

Owens Community College Mission Statement Project Assessment and Proposal

HON 101-003 Critical Thinking Fall Semester 2018

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December 12, 2018

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INTRODUCTION

Project Development: One piece of the Strategic Plan proposed by the current President of Owens Community College, Steve Robinson, was to create new mission and vision statements for the college. (2018 Opening Remarks) Considering that the college affects many of the people within the community, especially the students, we want to provide many perspectives on the effects of this change and what that means for the community. In particular, we want to provide a Findlay student perspective on the Mission Statement project and present our findings for the college's consideration. As students, we experience every decision made by the administration, and therefore believe it is important for the administration to consider the effects (or lack thereof) of the Mission Statement Project on the student body of Owens.

Project Goal: Our goal is first to evaluate the effectiveness of creating a new mission and vision statement and determine if changing the Mission Statement is a productive initiative towards the betterment of the school. In addition, we would like to suggest further actions that are essential to creating a more successful and productive mission and vision statement for the long-term benefit of the stakeholders of Owens Community College. As a part of this project, we would also like to determine whether creating separate statements for the separate Findlay and Toledo campuses of Owens would be a stronger approach that is more beneficial to all of the stakeholders, or if it is unnecessary.

PROBLEM

A good Mission Statement often provides two sections: A Mission and a Vision. Both serve different purposes. The Mission is meant to provide a framework that encompasses the current values and purpose of the institution. The Vision is supposed to articulate the main goals or future state of the institution. A good Mission statement provides both a mission section and a vision section that is unique to the particular institution; it should not be generic (overly similar to like institutions) or untruthful.

President Robinson's assertion (mentioned in the "2018 Opening Remarks" presentation at the Toledo campus) is that the current Owens Mission Statement does not meet the criteria of a good mission statement or the standards of the college and that creating a new Mission Statement is a priority in the 2018 Strategic Plan initiative. Therefore, it is important to evaluate the statement, first to either validate or invalidate whether the current statement meets the criteria for an effective statement. Secondly, we will evaluate the project to determine if creating a new Mission Statement without supplementary action is productive and ethical in all/most aspects of the change. We will start with an analysis of the current Owens Mission Statement.

The current Owens Mission Statement is as follows:

CORE VALUES

Owens Community College's Core Values frame the way in which the College works to accomplish its Mission and Vision. The values are *Service, Learning, Innovation, Collaboration* and *Excellence*. These values are embedded in the fabric and culture of Owens Community College and support the following Mission and Vision statements.

MISSION

We believe in serving our students and our communities.
Your success is our mission.

VISION

Owens faculty and staff are committed to strengthening the community by providing a superior educational experience through *excellence, innovation* and *collaboration*.

(https://www.owens.edu/about_owens/mission.html)

ANALYSIS

Can the Mission Statement be improved?

Core Values: This section describes some of the ethical principles and educational ideals of Owens Community College. These are, Service, Learning, Innovation, Collaboration, and Excellence. Also stated is that these terms “are embedded in the fabric and culture” of the College. This statement can be interpreted as a commitment to these values that is apparent in almost all aspects of the college, including classes, student organizations, and various other duties of the college. For example, assuming service is a testament to community service, rather than institutional services (for example, food services provided primarily for students), this statement indicates that the majority of students, faculty, and staff have a commitment to community service. A survey which evaluates the truthfulness of this statement and implementation of our core values will be presented in the Research section.

Mission: The current mission statement is quite generic. Almost all learning institutions could say that they serve their students and communities and help their students to succeed. This includes public, private, community, and state colleges, and even high schools. The Mission Statement should provide a sense of what distinguishes this particular institution of higher learning from any other. Considering Owens is a community college, it is important to serve students and the community that surrounds the college. However, as a community college, we should be able to provide specifics as to the make-up and values of our communities and students as well. For example, consider that Owens serves both rural and urban communities. Consider that students want to build careers, rather than just obtain jobs, and often end up working for companies located near the Toledo and Findlay campuses. Consider that the student population is made up of a wide variety of ages, including high-school students, students straight out of high-school, and students returning to school who sometimes have families and are working. These are things that differentiate Owens from other institutions, and these distinguishing factors are covered more in-depth in the Research section.

Vision: The Vision Statement is the most elaborate and thorough section. It projects a goal (to strengthen the community), and explains how it will achieve this goal (by providing a superior educational experience). In addition, it establishes the core values which allow it to provide such the proclaimed superior experience, also creating a checklist that defines the principles for the relationships between faculty, staff, and students. However, the college still has the duty of living up to these standards, and we will determine if it does so in the Research section.

As a whole, the current Owens Mission Statement fails to demonstrate a clear, unique idea of the purpose for the college. It could be improved by providing a more comprehensive mission statement that is specific and unique to Owens alone. Research for specific improvements in phrasing regarding the Mission Statement was conducted by the Owens Community College president.

RESEARCH

Is it important that the Mission Statement be changed? In what ways should it be changed? Can the Mission be true on the Findlay Campus?

