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Higher Education &  
Leadership Ministries  
of the Christian Church (Disciples of Christ)

# **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.
- 

# 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				
	Mission:				
	Vision:				
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.*



A Venn diagram with three overlapping circles. The left circle is green and labeled 'Vision'. The middle circle is blue and labeled 'Mission'. The right circle is dark blue and labeled 'Values'. The circles overlap in various combinations, creating different shades of green, blue, and grey. The background is white with faint, larger circles in the same color palette.

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?

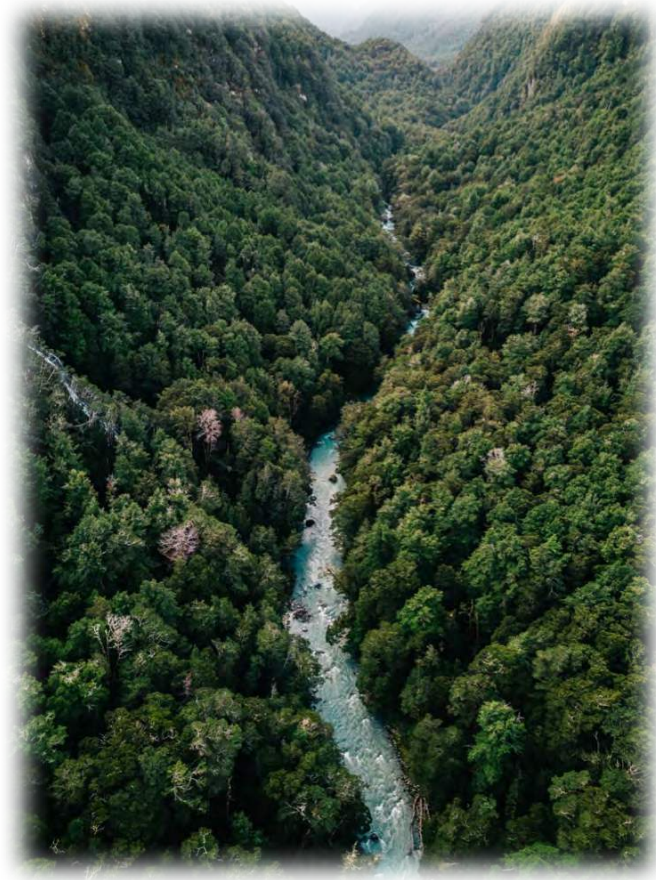


# Envisioning and Engaging the Audience

- 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?



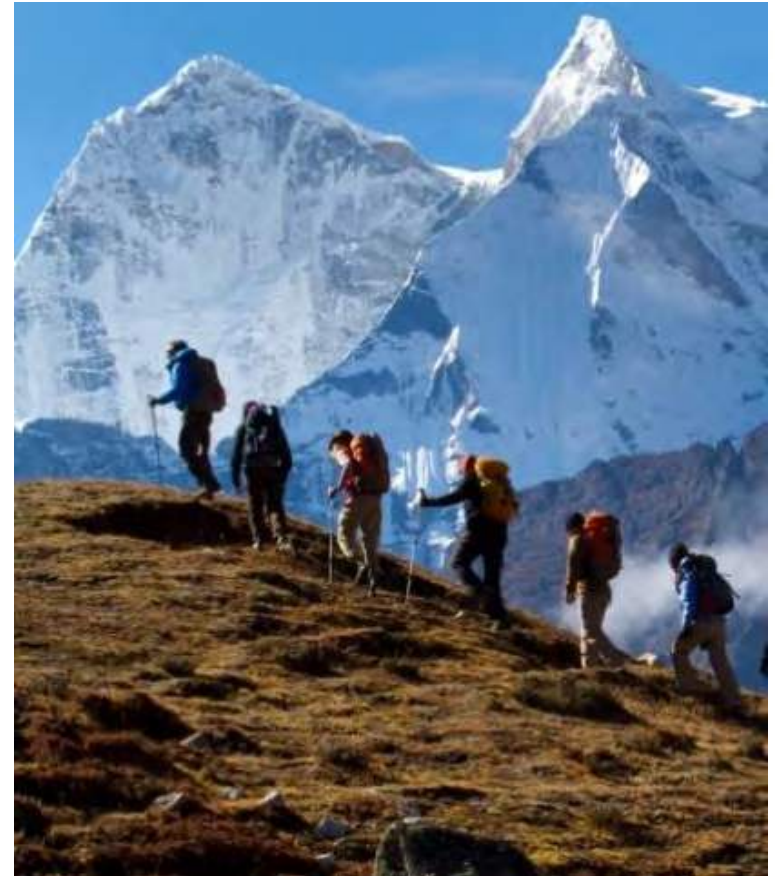
# Crafting a Mission Statement

- 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.





# Closing and Questions

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# Contacting Us:



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