# teacher mission statement examples samples

teacher mission statement examples samples serve as valuable resources for educators aiming to craft meaningful and impactful declarations of their professional goals and educational philosophy. These examples and samples provide insight into how teachers can articulate their commitment to student growth, inclusivity, and lifelong learning. A well-written mission statement not only reflects an educator's values but also guides their daily teaching practices and interactions with students. This article explores various teacher mission statement examples samples, illustrating diverse approaches tailored to different teaching styles and educational settings. Additionally, it discusses the essential components of an effective mission statement and offers tips for writing one that resonates with both educators and stakeholders. By examining these samples, teachers can find inspiration to develop their own clear and purposeful mission statements that enhance their professional identity and classroom impact.

- Understanding the Purpose of a Teacher Mission Statement
- Key Elements of Effective Teacher Mission Statements
- Teacher Mission Statement Examples Samples
- How to Write a Personal Teacher Mission Statement
- Common Mistakes to Avoid in Teacher Mission Statements

# **Understanding the Purpose of a Teacher Mission Statement**

A teacher mission statement is a concise declaration that communicates an educator's core beliefs, goals, and approach to teaching and learning. It serves as a foundational guide for teachers to remain focused on their professional responsibilities and educational objectives. More than just a formality, a mission statement helps teachers articulate their dedication to fostering student success, promoting equity, and nurturing a positive learning environment. It also provides clarity to administrators, parents, and students about what the teacher stands for and strives to achieve in their role. Establishing this purpose is crucial for aligning teaching methods with educational outcomes and maintaining a consistent professional identity.

### The Role in Professional Development

Teacher mission statements play a significant role in professional development by offering a reflective tool to assess teaching practices and growth areas. Educators can use their mission statements to set goals, measure progress, and stay motivated throughout their careers. This intentional self-awareness encourages continuous improvement and adaptation to changing educational demands.

# **Impact on Student Engagement**

A clearly communicated mission statement can positively influence student engagement by creating transparency and trust between teachers and students. When students understand their teacher's values and objectives, they are more likely to feel supported and encouraged to participate actively in the learning process.

### **Key Elements of Effective Teacher Mission Statements**

Effective teacher mission statements share several key elements that make them powerful and memorable. These components ensure the statement reflects a teacher's unique educational philosophy while maintaining clarity and focus. Including these elements helps create a mission statement that resonates with colleagues, students, and the broader school community.

#### **Clear Educational Philosophy**

The foundation of any strong teacher mission statement is a clear and concise educational philosophy. This outlines the teacher's beliefs about education, learning, and student potential. It often addresses how the teacher views their role in facilitating growth and development.

#### **Commitment to Student Success**

Highlighting a commitment to student achievement and well-being is crucial. Effective mission statements emphasize fostering academic excellence, social-emotional growth, and inclusivity.

#### **Emphasis on Inclusivity and Diversity**

Modern teaching requires sensitivity to diverse student backgrounds and learning needs. Including language that promotes equity, respect, and cultural responsiveness is essential for a comprehensive mission statement.

#### **Continuous Learning and Growth**

Demonstrating a dedication to professional growth and lifelong learning underscores a teacher's adaptability and desire to improve instructional methods over time.

#### **Positive Classroom Environment**

Many mission statements mention creating a supportive, safe, and engaging classroom atmosphere where students feel valued and motivated to learn.

#### **Examples of Key Elements**

- "I believe every student has the potential to succeed and deserve a learning environment that nurtures curiosity and resilience."
- "My mission is to foster critical thinking and creativity while respecting diverse perspectives and backgrounds."
- "I am committed to continuously improving my teaching strategies to meet the evolving needs of my students."

# **Teacher Mission Statement Examples Samples**

Below are several teacher mission statement examples samples that illustrate different styles and focuses. These examples demonstrate how educators can tailor their statements to highlight their priorities and teaching philosophy.

#### **Example 1: Elementary School Teacher Mission Statement**

"As an elementary school teacher, my mission is to create a joyful and inclusive classroom where every child feels safe, supported, and empowered to explore their unique talents. I strive to foster a love of learning by using creative and differentiated instructional strategies that meet the diverse needs of my students. I am dedicated to building strong relationships with families and colleagues to provide a collaborative learning community focused on student success."

#### **Example 2: High School Science Teacher Mission Statement**

"My mission as a high school science teacher is to inspire curiosity and critical thinking by making science accessible and engaging for all students. I aim to cultivate analytical skills, scientific literacy, and ethical reasoning to prepare students for future academic and career challenges. I am committed to inclusive teaching practices that respect diverse backgrounds and promote a growth mindset in every learner."

## **Example 3: Special Education Teacher Mission Statement**

"I dedicate myself to supporting students with exceptionalities by providing individualized, compassionate, and evidence-based instruction that fosters academic achievement and personal growth. My mission is to advocate for equity and inclusion while empowering students to develop confidence and independence. Collaborating with families and multidisciplinary teams is essential to creating tailored learning experiences that meet each student's unique needs."