Faculty Data

**This data is not final. This information comes from a draft of a collection of faculty survey data conducted by President Steve Robinson of Owens through institutional research. It is inconclusive at this point because it is still a draft, but the data shows certain trends and noteworthy responses that we would like to discuss. Specifically, we want to understand the perceived importance of our core values.

Institutional Research

Fall, 2018

How important are the following words or phrases for inclusion in a potential new mission statement?

Frequency Distribution

	Teaching and Learning	Students	Community	Workforce	Transfer	Affordability	Success	Careers	Service	Belief
Not at all important	8	3	2	10	19	10	3	79	14	52
Slightly important	14	6	10	37	43	23	10	58	47	56
Important	39	20	45	64	72	48	40	4	78	59
Fairly important	43	27	77	77	74	67	55	20	70	52
Very important	160	216	134	68	52	116	160	108	51	41
Not at all important	3%	1%	1%	4%	7%	4%	1%	29%	5%	20%
Slightly important	5%	2%	4%	14%	17%	9%	4%	22%	18%	22%
Important	15%	7%	17%	25%	28%	18%	15%	1%	30%	23%
Fairly important	16%	10%	29%	30%	28%	25%	21%	7%	27%	20%
Very important	61%	79%	50%	27%	20%	44%	60%	40%	20%	16%
Total	264	272	268	256	260	264	268	269	260	260

DRAFT

mission statement summary report.pdf

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Findings thus far indicate that “Service” was rated second to last in importance. This is of particular interest considering that it is labeled as one of the Owens Core Values, yet it was rated by most faculty as just “important,” rather than of higher importance. Learning was

scored very highly. Other core values (innovation, collaboration, and excellence) were not scored.

Institutional Research				Fall, 2018			
Additional Important Words and Phrases with Frequencies	1	accommodating	1	convenient	1	measure	
	1	customization	1	diversity	1	quality	
	1	accessibility	1	relevance	1	journey	
	1	collaboration	1	preparing	1	achieve	
	1	collaborative	1	life	1	mention	
6	education	1	partnerships	1	education	1	student
5	students	1	achievements	1	committed	1	gainful
5	quality	1	professional	1	discovery	1	support
4	diversity	1	relationship	1	essential	1	mission
4	diverse	1	internships	1	visionary	1	emulate
3	opportunity	1	competitive	1	expertise	1	forward
3	excellence	1	opportunity	1	committed	1	options
3	community	1	environment	1	potential	1	adjunct
3	success	1	flexibility	1	something	1	passion
3	prepare	1	achievement	1	companies	1	enhance
3	growth	1	progressive	1	education	1	provide
3	future	1	internships	1	tradition	1	partner
2	accessible	1	opportunity	1	job-ready	1	teacher
2	experience	1	respectable	1	inclusion	1	ignored
2	integrity	1	necessarily	1	equation	1	related
2	standards	1	facilitate	1	flexible	1	quality
2	learning	1	innovative	1	personal	1	current
2	faculty	1	leadership	1	critical	1	leaders
2	college	1	developing	1	hands-on	1	course
2	service	1	confidence	1	thinking	1	engage
2	please	1	innovation	1	tomorrow	1	trends
2	first	1	employment	1	personal	1	convey
2	Owens	1	dedication	1	lifelong	1	strong
1	strength...resilience	1	supportive	1	pathways	1	latest
2	dedication	1	confidence	1	guidance	1	invest
1	friendly	1	compassion	1	building	1	equity
1	fulfillment	1	cultivates	1	educated	1	skills
1	flexible	1	techniques	1	reaching	1	engage
2	focus	1	motivation	1	develop	1	access
1	forward-thinking	1	foundation	1	meaning	1	highly
1	student-centered	1	commitment	1	honesty	1	safety
1	nontraditional	1	commitment	1	meeting	1	vision
1	adhere	1	blaze	1	feel	1	take
1	caring	1	trail	1	ever	1	live
1	moving	1	class	1	time	1	make
1	better	1	start	1	Ohio	1	part
1	ethic	1	lines	1	work	1	free
1	pride	1	goals	1	life	1	long
1	along	1	place	1	high	1	job
1	words	1	value	1	team	1	new
1	ready	1	clear	1	full	1	can
1	needs	1	serve	1	lead	1	use
1	ratio	1	chart	1	note	1	way

The second question asked faculty to provide additional words and phrases that would be important to the Mission Statement. Notably, all of the core values that were not scored were mentioned in this section. Innovation and collaboration were mentioned two times each, and excellence was mentioned three times.

