

Living Mission

Moving from Espoused Mission to
Enacted Mission through
Department Websites

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Preparing people to lead extraordinary lives

Why Living Mission?

- Student Success in College (Kuh et al., 2010)
- Espoused Mission
 - “what the school writes about itself – its mission statement.” (p.36)
- Enacted Mission
 - “what the institution actually does and who it serves... guides the daily actions of those in regular contact with students.” (p.36)
 - Can differ from the espoused mission, creating a “gap.”
- Why does clarity of mission matter?
 - DEEP Schools: Smaller gap between Espoused & Enacted Mission.
 - The Missions for these schools are stable and elastic.
- Living Mission
 - 1 of 6 core features of DEEP schools.
 - Members of the community describe the mission in similar ways.
 - Community uses shared language & commonly understood terms.

Why Living Mission?

- Evidence that a strong living mission is good for student success (Kuh et al., 2010). DEEP schools:
 - Have “higher-than-predicted” graduation rates.
 - Have “better-than-predicted student engagement scores on the NSSE.”
- The University website presents our Espoused Mission and establishes foundation for Enacted Mission.
- Communicates both to internal and external audiences.
- Studying the website can help us understand if there is a gap between the Espoused and Enacted Missions at Loyola.
 - Minimizing this gap can move us toward a more fully realized Living Mission.
 - A strong Living Mission is directly related to student success.

Why Living Mission?

- “How clearly do we communicate our mission on the University websites?”
- Case Study of 3 Divisions that are prominent to external audiences and have a student focus:
 - Student Academic Services within Academic Affairs
 - Schools
 - Student Development
- Nvivo content analysis looking for elements of the Mission statement.
 - The short mission statement was the primary organizing structure for the analysis (Topics), and the Vision and Promise were integrated as supporting elements (Messages).
 - Each Topic / Message could be tagged only once per web page.
 - Presence / Absence of explicit mission statement

Loyola Mission Statement

- **Mission**

We are Chicago's Jesuit Catholic University-- a diverse community seeking God in all things and working to expand knowledge in the service of humanity through learning, justice and faith.

- **Vision**

Loyola University Chicago is the school of choice for those who wish to seek new knowledge in the service of humanity in a world-renowned urban center as members of a diverse learning community that values freedom of inquiry, the pursuit of truth and care for others.

- **Promise:** Preparing People to Lead Extraordinary Lives.

- **Five Characteristics of a Jesuit Education**

- **Commitment to excellence:** Applying well-learned lessons and skills to achieve new ideas, better solutions and vital answers.
- **Faith in God and the religious experience:** Promoting well-formed and strongly held beliefs in one's faith tradition to deepen others' relationships with God.
- **Service that promotes justice:** Using learning and leadership in openhanded and generous ways to ensure freedom of inquiry, the pursuit of truth and care for others.
- **Values-based leadership:** Ensuring a consistent focus on personal integrity, ethical behavior in business and in all professions, and the appropriate balance between justice and fairness.
- **Global awareness:** Demonstrating an understanding that the world's people and societies are interrelated and interdependent.

http://www.luc.edu/mission/mission_vision.shtml

Topics & Messages

Jesuit

- Commitment to Excellence
- Faith in God and the religious experience
- Service that promotes justice
- Values-based leadership
- Global Awareness
- Care for others (*homonis pro aliis*)
- Care for whole person (*cura personalis*)
- Jesuit

Diversity

- Diverse Learning Community
- Racial Diversity
- Diverse Faiths

- Topics & Messages represent “shared language & commonly understood terms.” (Kuh et al., 2010, p.27)

Catholic

Social Justice

- Service of Humanity
- Experiential Learning
- Justice
- Civic Engagement

Expand Knowledge

- Freedom of Inquiry
- Pursuit of Truth
- Growth Through Learning / Expand Knowledge

Narrative Opportunities



Narrative content was limited to text that provided an opportunity for messaging. Procedural elements, staff bios, contact information, and tables were excluded. A total of 304 pages of text were included.

Explicit Mission Statements



Only sections with an Explicit Mission Statement were included. A total of 34 pages of text were included.

Initial Observations

- Key terms from the mission are small or absent (1st Word Cloud).
 - Low visibility of shared language & commonly understood terms.
- Larger terms don't uniquely identify the Loyola identity.
- Mission elements are more prominent in narrative text (2nd Word Cloud).
 - Balance Mission Elements with Administrative Text.
- Explicit Mission Statements offer clearest articulation of “Espoused Mission” (3rd Word Cloud).
 - Higher visibility of shared language & commonly understood terms moves toward Enacted / Living Mission.

