or executive summary based on the mission statement that fits on the back of a business card.
2. The Committee believes that the mission statement lacks eloquence and does not clearly differentiate ASU from other universities and suggests that the President's Cabinet edit and rewrite the mission statement as necessary in order to modernize and streamline it. Specifically, the stronger role of technology should be delineated.
3. The University's mission statement should be discussed during orientation for new faculty.

Appendix A

Institutional Effectiveness Integration 2000-2001 Reports

Statement	Department(s)
Angelo State University is a regional comprehensive coeducational institution of higher learning offering programs in the liberal and fine arts, sciences, education for the health professions, teacher education, and business administration, as well as courses of study designed to meet entrance requirements for various professional schools.	Communications/Drama/Journalism
In the baccalaureate programs the primary responsibility of Angelo State University is to provide opportunities in higher education for the citizens of the State of Texas.	Mathematics
The University, through its programs, seeks:	
to help each student reach maximum capability with respect to communications, effective reasoning, and analytical thinking,	UC Program Office; Accounting/Economics/Finance; Communications/Drama/Journalism, English, General Education, Management/Marketing, Modern Languages, Nursing, Psychology/Sociology
and to provide standards of physical and intellectual discipline which lead to optimal personal development and useful, responsible citizenship;	UC Program Office; Accounting/Economics/Finance; Communications/Drama/Journalism; General Education; Management/Marketing; Nursing; Psychology/Sociology
to provide students with a basis for making sound decisions and mature judgments which depend upon an understanding of the social, scientific, literary, artistic, political, and philosophic traditions of many cultures;	Art/Music; Biology; English; General Education; Government; History; Management/Marketing, Modern Languages; Nursing
to educate students for living and working in a competitive global society;	Div. of Continuing Studies; UC Program Office; Accounting/Economics/Finance; Agriculture; Communications/Drama/Journalism; General Education; Government, Nursing
to prepare interested, qualified students for graduate study and for scholarly occupations;	Art/Music; Biology/ Chemistry/Biochemistry; Communications/Drama/Journalism; Government; Mathematics; Physics
to provide selected professional programs which supplement students' general education	Accounting/Economics/Finance; Aerospace Studies; Agriculture;

Statement	Department(s)
and enable them to become competent in fields requiring specialized training;	Art/Music; Biology; Chemistry/Biochemistry; Computer Science; Government; History; Nursing; Physics
to conduct research with the intention of engaging the student in independent study.	Biology; Chemistry/Biochemistry; Physics
The purpose of the Graduate School is to provide advanced, specialized training which will strengthen the academic and professional competence of the students. The graduate programs are designed to develop students' capacities for independent study, to train students in the techniques of research, and to acquaint them with research in their fields of study.	Agriculture; Biology; Communications/Drama/Journalism; Education; English; Government; History; Psychology
In order to promote strong educational opportunities, the University encourages programs of faculty research which add to the total body of knowledge, develop new and improved techniques of instruction, and maintain the competence of faculty members in their respective fields.	MIR Center
Teaching is the foremost area of faculty contribution, however, followed by creative or scholarly activity and service.	[VPAA]
Faculty, staff, and administration participate in a campus culture in which students receive personal attention in academic advisement and student support.	Educational Opportunity Services; Library
Recruitment and retention of instructional and administrative personnel reflect the University's commitment to diversity.	Personnel
Angelo State University is committed to the equal consideration of all qualified applicants for admission.	Admissions; Financial Aid
Articulation with community colleges enables students to transfer credit.	Admissions; Financial Aid
Students are offered encouragement in their university lives through a variety of support services, such as financial aid, residence life, social and career development, and counseling	Admissions; Student Life; Residence Life; Univ. Center; Financial Aid; Counseling and Career Services
Cultural and athletic programs supplement academic programs to increase students' awareness of healthy and complete lifestyles.	Student Life; Financial Aid; Intercollegiate Athletics
Access to the university's physical and intellectual resources is provided to students of varying capabilities.	Student Life; Financial Aid; Intercollegiate Athletics
Alumni are encouraged to maintain contact.	Alumni Relations
Partnerships with local, regional, and State agencies increase the university's role in public	Carr Foundation; Small Bus Dev Center; Univ. Center