Institutional Research				Fail, 2018	
Words that Define Owens with Frequencies					
85	students	6	environment	3	provide
54	community	6	commitment	3	defined
27	success	6	attention	3	mission
24	education	6	committed	3	Toledo
21	faculty	6	transfer	3	offers
21	career	6	prepares	3	family
21	Owens	6	start	3	trade
19	college	6	local	3	focus
15	affordable	6	world	3	value
15	small	6	goals	3	going
13	workforce	6	area	3	known
12	staff	5	communities	3	ready
11	programs	5	preparation	3	great
11	training	5	instructors	3	work
10	opportunities	5	academic	3	next
10	learning	5	diverse	3	take
10	quality	5	classes	3	jobs
10	future	5	degree	3	Ohio
9	caring	5	option	3	good
8	experience	5	cost	3	size
8	careers	5	know	3	job
7	service	5	well	3	
7	class	5	care	3	accessible
7	place	5	high	3	dedicated
7	needs	5	low	3	business
7	help	4	affordability	3	industry
7	real	4	educational	3	helping
		4	excellence	3	options
		4	employees	3	schools
		4	ori	3	support
				3	skilled

Thirdly, faculty were asked to provide words which define Owens. Core values which were mentioned in this instance were learning, (mentioned 10 times) service, (mentioned 7 times) and collaboration (mentioned 3 times). However, both service and learning were previously scored (in the “How important are the following words...?” frequency distribution), making their mention a more likely occurrence.

Other notable responses: While we do not wish to give extra weight to outlying responses, some took a different approach to the following questions and their responses include points that we believe should not be overlooked in the process of evaluating the survey responses. (**It is important to note that most responses were positive and contained specific answers to the following questions; only a few notable responses are included in this section out of many. These are anonymous employee responses, and do not necessarily reflect our opinions. This section is not meant to criticize the college, only to provide a different perspective and understand the worth of the following statements.)

- In response to “Please include any other words or phrases that you believe would be very important to include in a potential new mission statement.”
 - “Only use words and phrases that the college can emulate”
 - “Please mention faculty expertise/dedication – something along those lines. Owens has ignored this essential part of the equation for too long. (Note: then please feel free to make us live up to those standards!”
- In response to “Name something that DEFINES Owens...using a word or short phrase (e.g. an essential element of Owens’ identity).”
 - “I also still BELIEVE in our Core Values, ‘Service, Learning, Innovation, Collaboration, Excellence””
 - “I still believe in...‘Your success starts here’ & ‘Your success is our mission””
 - “I would like to say newest technology, but this is not true in every area”
 - “Owens is defined by our culture and climate. We need to have a more diverse campus in all areas.”
- “If you would like to submit a completely new Owens mission statement for consideration, please type or paste it in the box below.”
 - “I think it is sad there is no place to say what we need to change to make Owens stand out as a premier school of choice. There are so many unhappy that changing a mission statement won’t change the college.”
 - “No words can change the course of Owens. Updating font, logo, etc. would be nice to bring it into this century. With that being said, actions need to be the mission of Owens. Healing the hard feelings across campus and changing the predominant dismal attitude that encompasses the campus. We cannot attract students and the community if we do not like Owens ourselves. And I will say that the physical campus also speaks to that. Reaching out to the community to show how vital a certificate or associates is in the modern workforce. Have days of volunteering to get Owens employees out and visible to the community. We need to show that Owens cares about the communities we are a part of.”
 - “Not really applicable until we start focusing on something new.” (Institutional Research)

What is apparent in many of these notable responses is that some members of the faculty, staff, administration, and external stakeholders are dissatisfied with the fact that the current project is set on changing what has been said to define the college without making tangible changes to the college. Essentially, changing the mission statement only changes the wording by which the college defines itself. We have determined that the mission statement can be improved, but is it truly a priority if the needs of the college and surrounding community are not being met? The point being made is: if the mission statement is to be changed, some preliminary work will have to be done to ensure that the change is both ethically sound and productive.

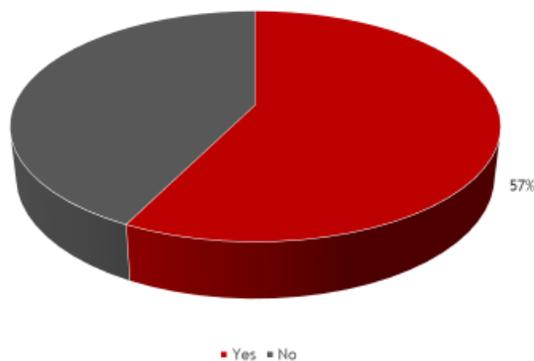
To determine areas in need of improvement and to determine if Findlay students believe Owens is committed to its Core Values, we conducted a student survey which questions the implementation of Owens' current five Core Values. Considering that Findlay has significantly fewer classes, clubs, and other various amenities, we must find if these values can be held up sufficiently on the Findlay Campus.

Student Data

Purpose: Our goal with this survey was to find out if students on the Findlay campus felt that Owens faculty, staff, and other students were deeply committed to the five Core Values listed in our mission statement, and if there was room for the Owens community to improve in the implementation of some or all of those values. This will help determine some ways in which Owens can be improved to ensure the ethical soundness of the mission statement project.

Problems with Data: Surveys were printed along with directions and were placed in the mailboxes of both full-time and adjunct instructors on the Findlay Campus only to copy and give to students in their classes. We did not receive responses from most instructors; therefore, we did not meet a statistically relevant data collection due to a lack of respondents. However, we did receive responses from about 129 students, and the data showed certain trends that we would like to discuss.