How Do You Measure Clarity of Mission?

- Does the department website Explicitly address mission?
- Does the department website hit on Key Topics from the mission?
- Does the department website cover Key Messages from the mission?
- Does the department website use Key Words related to the mission?

Does the Department Explicitly Address Mission?

- 23 of the 39 department web pages included an Explicit Mission Statement.
- 16 departments did not include an Explicit Mission Statement (identified using headers or mission-related phrases, such as “Our mission is…”).
- The following departments did not have an Explicit Mission Statement:
 - Academic Support Services
 - Campus Recreation
 - Center for Community Service & Action
 - Center for Tutoring & Academic Excellence
 - College of Arts & Sciences
 - Financial Aid Office
 - GPEM
 - Graduate Assistantships
 - Office of International Programs
 - Sacramental Life
 - School of Communication
 - School of Continuing & Professional Studies
 - School of Social Work
 - Student Conduct
 - Study Abroad
 - Undergraduate Admissions
- An Explicit Mission Statement does not guarantee strong Topic and Message pull-through, but it provides an effective framework for communicating the connection between the department’s function and the university’s guiding principles.

Division Examples

- Strong examples of Explicit Mission Statements in each Division can be found on the following pages:
 - Academic Affairs: Center for Experiential Learning
 - Schools: Nursing
 - Student Development: Athletics

Strong Mission Statements

Athletics

Mission Statement

The Department of Intercollegiate Athletics champions the values expressed in the Mission Statement of Loyola University Chicago and seeks to promote in its student-athletes the spirit of searching for truth, pursuing excellence and living for others which characterized St. Ignatius of Loyola. Accordingly, it is the mission of the department to encourage positive attitudes in its student-athletes and to motivate them to be "the brightest and the best" in physical fitness, academic development, religious commitment and moral character.

Loyola University Chicago is a Jesuit, Catholic university which encourages all students both to participate in their own religious heritage and to develop personally their religious commitment. Part of the Catholic tradition is a great reverence for all transcendent religions, not just those that have Christian origins. As a result, placing one's experience within a religious framework is a feature of the student-athlete's life at Loyola. The department seeks to fulfill this mission by providing opportunities for its student-athletes to:

- Acquire a strong sense of pride, sportsmanship and personal integrity.
- Experience the positive effects of teamwork, an appreciation of diversity and a strong sense of loyalty.
- Recognize the benefits of hard work, patience and perseverance in both winning and losing.
- Carry forth into the community the values gained from the competitive experience and the academic opportunity provided by the university.

Nursing

MISSION STATEMENTS

EDUCATIONAL MISSION STATEMENT

The mission of the Marcella Niehoff School of Nursing (SON) is to prepare baccalaureate, master's, and doctoral level nurses, professional dietitians, and health system managers who enhance the health of persons within communities and the larger global environment. The SON is an integral part of "Chicago's Jesuit Catholic University—[a] diverse community seeking God in all things and working to expand knowledge in the service of humanity through learning, justice and faith."¹ In concert with the Jesuit Catholic educational mission of the university, the SON stresses excellence in teaching, research, service, and practice.

PHILOSOPHY STATEMENT

Introduction

The SON is an integral part of Loyola University Chicago. Consistent with the university's educational mission, the SON community strives to embody the Jesuit ideal of living and caring for others. The SON offers curricula leading to baccalaureate, master's, and doctoral degrees in nursing, a master's degree and internship in dietetics through its food and nutrition programs, and a baccalaureate degree in health systems management. The following statements reflect core beliefs about nursing, nursing education, dietetics, and health systems management. These beliefs are expanded upon in the conceptual definitions.

Center for Experiential Learning

Mission

The Center for Experiential Learning seeks to serve students, faculty, staff and community partners of Loyola University Chicago as a resource for experiential learning opportunities and partnerships. We offer information, resources and support for the development of academic internship opportunities, service-learning courses and undergraduate research experiences. In serving the community, we align our work with [the Jesuit, Catholic mission and vision of the University](#), seeking "to expand knowledge in the service of humanity," and broaden learning through extraordinary experiences and critical reflection on those experiences.

Division Examples

- General characteristics of a strong mission statement include:
 - Identifiable structure using headers (e.g. mission, vision, promise). Alternate sub-headings: philosophy, conceptual framework, etc.
 - Signaling language in the statement itself.
 - Clear & relevant departmental tie-in to institutional mission. References key Topics, Messages, and Words that readers can easily recognize as elements of the university mission.
- Opportunities / Takeaways
 - Should all departments have the same Mission Statement structure?
 - Thinking about your own department, do you have an Explicit Mission Statement? If you have an Explicit Mission Statement, how could it be clarified?

