Assumptions we started with:
1. Criteria 1A asks if “the mission is broadly understood within the institution”; Criteria 1B asks “if the mission is articulated publicly” – and specifically whether it’s “clearly articulated…” (1B1)
2. The best evidence of these is not conjecture or opinion, but data gathered from our internal and external constituencies: the organization (students, faculty, staff) and the public (community and alumni).
3. If we intend longitudinal analyses later, this survey provides a baseline.

Research questions
RQ1 – What do stakeholders believe our mission statement is? (And how does it fit with what we know it to be?)
RQ2 – How did they learn about our mission statement?
RQ3 – Do they believe we’re putting our mission into action? If no, why?

Methods
Sample population frame – current faculty, staff, and students; alumni; community members
Online survey (Survey-Monkey)
- 13 questions (providing both qualitative and quantitative data)
- Types of questions: 3 rating scale; 2 forced choice; 2 check all that apply (one of which was quasi-rank order); 2 categorical questions (ethnicity & affiliation with FLC); 4 open-ended

Sampling method – convenience (non-random)
- n = 415
  - Affiliation (could indicate more than one)
    - 45% students; 26% staff; 21% faculty; 16% community; 8% alumni
    - 159 faculty and staff – 69 faculty, 91 staff
  - Ethnicity (choose one)
    - 70% White; 19% preferred not to respond; 10% Native American; 5% Hispanic/Latino; 4% two or more races; less than 2% each of Asian, Black or Pacific Islander.

Results
1. To what extent are you familiar with the FLC mission? [Rating from “not at all” to “to a very great extent”]
   a. Half of respondents are familiar “to some extent” or “a great extent” (50%); half don’t (42% “don’t know it all” or “to a little extent”)
   b. FLC faculty & staff:
      i. 40% familiar to a “great” or “very great extent”
      ii. 37% familiar “to some extent”
      iii. 18% familiar “to a little extent”
      iv. 4% not familiar
2. How was the mission communicated to you? Check all that apply. [10 possible choices]
   a. 52% indicated website (which was most common response); almost 25% indicated that they’ve “never had the mission communicated to me”
3. Below are several statements derived from the College’s Mission Statement. For each statement, tell us whether you agree or disagree with the statement. [8 statements – Likert rating from “strongly disagree” to “strongly agree”]
   a. Affordable? 89% agree or strongly agree (fac/staff: 59% agree, 35% strong agree)
   b. High quality ed? 88% agree or strongly agree (fac/staff: 67% agree, 20% strongly agree)
   c. Students learn a lot about a variety of topics? 88% agree or strongly agree (fac/staff: 64% agree, 23% strongly agree)
   d. Student body is diverse? 83% agree or strongly agree (fac/staff: 62% agree, 23% strongly agree)
e. **Students are ready to participate when they graduate?** 78% agree or strongly agree, 22% disagree or strongly disagree (fac/staff: 69% agree, 6% strongly agree)

f. **Graduates are highly regarded in the workplace?** 35% disagree or strongly disagree, 65% agree or strongly agree (fac/staff: 34% disagree or strongly disagree, 66% agree or strongly agree) (students/alumni: 34% disagree or strongly disagree, 66% agree or strongly agree)

g. **FLC makes the Four Corners a better place to live and work?** 91% agree or strongly agree (fac/staff: 50% agree, 47% strongly agree)

h. **FLC is the finest public liberal arts college in the Western U.S.?** *(taken from FLC Vision Statement)* 52% disagree or strongly disagree (fac/staff: 38% disagree, 35% agree, 7% strongly agree)

4. **Do you feel FLC is achieving its mission?** *[forced choice – yes, no, I don’t know]*
   a. 49% - yes; 23% - no; 28% - don’t know
   b. Fac/staff: 53% - yes; 24% - no; 24% - don’t know

5. **What information that FLC communicates as an institution demonstrates that we are succeeding with our mission?** *[open-ended]*
   a. Top themes: diverse student body (45); high quality education (15); our graduates, including stories about graduates (15); concerns with LA mission - not succeeding, unclear, or not seen as relevant (13); affordability & accessibility (10); faculty & staff (10); improved graduation rates (10)

6. **Do you believe the college spends money in a manner that reflects the mission statement?** *(i.e., budgeting and finance decisions)* *[open-ended]* 267 responses
   a. No – administrative bloat (18); cuts to liberal arts or drift from LA mission (18); funding sports, namely football, not good use of $ (9)
   b. Yes – limited funding (5)

