



# The University of Memphis

Business & Finance

Vision/Mission/Values Team

Final Report & Recommendations

January 2000

# Our Charge



Review and recommend revisions to the current B&F vision, mission, philosophy, and values.

Determine how the 'Delivering Results: I make a Difference' motto fits within the vision.

# Definitions



## ■ Vision

a statement of what we wish to become

## ■ Mission

a statement of why we are here

## ■ Values

guidelines for how we operate

- | how we treat our people
- | how we treat our customers
- | how we perform our work
- | how we conduct our relationships

# Goal



- To develop statements that are
  - short
  - focused
  - clear
  - easily understood

# The Process



- Reviewed University and current B&F mission/vision/values
- Conducted open focus group sessions
- Educated ourselves
  - Harvard Business Review article - building your company's vision
  - statements of similar divisions at other institutions
  - Suggestions from Formulate B&F Future team
- Using all the input, we finalized draft statements

# Mission Statement



We are partners in achieving the University mission by providing quality services.

# Vision Statement



- To be an organization that has the respect of customers, employees, peers

- ...delivering quality services to customers

- ...with involved employees working together in a supportive and challenging environment

- ...recognized as a leader by peers

# Values Statement



- We recognize that employees are our most valued resource.
  - Every employee has the right, opportunity, and responsibility to achieve to his or her maximum
  - We are honest and ethical in our work
  - We continually deliver quality services
  - We respect all people

# 'BHAG' versus Reality



- These are not 'big, hairy, audacious' goals
- 'BHAG' did not match the Division's reality
- More importantly, what we developed is
  - simple
  - honest
  - realistic

# Recommendation #1



- Adoption of these statements as a whole
  - to replace the current B&F vision, mission, philosophy, values, and motto.
  - to be used as input to the Division's new planning process, which is to be implemented in the spring of 2000.

# Recommendation #2



- Recognizing there is a need to re-examine these statements on an on-going basis, we recommend that
  - The Division's Strategic Council be charged with implementing the annual process to review and revise these statements beginning with the spring 2001 planning cycle.
  - (This suggestion is also in the October 13, 1999 Planning Process Oversight Committee Final Report.)

# Recommendation #3



- Communication of this information is vital, and the revised statements should be
  - incorporated immediately into the B&F New Employee Orientation
  - the subject of a newsletter or 'From the Pen of' to all division employees
- Long-term needs
  - a 'refresher' course for all employees giving everyone the opportunity to learn about strategic initiatives and continuous improvement efforts

# Mission, Vision, Values



- We are partners in achieving the University mission by providing quality services.
- Our vision is to be an organization that has the respect of customers, employees, peers
  - ...delivering quality services to customers
  - ...with involved employees working together in a supportive and challenging environment
  - ...recognized as a leader by peers
- We recognize that employees are our most valued resource
  - Every employee has the right, opportunity, and responsibility to achieve to his or her maximum
  - We are honest and ethical in our work
  - We continually deliver quality services
  - We respect all people

# Vision, Mission, Values

## Team Members



- Ray Abner, Consultant
- Courtney Dickinson, Campus Planning & Design
- Teresa Hartnett, Planning & Research
- Diana Humphrey, Physical Plant
- Elmer Jones, Physical Plant
- Harriet Montgomery, Human Resources
- Mary Moran, Campus Planning & Design
- Sabrina Qualls, Accounting

We can see a bright future,  
how about you?