GSB Example

- The GSB web page does not have a header called Mission or Mission Statement. However, the Responsible Leadership page was treated as an Explicit Mission Statement in the current analysis.
 - This page refers to the university’s Mission Statement and cites the Promise, but it is not clearly positioned as a mission statement for the Graduate School of Business.
 - Presents an opportunity to further clarify the language and presentation of mission on departmental pages.

RESPONSIBLE LEADERSHIP

All programs in Loyola’s Graduate School of Business (GSB) are aligned with the university **mission** promise, *“Preparing People to Live Extraordinary Lives.”*

The GSB *prepares extraordinary business leaders* through a curriculum based on Responsible Leadership. Responsible Leaders are accountable, ethical, and act with integrity. They implement careful decisions after thorough analysis, they exercise sound judgment using appropriate values, and they treat stakeholders—employees, customers, and community members—with respect.

Loyola’s GSB develops Responsible Leaders in a program of study that combines theory with practice. Graduates of our programs excel as managers and leaders in the global, interdisciplinary environment of modern business, consistent with our **mission** and the Jesuit tradition. Ultimately, we seek a transformative educational experience for our students as they move forward in living their own extraordinary lives.

<http://www.luc.edu/gsb/responsibleleadership.shtml>

Topics

- The highest possible Topic Score was a 5, one point for each Topic.
 - Topics indicate “breadth” of coverage.
- Across Divisions, the average Topic Score was a 3.6.
- The Division of Student Development (3.9) averaged the most Topics per department web page, followed by individual Schools (3.6) and the Division of Student Academic Services in Academic Affairs (3.2).
- Across all Divisions, the Jesuit (35) Topic led total placements, followed by Social Justice (31) and Expand Knowledge (28).
- Overall, Topic Scores suggest that Loyola does well in broadly articulating its Mission, but highlights some opportunities for improvement.

Topics

- The Division of Student Development (3.9) led the Topic Scores across all divisions, showing the greatest breadth of coverage.
 - Over half of the departments (9/16) in the Division of Student Development covered all five Topics: Athletics, Undergraduate Initiatives (EVOKE), Ministry, Off-Campus Student Life, Residence Life, Student Activities & Greek Affairs, Student Leadership Development, Office of the Vice President for Student Development, and the Wellness Center.
 - Graduate Assistantships contained no Topics.

Topic Placements in the Division of Student Development						
Division of Student Development	Catholic	Diversity	Expand Knowledge	Jesuit	Social Justice	Total
Athletics	1	1	1	1	1	5
Campus Recreation	0	0	0	1	1	2
Center for Community Service & Action	0	0	0	1	1	2
Office of the Dean of Students	0	1	1	1	0	3
Undergraduate Initiatives (EVOKE)	1	1	1	1	1	5
Graduate Assistantships	0	0	0	0	0	0
Ministry	1	1	1	1	1	5
Off-Campus Student Life	1	1	1	1	1	5
Residence Life	1	1	1	1	1	5
Sacramental Life	1	0	1	1	0	3
Student Activities & Greek Affairs	1	1	1	1	1	5
Student Conduct & Conflict Resolution	1	1	0	1	1	4
Student Diversity & Multicultural Affairs	0	1	1	1	1	4
Student Leadership Development	1	1	1	1	1	5
Office of the Vice President for Student Development	1	1	1	1	1	5
Wellness Center	1	1	1	1	1	5
Total	11	12	12	15	13	63

Topics

- Several departments within Student Academic Services in Academic Affairs are more administrative in function, leading to fewer Topics per web page.
 - GPEM and Registration & Records had no Topic coverage.
 - Financial Aid had only 1 Topic.
 - The Center for Tutoring & Academic Excellence had 2 Topics.
- SCPS had the fewest Topics (2) among the Schools.