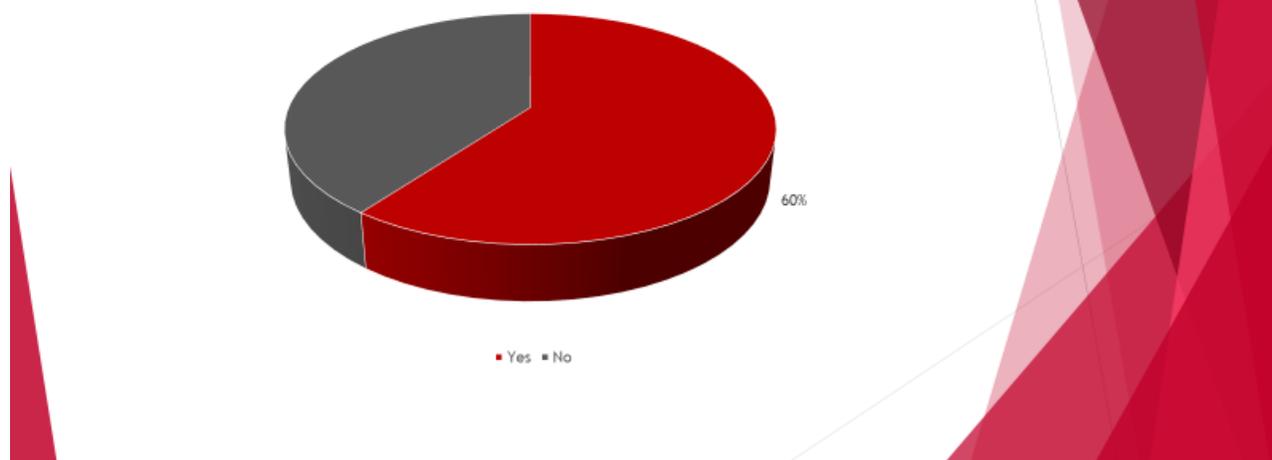
In the area of **service**, do you feel that Owens could improve?



Some problems possibly affecting the quality of data may have to do with the students' understanding of the questions asked on the survey. Here, most students indicated that service could be improved at Owens. However, there may have been some confusion as to what

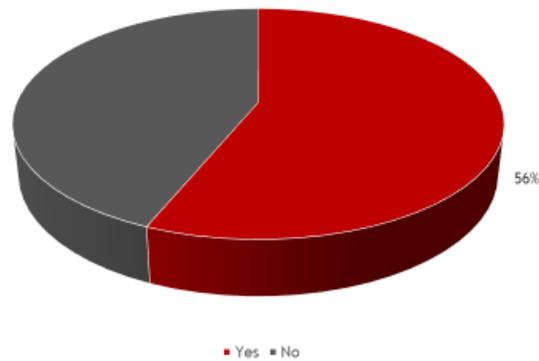
“service” meant as used in the question. Some may have thought this was referring to how students were serviced—such as food service options—when we meant to evaluate how Owens students service the community based on their involvement with the school. We hypothesize still that many students can complete their education at Owens with doing very little community service. In some degree programs, such as the nursing program, community service involvement is very high, due to student organizations such as the Student Nursing Association. However, students in some other programs or completing a general degree (like I am) may be able to complete their degree with little to no community service through Owens, as is my experience.

In the area of learning, do you feel that Owens could improve?



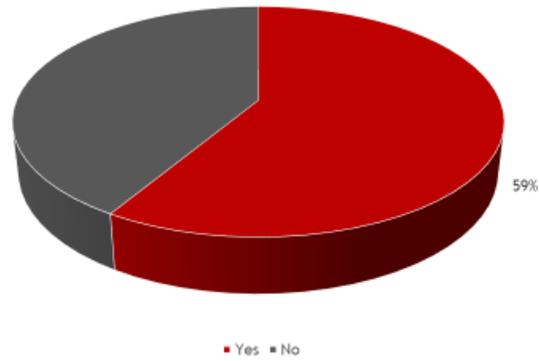
Students often noted professor inconsistency; such that some professors do not update grades regularly, do not seem to care about student success, or could set up the classroom differently. Many professors do engage in such teaching efforts; however, this is not necessarily a standard across the board at Owens.

In the area of **innovation**, do you feel that Owens could improve?



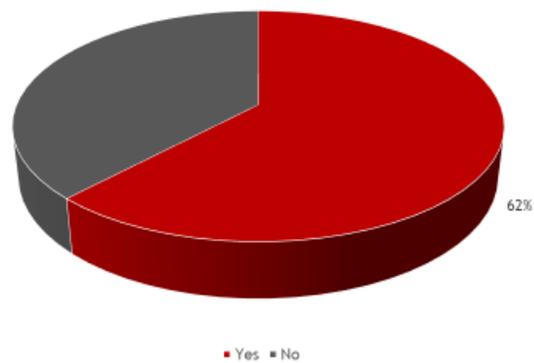
Multiple students commented on the lack of innovation in terms of technology and classroom experience. Many also mentioned that there are many technological systems that need to be repaired and/or updated, which is a problem I have also experience multiple times on the Findlay Campus. Certain classes have had to be moved multiple times throughout the course of the semester due to technological malfunctions.

