## Mission, Vision, Goals. Concept definitions

(The document has references to <http://www.arcticobserving.org/images/pdf/Board_meetings/2017_Frascati/Master-Planning-101-v.07.20.2012.pdf>. It draws from a Master Planning process followed for the Summit Station.  The culmination of slide 25 was then evaluated in a quadrant map)

### Vision Statement

Defines how an organization will look.  It should be aspirational and comprehend a 10-20 year time frame.

### Mission Statement

Defines the fundamental purpose of an organization (“what we do”) and how it achieves its vision (“how we do it”). (see the examples on slide 12.  I think reviewing examples is important.

### Goals

Define the high-level categories of achievable outcomes that the organization will undertake.  Goals should be limited and follow the S-M-A-R-T criteria.  (slide 16)

### Objectives

Defines the specific tasks that will constitute achievement under each goal.  At the objective level, you refine S-M-A-R-T, by adding the "who, how, when".  It is important to make sure that objectives reflect the goal and will lead to accomplishments against the goal.  This seems obvious, but being forced to articulate it is helpful.

### Guiding Principles

Describe the fundamental principles that will be pervasively followed throughout the execution of the Mission (cascading into Goals, cascading into Objectives). "Guiding Principles" from the IARPC Plan are

“Recognizing that a broad set of tools and approaches need to be applied in the conduct of federally-funded research, the Plan's implementation will follow a number of guiding principles.  These include implementing a portfolio of basic and applied disciplinary research, and broader systems-level research based modelling and synthesis; an appropriately designed set of sustained measurements supporting long-term observations and the understanding of changes occurring throughout the Arctic environmental system, and mechanisms to provide timely and efficient access to data.  Increasingly, the importance of including northern people as participants in research has been recognized. As participants they will help to guide research plans, and provide observations and expert knowledge to contribute to analysis and decision-making—key objectives of community-based observing. Lastly, international collaboration is critical.  International collaboration strengthens the production of knowledge, and provides opportunities for improved access to the Arctic region and the most effective use of costly infrastructure and logistics.”

### Mission and Vision definitions

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|  | **Mission** | **Vision** |
| Answers | Why? | What? |
| Definition | Statement | Snapshot |
| Length | Short | Long |
| Purpose | Informs | Inspires |
| Activity | Doing | Seeing |
| Source | Head | Heart |
| Order | First | Second |
| Effect | Clarifies | Challenges |

(from http://www.glennsmithcoaching.com/mission-vs-vision-whats-difference)