7. **Do you believe the college allocates financial resources in alignment with its stated mission?** *(i.e., academic programs, student support services, etc.)* *[Likert rating scale]*
   [question VERY similar to #7]
   a. 27% definitely not or probably not; 35% not sure; 39% probably or definitely
   b. Fac/staff: 25% definitely not or probably not; 30% not sure; 45% probably or definitely

8. **Should the mission statement be revised?** *[forced choice – yes, no, I don’t know]*
   a. 33% yes, 33% no, 34% I don’t know
   b. faculty & staff: i. 38% said yes
ii. 40% said no
iii. 21.88% said I don’t know

9. **If yes, please comment on why you think the mission statement should be revised.** [open-ended] 127 responses
   a. Top three themes: 1) Awkward and nonspecific wording (we need to be clearer; less general); 2) the term “Liberal arts” was questioned (e.g., we are more than a LA institution; we are not delivering an LA education) and 3) funding does not currently align with the mission.

10. **What elements do you feel should be addressed in the FLC mission? Select up to 6.** [28 possible choices]

<table>
<thead>
<tr>
<th>Q 10: Elements that should be addressed in FLC mission (in rank order by 332 survey respondents)</th>
<th>% of respondents</th>
<th># of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liberal Arts</td>
<td>50%</td>
<td>169</td>
</tr>
<tr>
<td>Caring Faculty &amp; Staff</td>
<td>45%</td>
<td>150</td>
</tr>
<tr>
<td>Personal Attention/Small School</td>
<td>41.00%</td>
<td>137</td>
</tr>
<tr>
<td>Diverse Student Population</td>
<td>34%</td>
<td>114</td>
</tr>
<tr>
<td>Quality Education for the Price/Preparing Citizens</td>
<td>33.00%</td>
<td>112</td>
</tr>
<tr>
<td>Beyond Classroom</td>
<td>33%</td>
<td>111</td>
</tr>
<tr>
<td>Affordability</td>
<td>33%</td>
<td>110</td>
</tr>
<tr>
<td>High Quality</td>
<td>31%</td>
<td>103</td>
</tr>
<tr>
<td>Life-Long Learning</td>
<td>28%</td>
<td>94</td>
</tr>
<tr>
<td>Inspiring Location/Baccalaureate Education</td>
<td>27%</td>
<td>90</td>
</tr>
<tr>
<td>Cultural Experiences</td>
<td>26%</td>
<td>87</td>
</tr>
<tr>
<td>Commitment to Native American Education</td>
<td>25%</td>
<td>84</td>
</tr>
<tr>
<td>Individualized Education/Multicultural Experiences</td>
<td>25%</td>
<td>84</td>
</tr>
<tr>
<td>Work &amp; Play Balance</td>
<td>25%</td>
<td>83</td>
</tr>
<tr>
<td>Transformative Academic Experiences</td>
<td>23%</td>
<td>79</td>
</tr>
<tr>
<td>Green Consciousness</td>
<td>23%</td>
<td>74</td>
</tr>
<tr>
<td>Student Support Services</td>
<td>18%</td>
<td>58</td>
</tr>
<tr>
<td>&quot;Common Good&quot;/Increasingly Complex world</td>
<td>17%</td>
<td>56</td>
</tr>
<tr>
<td>Accessibility/Mentoring</td>
<td>16%</td>
<td>52</td>
</tr>
<tr>
<td>Encouraging self-expression</td>
<td>15%</td>
<td>48</td>
</tr>
<tr>
<td>School Spirit</td>
<td>9%</td>
<td>31</td>
</tr>
</tbody>
</table>
11. **Is there anything else you’d like to share?** [open-ended] 103 responses

12. **While the survey is completely anonymous, it will help us if you can provide your affiliation with the college by checking all boxes that apply…** [9 possible choices] – see methods section

13. **What is your race/ethnicity?** [forced choice – 8 possible choices] – see methods section

**Discussion / Implications**

- Started to answer our research questions
  - But, non random survey means we can’t easily generalize to the entire population frame
- Take-aways:
  - Perception that we’re succeeding at some things
  - We need to have a conversation about the place of the liberal arts at FLC
  - Angst about 3-4 credit issue was evident (expected, given timing of survey)
  - Other thoughts on implications for…
    - Our report to HLC?
    - Wider campus?