In the area of **collaboration**, do you feel that Owens could improve?



A majority of students felt that there could be more student collaboration as well as collaboration between advisors and students.

In the area of **excellence**, do you feel that Owens could improve?



Most students believed that Owens could improve in the area of excellence. Admittedly, the question is not very specific, and almost everything could be more excellent. Another potential problem is that the surveys were taken by paper and pencil method, and recording the results was affected just slightly by human error.

We then asked students to elaborate on how Owens could improve in these areas.

Please note that these are anonymous student responses and do **not represent our beliefs and opinions.

- ▶ Owens could improve facility by updating technology.
- ▶ Perfectly fine as is
- ▶ I feel the classroom could be set up differently.
- ▶ More interactive learning/teaching styles, participation as part of higher grade %, more easily accessible student mental health services/ disability services, hot food options!!
- ▶ Make more classes available at the Findlay campus
- ▶ Student academic services (counselors) could improve their advocacy for student success
- ▶ Improved communication & collaboration on both campuses, not just Toledo, time & funds could be better spent on something other than a mission statement
- ▶ Accommodate people who have jobs. Honor classes are not accessible to all.
- ▶ Lower prices
- ▶ Specifically in learning, a greater variety of classes should be offered
- ▶ Getting all projectors around the school to work properly, provide more classes for students in local area to save traveling long distances
- ▶ There is always room for improvement. Service-foods, learning-?, innovation-clubs, studies, activities
- ▶ Owens could be doing more for the community. Outreach programs could not only make Owens' presence more known, but also better fulfill its mission.
- ▶ Some teachers in class teachings do not actually teach what we need to know for an assignment, or test/quiz
- ▶ There is always room for improvement. One should always look for ways to improve.
- ▶ The Findlay campus needs to offer more classes so students aren't forced to drive to Toledo.
- ▶ There will always be room for improvement but I am happy with what I have experienced thus far.
- ▶ Everything always has room for improvement
- ▶ I would prefer more precise questions in this survey

- ▶ I don't think professors who struggle to speak English fluently should be teaching
- ▶ For service, it would be nice to have a constant grill.
- ▶ Needs food service, better communication about books, more developed rooms
- ▶ Owens is a great school although the school should allow for the student to buy more printer paper
- ▶ More amenities should be available such as more food trucks
- ▶ Owens could improve facility by updating technology.
- ▶ Being close in age to Owens administration, I reserve an opinion that the upper admin just don't listen
- ▶ I think Owens should be more flexible
- ▶ Weather. I live in the country and have to drive to class when the roads are icy and it's foggy. They need delays or something
- ▶ I think Owens Findlay need more classes offered
- ▶ The way they handle students needs/issues/conflicts w/ professors could be better
- ▶ Professors should spend more one-on-one time with students. Also make it easier for students to contact professors if they have a question
- ▶ There's always room for improvement
- ▶ I feel all science lectures should be offered online not just some
- ▶ I feel there is always room for improvement, but it feels like there is more focus on Toledo than Findlay
- ▶ Doing pretty good, I guess more hours for the math lab would be helpful
- ▶ I just believe there is always room for improvement no matter what the case is.
- ▶ Making sure the students get their grades at least once a week
- ▶ The amount of courses available
- ▶ Understanding time for full time workers and full-time parents. Creating more flexible hours
- ▶ Bring back the restaurant
- ▶ Make the campus bigger
- ▶ Get word from students on what they feel should change and take it into consideration
- ▶ Tell the teachers to act like they WANT to help
- ▶ The Olink room cameras don't work right and you can't always hear the
- ▶ Owens could select more prepared advisors
- ▶ I feel that sometimes the advisors could take more time to understand a student's wishes rather than push what they think
- ▶ More student activities
- ▶ Better instructors who actually teach!! Advisors who advise correctly! My schooling was extended another whole year because the advisor told me wrong
- ▶ Updating Blackboard/making sure Ozone runs correctly. Example: When I try to run a degree evaluation, most of the time the page just shows up as a code

As can be seen, there was some confusion as to the meaning of the terms and questions asked,

but there are some valuable student suggestions for improvement.

Lastly, we asked students to rate the level of commitment of Owens faculty members and other students to the five Core Values:

Overall in your experience, how committed are Owens faculty members, class instructors, and other students to the following values?

	Not Committed at All	Slightly Committed	Somewhat Committed	Fairly Committed	Very Committed
Service	1	5	23	57	46
Learning	0	3	19	51	55
Innovation	3	10	35	51	26
Collaboration	2	9	34	46	35
Excellence	0	7	23	58	40

Note that the only category in which Owens faculty and students were most frequently rated as “very committed” was Learning. Innovation and Collaboration had significantly lower ratings than the other values.

While inconclusive, the results show a trend indicating that Owens is lacking in its implementation of some of its own Core Values. Therefore, even if they are simply ideals, it is somewhat untruthful to claim that such values are “embedded in the fabric and culture” of Owens. If Owens is to recreate a mission and vision statement, it should, in order to maintain the integrity of the institution, work to better implement the values which are the very backbone of the college. As a part of the mission statement project, there should be an active mission to implement the new statement in full by improving aspects of the college where it is lacking during the course of its recreation. In short, the Mission Statement can be improved, yes, but it is most important to be able to live up to the mission. If Owens isn’t fulfilling its current mission, how can the mission be revised without compromising ethics? Actively seeking to implement all of the claims made in the statement can remedy this.

