

Mission, Mandates, Vision, Values, Goals

UW-Extension, Cooperative Extension

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Organizations that have a clearly defined process for collectively articulating and communicating their organizational mission, mandates, vision, values, and goals are more successful in achieving their goals as an organization. Kouzes and Posner in their book *The Leadership Challenge* identify numerous organizations and businesses that have prospered because everyone in the organizations felt invested in the process and thus had a sense of ownership of the organization's mission, mandates, vision, values, and goals. Many other authors such as Bryson, Senge, Block, Drucker, Kanter, and Covey have chronicled the success of organizations that have taken the time to achieve a common sense of purpose and direction.

UW-Extension, Cooperative Extension is also committed to establishing a common sense of purpose and direction that will empower and help guide the work of everyone in the organization. How we succeed as an organization is very dependent on the leadership that is provided for administrative and department units throughout Cooperative Extension. This learning module is number one of eight modules that are provided for administrative and department unit heads to help them in carrying out their leadership roles and functions.

The book by Kouzes and Posner, *The Leadership Challenge*, provides a conceptual framework for all eight learning modules. Other resources and authors are also incorporated in the curriculum. Throughout this learning module the reader is frequently directed to sections of *The Leadership Challenge* for a more in-depth treatment of specific topics.

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This module will help you:

1. Clarify critical definitions and their roles in effective organizational and personal leadership:
 - [Mission](#)
 - [Mandates](#)
 - [Vision](#)
 - [Core Organizational Values](#)
 - [Core Leadership Values](#)
 - [Goals - Organizational, Team, and Individual](#)
2. Clarify Cooperative Extension's:
 - [Historical Context](#)
 - [Mission](#)
 - [Mandates](#)
 - [Vision](#)
 - [Core Organizational Values](#)
 - [Core Leadership Values](#)
 - [Goals - Organizational, Team, and Individual](#)
3. [Work with your department / unit colleagues](#) to prepare a mission statement, vision statement, objectives and goals for your department/unit. Identify any additional mandates that your unit is required to follow
4. [Role model](#) the core organizational and leadership values that Cooperative Extension faculty and staff want their leaders to demonstrate.

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Clarify critical definitions and their roles in effective organizational and personal leadership:

Mission:

According to John Bryson in Strategic Planning for Public and Nonprofit Organizations, mission "clarifies an organization's purpose, or why it should be doing what it does."

Mandates:

Mandates define what an organization is formally and informally required to do or not do by external authorities. Formal requirements are likely to be codified in laws, ordinances, articles of incorporation, other legal documents, and the policies and procedures of organizations. Informal mandates may be embodied in the cultural norms or expectations of key stakeholders. (Bryson, 1995)

Vision:

Bryson also notes, vision "clarifies what the organization should look like and how it should behave as it fulfills its mission." Kouzes and Posner define vision as "an ideal and unique image of the future." For a more detailed description of vision please review pages 90-148 of The Leadership Challenge.

Core Organizational Values:

Core organizational values are those values that refer to here-and-now beliefs about how things should be accomplished. Values help us determine what to do and what not to do. Members of an organization should be able to enumerate the organizational values and have a common interpretation of how the values will be put into practice. For people to understand the values and come to agree with them, they must participate in the process. For a more detailed description of core organizational values please review pages 209-241 of The Leadership Challenge.