Statement	Department(s)
education, business, health, and information retrieval.	
Special research in agriculture is supported by the Management, Instruction and Research Center, where applied research is conducted primarily in domestic livestock production and range management	MIR Center
Both traditional and technological learning resources are utilized in instruction and research and to provide special services and programs of continuing education and distance education which contribute to the cultural and economic welfare of the region served by the University.	Div. of Continuing Education
The University strives to broaden the experience of its students and faculty through programs of international education and exchange.	Dean Liberal and Fine Arts
Long-range planning, evaluation, and program assessment are part of the decision-making process at all levels.	Internal Auditor; Registrar; IPRA; Institutional Effectiveness; Risk Management
The University's commitment to improving quality extends to its administrative services and provides support to maintain the infrastructure, expand information resources, develop technological equipment and programs for academic and administrative improvement, ensure fiscal responsibility, and promote public safety and institutional advancement.	President's Office; Carr Foundation; Internal Auditor; News and Information; Sports Information; Registrar; IPRA; Information Technology; Library; Bus. Manager; Accounting; Inventory; Purchasing; Print Shop; Post Office; Development; Alumni Rel.; Risk Management; Univ. Police; Deans, Grad School; Liberal & Fine Arts; Sciences
Recognizing its responsibility to the community, the University offers many cultural opportunities and business, health, educational, and volunteer services to the region.	News and Information; Sports Inform.; Small Bus Dev Center;
Angelo State University is committed to providing a wide range of high quality academic programs and strives to develop in its students those qualities which will enable them to enrich their personal lives, improve their abilities to serve and contribute to society, and become leaders in their professions and in their communities.	UC Program Office; Dean, Prof. Studies; Kinesiology

Section II - Institutional Purpose Compliance Grid

Must Statement	Compliance Status	Documentation
<i>An institution must have a clearly defined purpose or mission statement appropriate to collegiate education as well as to its own specific educational role.</i>	In Compliance	<ul style="list-style-type: none"> • 2001-2003 Bulletin (pp. 44-45) • ASU Mission Statement
<i>This statement must describe the institution and its characteristics and address the components of the institution and its operation.</i>	In Compliance	<ul style="list-style-type: none"> • 2001-2003 Bulletin (pp. 44-45) • ASU Mission Statement • “Institutional Effectiveness Integration 2000-2001 Reports”
<i>The official posture and practice of the institution must be consistent with its purpose statement.</i>	In Compliance	<ul style="list-style-type: none"> • 2001-2003 Bulletin (pp. 44-45) • ASU Mission Statement • “Institutional Effectiveness Integration 2000-2001 Reports”
<i>Appropriate publications must accurately cite the current statement of purpose.</i>	In Compliance	<ul style="list-style-type: none"> • 2001-2003 Bulletin (pp. 44-45) • Agency Strategic Plan 2000-2005 (pp. 4-5) • Summary of Institutional Data Planning Resource Guide 2000-2001 (pp. 4-5) • ASU Mission Statement
<i>[The statement of purpose] must be approved by the governing board.</i>	In Compliance	<ul style="list-style-type: none"> • Minutes, Board of Regents, The Texas State University System, 8/9/1997 (Original located in the Office of the President) • Letter to Dr. Donald Coers, VPAA, from Marshall Hill, the THECB, 1/26/2001
<i>An institution must study periodically its statement of purpose, considering internal changes as well as the changing responsibilities of the institution to its constituencies.</i>	In Compliance	<ul style="list-style-type: none"> • “Institutional Effectiveness Memo Report for 2000,” to Dr. James Hindman, President, from Dr. Kathleen Holcomb, Director of IE, dated 2/7/01 • “Schedule for Periodical Review of University Mission Statement,” Memo to Dr. James Hindman, President, from Dr. Don Coers, VPAA, dated 1/31/01
<i>The institution must demonstrate that its planning and evaluation processes, educational programs, educational support services, financial and physical resources, and administrative processes are adequate and appropriate to fulfill its stated purpose.</i>	In Compliance	<ul style="list-style-type: none"> • “Institutional Effectiveness Memo Report for 2000,” to Dr. James Hindman, President, from Dr. Kathleen Holcomb, Director of IE, dated 2/7/01 • “Mission Statement Institutional Effectiveness Integration 1999-2000 Reports Table” • Budget Request Summary Form