SUGGESTED SCHOOL-WIDE IMPROVEMENTS

How can the Mission Statement Project be improved overall to satisfy the stakeholders of the Findlay and Toledo Campuses?

To go along with the mission statement project, we have compiled a short list of suggested improvements, some of which were brought to our attention by the faculty and student surveys.

Community Service: Owens is a community college, and therefore its largest stakeholder is the community. For this reason, there should be more required student and faculty outreach, along with more opportunities for community outreach. Some potential ideas include:

- Have at least one class per degree program in which students must complete a community service project.
- Advertise student organizations and clubs which emphasize community outreach, and make sure that these are available on both campuses.
- Have days of volunteering and required days of community outreach to get Owens employees and students into the community.

The benefits of these are mutual: the school gets free publicity and more involvement with the community, and the community gets volunteers to help with various service projects.

Innovation Efforts: Having high-quality and advanced technology that is always working is necessary to having a forward-thinking educational institution. It allows students and teachers to work with the most recent technology in an ever-changing workforce. In order for Owens to keep this promise the school must:

- Make sure all technological systems are working, including projectors, Smartboards, and computers by attending to problems in a timely manner at the Toledo and Findlay campuses.
- Update some of the technological systems currently in place at both campuses.
- Consider requiring classes in which students must participate in projects which require them to think innovatively. This could mean being giving students a broad project prompt and requiring them to creatively fulfill those requirements, or being taught by a professor with an innovative style of teaching. Creating non-honors specific versions of honors classes such as Critical Thinking and Interpretations Seminar would be a great first step, as these are beneficial for all students, and often require innovative thinking.

Understandably, these are costly and time-consuming changes, and may not be possible right away. However, it would be beneficial to all stakeholders if the school looks into making these changes, even if they must be done over time. Having advanced technology is a major selling point for potential students as well.

Clubs and Student Organizations: Owens already has many clubs and student organizations from what I've heard; however, they are not very well advertised, and some of them are not available to Findlay students. Students won't join clubs if they don't know they exist, and they won't create them if they don't know how. To remedy this, Owens can:

- E-mail students at the start of the semester with a list of existing clubs and student organizations and remind them of the OrgExpress (https://orgsync.com/browse_orgs/749) website which reminds students of upcoming events and contains links to all clubs.
- Hold days where students can browse clubs and student organizations on campus, talk with members, and sign up for those they are interested in during the school-year (at Toledo and Findlay campuses) and advertise these events. There are student organization advertisements on the Toledo campus, such as the "Winter Welcome" held in Toledo, but to my knowledge, these events are not offered on Findlay Campus, or are not advertised.
- Offer club advisors a stipend for their invaluable dedication outside of the classroom.

Student clubs are great opportunities for encouraging collaboration and innovation. There should be more collaboration and innovation at the classroom level as well that could potentially be negotiated into contracts, but these are some simpler ideas to get students working together and thinking creatively. Providing students with more information on ways to get involved can heighten school-wide morale and allow students to learn to work together to accomplish common goals.

Findlay Campus: The survey was presented to Findlay Campus students, and many of them weighed in on Findlay-specific improvements, the most popular being:

- Provide more classes on the Findlay campus, whether it be class options such as Fundamentals of Drawing, which is only offered in Toledo, or providing more class times so students who need flexible class schedules can still attend on-campus classes.

With this one in particular, it is understandable if the result cannot be achieved due to excess expenses and a lower student population, but because the suggestion was so popular among students, we determined it was worth the mention and consideration at the least. One way to figure out if it's worth the while would be to test-run certain classes and see if they are popular enough to stay on the Findlay Campus long-term.

All in all, it is understood that some of the school-wide changes would have to be negotiated into faculty and staff contracts, and some also require changes to the make-up of certain degree programs, making them even more time-consuming changes. However, these would be beneficial long-term changes, and we believe they should be pursued at the first possible opportunity.

PURPOSE

Next, we will define the purpose of education, community college, Owens Community College and the Findlay Campus. Although most will have their own definitions of these, students do not necessarily view it in the same light. We believe that understanding the big picture will be the best way to create a mission statement that is truly unique to Owens Community College.

