

## TOOL #11: HOW TO PREPARE A CASE STATEMENT

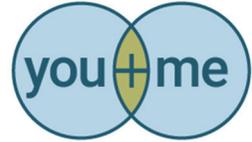
### Mission, Vision, and Goals for the Merger

The mission, vision, and goal statements for a merger form the case, or argument, for why the organizations should merge. Together, they are known as the “case statement.” The case statement is developed by the Joint Negotiation Committee (JNC) at the start of the negotiation process, after the organizations have signed a Letter of Intent, in order to achieve the following:

- 1) Determine if the organizations can agree on the purpose of the merged organization.
- 2) Provide a picture of what success is expected to look like after the merger is implemented.
- 3) Identify how the organizations will measure the success of the merger.

Once the parties have agreed to the mission, vision, and goals, the case statement will be shared with each organization’s Boards of Directors, staff, donors, communities, and other stakeholders in order to explain why the organizations have chosen to merge.

Please see the following pages for exercises to help prepare your case statement.



## Mission Statement

It is critical to begin by first identifying the mission of the merged organization. A mission statement describes the merged organization's end goal or purpose, the means for achieving it, who will be served, and (often) the geographic area in a few sentences that can be easily understood.

There are three options for creating the mission statement: (1) adopt the mission statement of one of the existing organizations; (2) combine portions of the two mission statements to create a consolidated statement; or (3) create a completely new mission statement.

### *Example of a Mission Statement*

To build healthier lives for all Americans, free of cardiovascular diseases and stroke, through research and education.

### *Process for Creating a Mission Statement*

There are many ways to create a mission statement, and it is likely that each of the merging organizations has its own way of approaching the task. Therefore, the committee's first step will be to decide what process to use. What follows is a suggested process for three separate options:

#### *Option #1: Adopt the mission statement of one of the existing organizations.*

- A. Discuss the definition of a mission statement.
- B. Examine each organization's mission statement on paper, and compare them to each other and to the definition.

Mission Statement #1:

Mission Statement #2:

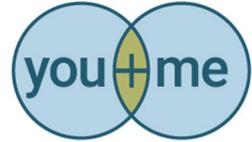
- C. Discuss whether or not there is an obvious choice for the mission statement between the merging organizations.

#### *Option #2: Combine the existing statements into one mission statement.*

- A. Discuss the definition of a mission statement and some sample statements.

Sample #1:

Sample #2:



- B. Examine each organization's mission statement on paper, and compare them to each other and to the definition.

Mission Statement #1:

Mission Statement #2:

- C. Ask each person to circle one word or concept that he or she likes best. If there are fewer than five people involved in the exercise, then ask each person to circle two concepts. Have everyone report out what they circled in each mission statement, and write the results on a whiteboard or flip chart so everyone can see it.

- D. Discuss what people circled. Were the same things circled? What was left out?

Included:

Left Out:

- E. Reconstruct a statement based on the elements circled. Review your work together.  
F. Ask for a volunteer to fine-tune the statement into a draft mission statement and bring it back to the group for further clarification.

*Option #3: Write an entirely new mission statement.*

- A. Discuss the definition of a mission statement and some sample statements.

Sample #1:

Sample #2:

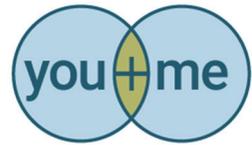
Sample #3:

Sample #4:

- B. Examine each organization's mission statement on paper, and compare them to each other and to the definition.

Mission Statement #1:

Mission Statement #2:



- C. Have everyone answer the following three questions to themselves on a piece of paper:
  1. What is the ultimate end goal or purpose of the merged organization?
  2. What is the major means by which the organization will achieve its purpose? In other words, what is the business the organization will use to achieve its purpose?
  3. Who will be served, principally, by the merged organization?
- D. Share everyone's written responses.
- E. Going question by question, have everyone vote on the response that best answers the question.
- F. Select the group's chosen responses, and have the group edit them together.
- G. Ask for a volunteer to take the final responses and form them into a draft mission statement, or if the group prefers, work together to form a draft mission statement.

## Vision Statement for the Merger

The JNC develops a short-term vision statement that describes the “practical destination” that will be visible to the public at a specified point in the near future, most likely three years after the merger closes. Short-term vision statements create visual pictures of the desired state of the organization in the near future. They are concrete and specific, motivating and challenging, attainable and feasible. Three-year time frames are common for vision statements.

### *Example of a Vision Statement*

“Three years from now, citizens will receive crucial community services via neighborhood centers located in every primary neighborhood of our jurisdiction.”