Topic Placements in Schools						
Schools	Catholic	Diversity	Expand Knowledge	Jesuit	Social Justice	Total
College of Arts & Sciences	0	0	1	1	1	3
School of Communication	1	0	1	1	1	4
Graduate School	0	0	1	1	1	3
Graduate School of Business	0	1	0	1	1	3
Institute of Pastoral Studies	0	1	0	1	1	3
School of Nursing	1	1	1	1	1	5
School of Business Administration	1	1	0	1	1	4
School of Continuing & Professional Studies	0	1	0	1	0	2
School of Education	1	1	1	1	1	5
School of Social Work	1	1	0	1	1	4
Total	5	7	5	10	9	36

Topic Placements in the Division of Academic Affairs						
Division of Academic Affairs	Catholic	Diversity	Expand Knowledge	Jesuit	Social Justice	Total
Academic Support Services	0	1	1	1	1	4
Career Centers	0	0	1	1	1	3
Experiential Learning	1	0	1	1	1	4
Financial Aid Office	0	0	1	0	0	1
First & Second Year Advising	1	1	1	1	1	5
First Year Experience	1	1	1	1	1	5
GPEM	0	0	0	0	0	0
Office of International Programs	1	1	1	1	1	5
Registration & Records	0	0	0	0	0	0
Study Abroad	0	1	1	1	1	4
Sullivan Center	1	0	1	1	1	4
Center for Tutoring & Academic Excellence	0	0	1	1	0	2
Undergraduate Admissions	1	1	1	1	1	5
Total	6	6	11	10	9	42

Topics

- 22 of 39 department web pages incorporated Catholic Topic placements, however most mentions lacked narrative depth.
 - Catholic was typically paired with Jesuit. For example, “Chicago’s Jesuit Catholic University.”
 - Sacramental Life, Ministry, and Athletics provided the clearest articulation of the university’s Catholic identity.

Sacramental Life

ABOUT SACRAMENTAL LIFE

Within The [Division of Student Development](#), Sacramental Life serves to promote the Catholic Identity of the University through liturgical worship, the celebration of the sacraments and in training students to be future leaders in the Church. We welcome you to participate in the [prayer opportunities](#) we offer and encourage your involvement in the Sacramental Life of the University.

Ministry

Campus Ministry invites students of all religious traditions and spiritual backgrounds to call Loyola home, and seeks to provide opportunities that will enrich your faith.

Catholic Life and Worship Spaces

Loyola is committed to providing opportunities for Catholic students to grow in their faith on Campus. Students can attend a daily mass, grow with the guidance of a spiritual director or join the Catholic Student Organization.

Athletics

Loyola University Chicago is a Jesuit, Catholic university which encourages all students both to participate in their own religious heritage and to develop personally their religious commitment. Part of the Catholic tradition is a great reverence for all transcendent religions, not just those that have Christian origins. As a result, placing one’s experience within a religious framework is a feature of the student-athlete’s life at Loyola. The department seeks to fulfill this mission by providing opportunities for its student-athletes to:

Messages

- The highest possible Message Score was a 19, one point for each Message.
 - Messages indicate “depth” of coverage across Topics.
- Across Divisions, the average Message Score was a 8.3.
- Across all Divisions, the Growth Through Learning / Expand Knowledge Message (27) led total placements, followed by Jesuit (26), Service to Humanity (25), and Commitment to Excellence (24).
- 16 out of the 39 departments across Divisions had a Message Score of 10 or higher.

Messages

- The Division of Student Development (10.0) averaged the most Messages per department web page, followed by Student Academic Services in Academic Affairs (7.2) and Schools (7.0).
 - 4 of the 6 departments with the highest message penetration reside within the Division of Student Development.
 - The top 6 departments were: Office of the Vice President for Student Development (17), Student Leadership Development (16), Undergraduate Admissions (16), Student Diversity & Multicultural Affairs (15), Student Activities & Greek Affairs (15), and First & Second Year Advising (15).

Message Placements in the Division of Student Development	
Division of Student Development	Total
Office of the Vice President for Student Development	17
Student Leadership Development	16
Student Activities & Greek Affairs	15
Student Diversity & Multicultural Affairs	15
Residence Life	14
Athletics	13
Ministry	12
Off-Campus Student Life	12
Student Conduct & Conflict Resolution	11
Wellness Center	9
Undergraduate Initiatives (EVOKE)	8
Center for Community Service & Action	5
Office of the Dean of Students	5
Campus Recreation	4
Sacramental Life	4
Graduate Assistantships	0
Average	10.0

Message Placements in the Division of Academic Affairs	
Division of Academic Affairs	Total
Academic Support Services	4
Career Centers	6
Experiential Learning	8
Financial Aid Office	1
First & Second Year Advising	15
First Year Experience	14
GPEM	0
Office of International Programs	11
Registration & Records	0
Study Abroad	6
Sullivan Center	11
Center for Tutoring & Academic Excellence	2
Undergraduate Admissions	16
Average	7.2