Education: Human knowledge in any form is from education. The purpose of furthering one's skills, expanding the mind and imagination, increasing one's self-worth and one's position in society are keys to productivity. Whether you are home-schooled, cultural taught (community or family), formal, private or parochial, the basic purpose is to turn out individuals that can add value. Primary education serves a slightly different purpose than secondary education. In elementary school the focus is to develop basic skills: reasoning, social, emotional and physical dexterity. It is an environment of caring while fostering enthusiastic little learners. It is the foundation to build on. Using the foundation and fundamental learning as one advances to the secondary phase of education, the expectations increase. For some individuals, this will be the last four years of formal education. During secondary education, students are being prepared to participate in society. Education is more than how to get along well with others, it is how to function productively as one is approaching adulthood. Post-secondary education, higher education or tertiary is considered one of choice for many. It is mandatory for others. It has been quoted as the key to economic success. The goal of high education is as vast, as there are majors. It is an arena of refinement, higher knowledge, increased challenges. There are many levels to this phase of education as well: Associate, bachelor, master's and doctoral degrees. Each of these degrees require a different purpose of education. Regardless of the level a person attains, education remains the one curriculum that is vital to one's well-being. It serves a multitude of advantages: welfare, employment, insurance, comfort. However, it is up to the individual to weigh the benefits of level of education and the purpose within their own circumstance. Simply put, the purpose of education is to provide choices.

Community College: There was a time when the community college purpose was viewed more as a trade school. A place to acquire skills that required a less time. It was also referred to as a junior college. It was a place that minimized the responsibilities of a college or university by offering a more generalized education in practical and technical training. The purpose has evolved into something that still provides that level of education but has expanded to much more. The purpose is like stepping stones. Indeed, there are occupations that do not require anything more than a post-secondary two-year degree. The two-year degree awards a person with the skills necessary in a chosen field, but also an associate degree and a sense of accomplishment. Many community colleges are now associated with universities. This allows a person to consider advancing their education beyond the associate degree and in a lot of scenarios, catapults them as 3rd year students (juniors) in four-year programs. This is also advantageous to the wallet. A community college does not require you to live in a dorm as a freshman (or sophomore) like a university does. You have the security of living at home and

the savings involved with that advantage (food, shelter, convenience). The purpose of the community college also allows a person who is a recent high school graduate, time. Time to grow, time to decide, time to discover. Another important reason for the need of a community college is for career changers. The community college offers an excellent platform for individuals looking to better their circumstances in the work force, for parents seeking additional education on a part-time basis, or for an empty-nester simply wanting to stay relevant in seeking knowledge. A community college offers a smaller learning environment and an opportunity for people uncertain of their goals, a fiscally beneficial place to safely explore further education in a relatable setting.

Owens Community College: Owens Community College is an academic community that is committed to providing area students with a high-quality education that is fiscally conservative and accessible. It is stated on its website that the school provides academic programs for many different student populations. These include students preparing for careers, returning students looking to start a new career, transfer students, and students intending to transfer to a four-year college, including high-school students. In addition, certain programs provide workforce training and enrichment courses. Owens is especially adept to accommodate many kinds of students because it offers a flexible schedule. Many students who attend Owens are working, have families to care for, or are involved in many activities that make other colleges and universities, especially those that require students to live in dorms, inaccessible. Furthermore, an intense four-year degree program can be a long and stressful commitment that many people with extremely busy lives may not be able to see through. Owens offers mainly two-year degree programs that can be completed over a longer span of time if need be, making it possible for busy people to complete a degree more easily. In addition, Owens is a relatively affordable college. At Owens, the average cost of in-state tuition in 2018 is around \$3,500. In comparison, the average tuition paid in 2017-2018 at Ohio public two-year institutions was around \$10,000, more than double the amount of that paid by the average Owens student. Owens Community College is an affordable and accessible school that is held in high regards by the surrounding areas and local businesses (https://www.owens.edu/about_owens/).

Findlay Campus: The Findlay Campus, as an extension of the Toledo Campus, also offers the benefits of quality, affordability, and accessibility to students, but branches out to the surrounding area of Findlay. Findlay is a small city; while it is much less urban than Toledo, it has a substantial number of businesses and houses a hospital. The relationship between Owens and the city of Findlay is mutually beneficial. Owens trains and educates students to have the skills necessary for joining the workforce, and many of them stay within in the Findlay area, benefitting Findlay's economy. On the other hand, the city of Findlay houses Owens and offers employment opportunities for graduates. In addition, having a campus in Findlay expands the area from which students originate, allowing the total Owens student population to be more diverse, including students from rural, suburban, and urban areas. Many who attend the Findlay Campus come from rural areas such as Hancock County and Seneca County, whereas most students from the Toledo Campus come from Lucas County and Wood County which have

a more urban and suburban population. The Findlay Campus allows more rural students to have access to a fiscally conservative and high-quality education as well and grants rural students with similar learning opportunities to those at the Toledo Campus in a less intimidating setting. One other key reason that students find the Findlay Campus less intimidating is its small size. Ohio is made up of many rural farming communities and small towns; therefore, many prospective Owens students are from small schools located in rural areas. Being almost seven times the population of the Findlay Campus, the Toledo Campus may be overwhelming for some who are not used to a larger school, especially in such an urban setting. Having such a small population of students also allows students to be in smaller class sizes, giving the students the opportunity to form closer relationships with their professors and other faculty members, which can be beneficial in several ways. For one, if a student is struggling in a particular class, that student is more likely to receive extra attention from the instructor to assist them in their classwork. In addition, students may form closer connections to faculty and staff.