The vision statement is a way to focus discussion related to the questions “Why are we here?” and “What do we want to accomplish together, particularly in the first three years of our merger?” In other words, “How would we measure the success of our merger three years from now?”

There are many ways to create a vision statement. The merging organizations may have participated in a similar process in their own institution, though the methods used may have been quite different. Agreeing to define and follow a common process will be one of the first joint tasks and is an important step in creating the team climate for future discussions and projects. Below is a suggested process to follow for each task.

### *Process for Creating a Vision Statement*

1. Explain what a vision statement is, and distinguish it from a mission statement.
2. Share examples of vision statements.

Example #1:

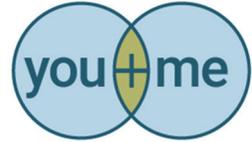
Example #2:

Example #3

Example #4:

3. Discuss characteristics of the vision statement to be created by the team.
4. Write the following unfinished statement on a flip chart or whiteboard to focus the attention of the team: “In 20\_\_, we will see \_\_\_\_\_ as a result of our merger.”
5. Review the rules for brainstorming:
  - a. Quantity of ideas is the goal.
  - b. Seek out-of-the-box thinking.
  - c. Judgment of individual ideas must wait until the end of brainstorming.
6. Begin to brainstorm responses to the unfinished statement, and write each on the flip chart or whiteboard.

7. After numerous ideas are listed and idea generation is complete, it's time to evaluate the list.
8. As a group, agree on a few meaningful criteria to evaluate the list of ideas. For example:
  - a. The idea responds to a need we must address.
  - b. We are motivated to do this.
  - c. The idea is feasible for us as an organization.
  - d. The idea will garner support.
  - e. [Other]
9. Select the "kernel" of the idea that will become the vision statement by conducting a weighted vote. Every participant reviews the agreed-upon criteria and the list of ideas for the vision statement. The idea that they feel best meets the agreed-upon criteria is given 5 points. The second-best idea gets 3 points, and the third-best idea gets 1 point.
10. The list of ideas is reviewed, points are assigned and tabulated, and the top ideas are revealed.
11. Discuss the top ideas further to ensure they are, in fact, the top ideas. The group may need to conduct a second-round vote if no single idea is the clear choice.
12. Rewrite the idea as an appropriate vision statement.  
Our vision is:
13. Review as a group and ask for agreement.

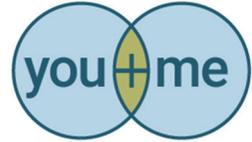


## Goal Statements

A goal is a desired result that a team will envision, plan for, and commit to achieve together. This activity can serve as an effective tool by ensuring that collaboration partners have a clear awareness of what they must do to achieve the vision. There can be many goals and multiple goal statements, but limiting the number makes for a more workable approach and fosters feelings of success and accomplishment. Three to five goals is common.

A S.M.A.R.T. goal is defined as one that is specific, measurable, achievable, results-focused, and time-limited. There are many methods for developing goal statements. One sample format includes the following:

- To: \_\_\_\_\_ (Action verb)
- What: \_\_\_\_\_ (Quantifiable and measurable statement)
- By: \_\_\_\_\_ (Time-bounded deadline)
- So that: \_\_\_\_\_ (What the outcome will do for the collaboration team and/or the public)



### *Example of a Goal Statement*

“To secure appropriate funding for a second development staff person by June 2017, doubling our fundraising department.”

Using the format above, this statement can be broken down as follows:

- To secure
- appropriate funding for a second development staff person
- by June 2017
- so that we will have doubled our fundraising department.

### *Process for Developing Goal Statements*

1. Discuss the definition of a goal statement.
2. Share examples of goal statements that are congruent with this definition.

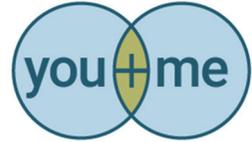
Example #1:

Example #2:

Example #3:

Example #4:

3. Discuss characteristics of the goal statements to be created by the team.
4. Ask for examples of statements that might be appropriate for this work.
5. Review the list brainstormed during the vision statement development. There are likely ideas that weren't broad enough for the vision statement but that might be appropriate as goals.
6. Using one of the ideas, create a statement using the goal-setting template:
  - a. Start with an action verb (e.g., *increase, develop, obtain, complete*, etc.).
  - b. Use nouns and adjectives to identify what it is you will impact.
  - c. Decide on a time-bounded statement of accountability.
  - d. Finally, add a statement about what the outcome will achieve for the collaboration team and/or jurisdiction.



7. Draft several goal statements.
8. Use the S.M.A.R.T. goal statement template to ensure all components are included.
9. Prioritize the three to five statements written by the group.
10. Discuss to ensure that work on this set of goals will collectively produce the desired results.