Message Placements in Schools	
Schools	Total
College of Arts & Sciences	7
School of Communication	6
Graduate School	7
Graduate School of Business	7
Institute of Pastoral Studies	7
School of Nursing	12
School of Business Administration	6
School of Continuing & Professional Studies	3
School of Education	10
School of Social Work	5
Average	7.0

Messages

- There was a split in Message Scores within the Division of Student Development. 9 departments had a Message Score of 11 or higher, while 5 departments scored a 5 or below.
 - Center for Community Service & Action (5), Office of the Dean of Students (5), Campus Recreation (4), Sacramental Life (4), and Graduate Assistantships (0).
 - These 5 departments had less narrative content than the departments with higher Message Scores.
- As with Topic placements, several departments within Student Academic Services in the Division of Academic Affairs had low Message penetration.
 - GPEM and Registration & Records had no Messages.
 - Financial Aid had only 1 Message (Expand Knowledge).
 - The Center for Tutoring & Academic Excellence conveyed 2 Messages.
- By contrast, most Schools had a Message Score of at least a 5.
 - SCPS had the fewest Messages (3) among the Schools.
 - SSW (5) also had low Message penetration. We identified the [Dean's Welcome](#) as an opportunity for Mission messaging as there are no mission-related elements or discussion of service.

Top 25 Words

Top 25 Words: Academic Affairs	
Word	Count
students	662
loyola	654
university	253
student	251
learning	245
chicago	240
community	227
center	212
program	199
study	198
academic	196
campus	162
programs	151
experience	146
service	144
education	142
year	135
abroad	129
opportunities	127
faculty	123
research	122
work	121
office	118
first	111
information	111

Top 25 Words: Schools	
Word	Count
students	377
loyola	282
school	272
program	231
chicago	209
social	190
education	171
business	167
nursing	163
programs	154
graduate	150
health	149
university	142
work	142
professional	135
student	132
community	113
faculty	109
degree	102
practice	102
courses	91
leadership	85
academic	84
development	84
service	84

Top 25 Words: Student Development	
Word	Count
students	622
student	594
loyola	512
community	361
university	320
campus	318
leadership	291
development	213
chicago	184
life	180
service	144
programs	141
staff	138
academic	136
program	136
experience	130
year	129
social	126
opportunities	125
department	123
center	120
members	113
support	109
activities	106
action	103



Key Words

- Highlighting the importance of shared language, we explored Key Words / Phrases that might convey the Jesuit Topic.
 - Faith (140)
 - Spirituality, Spiritual (137)
 - "Cura personalis," "Care for the Whole Person" (43)
 - "Care for Others," "Caring for Others," "Homonis pro aliis," "Person / People for Others," "Men and Women for Others" (22)
- Other Key Words / Phrases appeared in the analysis that supplement the effective communication of the university's vision.
 - Transform, Transformative, Transformational, etc. (76)
 - Formation (36)
 - Ignatian (23)

Promise

- 9 out of the 39 departments incorporated the Loyola Promise: *“Preparing People to Lead Extraordinary Lives.”*
- Another measure of the articulation of the Loyola Promise is the frequency of the word Extraordinary.
 - “Extraordinary” was referenced 47 times across all three Divisions, appearing in 17 different department pages.
- As a prominent feature of the university seal, the Loyola Promise is present on most university web pages.
- However, there is an opportunity to more fully incorporate this aspect of the Espoused Mission into the description of core departmental functions in order to underscore Loyola’s commitment to its Living Mission.
- This requires explicitly integrating the Promise into the narrative content.

How clearly do we articulate mission?

- Does the department website Explicitly address mission?
 - 60% of web pages analyzed have an Explicit Mission Statement.
- Does the department website hit on Key Topics from the mission?
 - 90% of department web pages analyzed covered at least 2 Topics.
 - Moving forward a tentative goal for improving the clarity of Mission would be for all departments to incorporate at least 1 Topic that is fully developed.
- Does the department website cover Key Messages from the mission?
 - 40% of department web pages analyzed included at least 10 different Messages.
 - Departments with few Topics typically had low Message pull-through, indicating further opportunity to develop narrative content.
- Does the department website use Key Words related to the mission?
 - Opportunities exist to raise the visibility of Mission-related Key Words / Phrases.
 - Consistent use of Key Words establishes the foundation for Shared Language, thereby fostering a Living Mission.

Opportunities to Integrate Mission

- Thinking about your own department, do you see a gap between Espoused and Enacted Mission on your departmental web page?
- What are common goals / standards that would facilitate clearer articulation of the Living Mission on departmental web pages?
- What can you do in your own department to better articulate how the Mission is Enacted?

Questions?

Questions? – contact:

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