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Higher Education &  
Leadership Ministries  
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# **Vision, Mission, and Values: Building Blocks for the Nonprofit Ministry**

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Vision


Mission

Values

**DEFINITIONS**




# Vision

- Clear statement about what your organization is hoping to create -- it is your **WHY!** Why you are doing what you are doing.
  - Vivid picture of the hoped-for future.
  - Aspirational – creates the context for where you are heading.
  - An effective vision statement tells people what world you wish to create.
- 



# Mission


- Tells an organization: "This is of us."
  - Calls an organization towards some fundamental decisions.
  - This is your part of the work.
  - Your specific work in a time and place.  
Focuses activity.
  - Speaks about your purpose to those who are looking to join or fund.
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# Red Cross Mission Statement

**The American Red Cross prevents and alleviates human suffering in the face of emergencies by mobilizing the power of volunteers and the generosity of donors.**



# Values

- Central beliefs of the organization.
  - Principles by which the organization lives and breathes.
  - Guide day-to-day behavior within the organization.
  - Guide external interactions.
  - Values guide decision-making and a sense of what's important and what's right. Organizational bedrock.
- 

# Core Values of the NBA

- Rooted in Compassionate Care
- Accountability
- Collaborative Partnerships
- Accompaniment
- Forward-Leaning



# Vision/Mission → Core Values → Strategy

Why We Exist	VISION and MISSION				
	<u>Mission:</u>				
	<u>Vision:</u>				
How We Behave	CORE VALUES (PRINCIPLES THAT GUIDE THE DELIVERY OF OUR MISSION)				
	1.	2.	3.	4.	5.
What We Will Do	STRATEGY				
	Strategic Goal: _____	Strategic Goal: _____	Strategic Goal: _____	Strategic Goal: _____	Strategic Goal: _____
	KEY INITIATIVES				
	①	①	①	①	①
	②	②	②	②	②
	③	③	③	③	③

*Slide adapted from Collaborative Strategies Inc.*





Vision

Mission

Values

**PROCESS FOR CREATING**

# Why Are You Engaging This Process?

Clarity about outcomes - what do you hope this will accomplish for your organization?

Is this a refresh? A rebuild? A new project that needs direction?

What has changed in your context that moves you to engage this process?



# Envisioning and Engaging the Audience

- Board Members
- Employees
- Volunteers
- Clients/Population Served
- Donors
- Partners
- General Public
- Etc.



# Crafting a Vision Statement

- Project into the ideal future.
- Dream big and focus on the future you want to create for the people/issues you want to impact.
- What will the organization be known for?
- What desired condition will the organization help achieve?
- Unite the organization in a common, coherent strategic direction.





# Crafting a Vision Statement (cont.)

- Show your passion.
- Ultimately align with your mission and values.
- Clarifying questions:
  - How will this vision be used?
  - How will the vision be communicated?
  - Does it inspire and challenge?



# Crafting a Mission Statement

- Describe what the organization does and how it performs the work.
  - What does the organization do?
  - How is the work done?
  - For whom is the work done?
- Capture the key ideas and themes.
- Pay attention to the difference between 'identity' and 'action'.
- Distill down the key elements.
  - Cause – Who? What? Where?
  - Actions – What we do.
  - Impact – Difference it makes.



# Crafting a Mission Statement (cont.)

- Offer draft mission statements
- Winnow it down to two or three finalists.
- Characteristics:
  - Avoids jargon
  - Sounds good when said out loud
  - Best if it is a single sentence
  - It's concise, memorable, actionable, specific
- Test the selected version(s) with key constituents.





# Crafting Core Values

- Once the Mission and Vision are clearer, moving to identifying values becomes easier.
- Previous conversations should have illuminated what values are important to the organization.
- Format of the values can be short or long.
- Use words and statements that guide, give shape to, and undergird the work of the organization.
- Focus and integrity.





# Example: Habitat for Humanity

## **Our mission**

Seeking to put God's love into action, Habitat for Humanity brings people together to build homes, communities and hope.

## **Our vision**

A world where everyone has a decent place to live.

## **Our principles**

1. Demonstrate the love of Jesus Christ.
2. Focus on shelter.
3. Advocate for affordable housing.
4. Promote dignity and hope.
5. Support sustainable and transformative development.

# Be Aware:

Resistance will show up, and not everyone sees the bigger picture – stay with and trust your process.

Stick to your time table.

Don't stop here: Strategic Plan is the next step – the fun has just begun.



# How to Craft Mission, Vision, and Values: A Checklist

## **Why are you engaging this process?**

- ✓ Clarity about outcomes – what do you hope this will accomplish for your organization? (more focused mission, new priorities, clearer statement of the world you hope to create.)
- ✓ Is this a refresh? A rebuild? A new project that needs direction?
- ✓ What has changed in your context that moves you to engage this process?

## **What resources will this require?**

- ✓ Time – Organizational leaders will need to give attention to this process; develop timeline.
- ✓ Money – Are you going to hire consultants who can give an outside perspective? Do it yourself? Meetings, communication, involvement.
- ✓ Attention – How much of your organizational focus will go to this process?

# A Checklist, continued

## **Who should be involved and what is their role?**

- ✓ Staff, Board, Partners (including those the ministry is accompanying, serving), Donors, Who else?
- ✓ Define roles clearly – For instance, does the board approve or affirm? Is staff the primary mover of the process and the outcome? Who will be the core planning team?
- ✓ At what point do you want to bring different stakeholders into the process?

## **What process elements are essential for you to achieve your desired outcomes? For instance:**

- ✓ Recruiting a committed planning team.
- ✓ Setting aside some of what is currently being done in order to focus on this process.
- ✓ Determinedly seeking broad participation.
- ✓ Giving process the time it needs while not taking longer than necessary.
- ✓ Overcoming resistance.
- ✓ Finding ways to allow the outcomes of the process to “live” in the organization once the formal process is completed.

# A Checklist, continued

## **Outline each step, including activities to get you to your “end:”**

- ✓ What resources will you draw on – theological, ecclesial, community commitments, justice commitments?
- ✓ What do you need to learn before you can write a vision and mission statement? (the community you wish to impact, demographics, who else is working on this, where is other wisdom?)
- ✓ As you craft vision and mission statements, ask: Who do you want to engage and how will you engage them? (group meetings, surveys, interviews.)

## **Be Aware:**

- ✓ Resistance will show up, and not everyone sees the bigger picture – stick to your process.
- ✓ Stick to your time table.
- ✓ Don't stop here -- Strategic Plan is the next step; this is just the beginning.



A top-down view of a light-colored wooden desk. In the top-left corner, there is a small, round, light-brown wooden pencil holder containing several pens and pencils. In the top-right corner, there is a white ceramic mug filled with a frothy, light-brown beverage, likely coffee. A large, white, rectangular piece of paper is centered on the desk, serving as a background for the text.

# Closing and Questions

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# Contacting Us:



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