Although the Findlay Campus has a smaller student body and was created after the Toledo Campus, the students attending it are equally as important. This is especially so considering all students of similar financial status pay similar expenses in attending either campus, indicating that neither institution is inherently more expensive than the other, based on the fact that Owens classes cost the same amount at Toledo and Findlay (https://www.owens.edu/class_search.php). In addition, the Owens Net Price Calculator disregards which campus you will be attending (meaning it doesn't ask at all), presumably meaning that there is not a significant difference (<https://www.owens.edu/calculator/npcalc.htm>). The Owens administration should be obligated to be objective in considering decisions affecting both campuses, and not neglect the students and staff of the smaller Findlay campus. Findlay campus' purpose is to service the community through providing education, employment skills, and jobs (specifically for faculty of the Findlay Campus) to the people of the Findlay community and surrounding areas. The impact of the Findlay Campus is extensive, and it is extremely important that the campus be carefully and adequately maintained.

FINDLAY: SEPARATE MISSION STATEMENT PROPOSAL

For the reasons mentioned in the previous section, we believe it is important to consider creating a separate mission statement for the Findlay campus. Even though both campuses are part of the same institution, Findlay has different stakeholders and serves a somewhat different purpose. Creating a new mission statement for the Findlay Campus is not meant to separate it from the Toledo Campus. Rather, it would serve as a branch off the main Mission Statement that distinguishes the qualities of the Findlay Campus from those of the Toledo Campus and allows the institution to provide a fuller picture of the extensive reach of Owens, but still regards the two as one institution. A strong example of one University that has separate regional campus mission statements is offered by The Ohio State University:

There are mission statements for each respective campus, but we will just show the Main campus and Marion campus for this purpose.

The Ohio State University (Main)

- Mission: The University is dedicated to:

Creating and discovering knowledge to improve the well-being of our state, regional, national and global communities;

Educating students through a comprehensive array of distinguished academic programs;

Preparing a diverse student body to be leaders and engaged citizens;

Fostering a culture of engagement and service.

We understand that diversity and inclusion are essential components of our excellence.

- Vision: The Ohio State University is the model 21st-century public, land grant, research, urban, community engaged institution.
- Values: Shared values are the commitments made by the University community in how we conduct our work. At The Ohio State University we value:

Excellence

Diversity in people and of ideas

Inclusion

Access and affordability

Innovation

Collaboration and multidisciplinary endeavor

Integrity, transparency, and trust

(<https://oaa.osu.edu/mission-vision-values-and-core-goals>)

The Ohio State University: Marion Campus

- Mission: As an anchor in our community for The Ohio State University, The Ohio State University at Marion is dedicated to providing an affordable education combining the rigor and opportunities of a leading research university with the support of a small campus to prepare our students for their professions within a global society.
- Vision: We will be the destination of choice for those seeking a university education at a campus recognized for excellence in teaching, research, community outreach, and global citizenship.

- We achieve this by:

Facilitating active learning through student-centered methods, including service-learning and co-ops/internships, undergraduate research and honors opportunities led by instructors recognized as experts in their fields and distinguished teachers.

Engaging students in the discovery and creation of knowledge that has meaningful impact for local, national, and international communities.

Embracing resource stewardship to ensure accessibility.

Championing inclusive excellence as the keystone to academic excellence.

(<https://osumarion.osu.edu/about/mission/vision-statement.html>)

The regional campus' mission statement relates itself to the main mission statement; however, it has the ability to distinguish itself as a small campus and presents the benefits unique to the college experience available at the Marion campus, as opposed to the main campus and other regional campuses. The comparison between the Marion Campus and the Columbus Campus is one that is very similar to the comparison between the Owens Toledo Campus and the Findlay Campus. The Main Ohio State Campus is in a much larger city, whereas Marion is much smaller, but can offer many of the benefits of the Main Campus and is associated with the prestige of The Ohio State University. The Findlay Campus, as a smaller campus associated with the high status of Owens Community College, offers many of the opportunities that the Toledo Campus does but has some unique qualities that could be addressed in a separate mission statement.

Lastly, we reviewed Owens Community College fulfillment of purpose.

CONCLUSION

As a whole, the Mission Statement Project is well-meaning. It allows us to provide a better picture of the Owens purpose and goals that pave the pathway for so many students to become successful working adults and citizens. However, the Mission Statement essentially can only paint the picture; it cannot make the institution become its ideals. For this reason, it can be frustrating for employees and students who feel that Owens is not living up to its own projected standards in some ways. It is important to consider the big-picture when investing such time and effort into a big project. Beneficial long-term changes can be introduced to help Owens start to fulfill some of the promises that it makes in our mission statement. Once again considering the big picture, we must analyze the purpose of the all the components that make up and define the Owens experience before we can determine what makes it unique. Included in this is the distinction between the Owens Toledo Campus and Owens Findlay Campus. The Findlay Campus has different stakeholders and provides a different experience from the Toledo Campus. Therefore, the team creating the new mission statement should not overlook the Findlay Campus, and they should consider writing a separate mission statement for Findlay

Campus which distinguishes it from Toledo Campus. This Mission Statement project has the opportunity to do so much school-wide good, as long as all of the possibilities are given a fair chance.

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