# **Example 4: Middle School Language Arts Teacher Mission Statement**

"As a middle school language arts teacher, my mission is to inspire a lifelong passion for reading and writing by creating a dynamic and student-centered classroom environment. I focus on developing critical communication skills and encouraging thoughtful expression through diverse literary works. I am committed to fostering respect, creativity, and collaboration among my students to prepare them for academic success and responsible citizenship."

#### **How to Write a Personal Teacher Mission Statement**

Writing a personal teacher mission statement involves reflection, clarity, and purpose. The process encourages educators to articulate their core values and professional goals in a manner that guides their teaching practices. Below are steps to help craft an effective and authentic mission statement.

#### **Step 1: Reflect on Your Educational Beliefs**

Consider what drives your passion for teaching and what you believe about student learning and development. Identify the values that are most important to your role as an educator.

#### **Step 2: Define Your Teaching Goals**

Outline specific objectives you want to achieve in your classroom, such as fostering critical thinking, promoting inclusivity, or supporting social-emotional growth.

#### **Step 3: Identify Your Teaching Approach**

Describe the strategies and methods you use or wish to use to accomplish your goals, including any philosophies or frameworks that guide your instruction.

#### **Step 4: Write a Draft and Refine**

Compose a clear and concise statement using positive, active language. Revise your draft to ensure it is focused, coherent, and reflective of your professional identity.

### **Step 5: Seek Feedback**

Share your mission statement with colleagues, mentors, or supervisors to gain constructive feedback and make improvements if necessary.

#### **Tips for Writing a Compelling Mission Statement**

- Keep it concise, ideally between 50 to 100 words.
- Use clear, jargon-free language.
- Incorporate your unique strengths and passions.
- Focus on student-centered outcomes.
- Ensure it aligns with your school's values and goals.

# **Common Mistakes to Avoid in Teacher Mission Statements**

While writing a teacher mission statement, certain pitfalls can reduce its effectiveness and clarity. Being aware of these common mistakes helps educators craft statements that are professional, authentic, and impactful.

#### **Overly Vague or Generic Language**

Statements that lack specificity or use clichés fail to communicate a teacher's unique philosophy and approach. Avoid broad phrases like "I want to help students succeed" without elaboration.

#### **Excessive Length or Complexity**

Mission statements that are too long or complicated may lose the reader's attention. Clear and concise language is more memorable and effective.

### **Neglecting Student-Centered Focus**

A mission statement should emphasize the teacher's commitment to students. Statements focused solely on the teacher's needs or achievements miss the essential purpose of educational service.

#### **Ignoring Inclusivity and Diversity**

Failing to address respect for diverse learners and equitable practices overlooks critical aspects of modern education and can appear outdated.

#### **Lack of Reflection or Authenticity**

Using a mission statement copied from others or written without genuine reflection can result in a disjointed or unconvincing declaration.

#### **Checklist for Avoiding Mistakes**

- Is the language specific and tailored to your teaching style?
- Is the statement concise and easy to understand?
- Does it clearly prioritize student growth and well-being?
- Are inclusivity and diversity addressed?
- Does it honestly reflect your personal educational philosophy?

### **Frequently Asked Questions**

#### What is a teacher mission statement?

A teacher mission statement is a brief declaration that outlines a teacher's core values, goals, and teaching philosophy to guide their educational practices.

## Why is having a teacher mission statement important?

Having a teacher mission statement helps educators clarify their purpose, stay focused on their goals, and communicate their commitment to students, parents, and colleagues.

#### Can you provide examples of teacher mission statements?

Examples include: 'To inspire lifelong learning and creativity in my students by fostering a supportive and engaging classroom environment,' and 'To empower every student to achieve their full potential through personalized instruction and encouragement.'

#### How can I write an effective teacher mission statement?

Identify your core teaching values, reflect on your educational goals, keep it concise, and focus on the impact you want to have on your students' learning and development.

#### What should be included in a teacher mission statement?

It should include your teaching philosophy, commitment to student growth, instructional goals, and the positive impact you aim to make in your classroom.

# Are there samples of teacher mission statements for different grade levels?

Yes, mission statements can be tailored for elementary, middle, or high school levels, emphasizing age-appropriate teaching methods and student engagement strategies.

#### How do teacher mission statements benefit students?

They ensure that teachers have a clear, consistent approach to education, which can lead to a more structured and supportive learning environment for students.

#### Can teacher mission statements be used in job applications?

Yes, including a mission statement in job applications or resumes can showcase a teacher's dedication and educational philosophy to potential employers.

# What is the difference between a teacher mission statement and a vision statement?

A mission statement focuses on the teacher's current goals and teaching approach, whereas a vision statement outlines long-term aspirations and the future impact the teacher hopes to achieve.

# Where can I find more teacher mission statement examples and samples?

You can find examples on educational websites, teaching resource platforms, professional development books, and blogs dedicated to teaching strategies and career advice.

#### **Additional Resources**

- 1. Crafting Your Teacher Mission Statement: A Guide to Purposeful Teaching
  This book provides educators with practical advice and step-by-step guidance on developing a
  meaningful and personal teacher mission statement. It includes numerous examples and templates to
  inspire reflection on teaching philosophy and professional goals. Teachers will learn how to articulate
  their values and commitments clearly to enhance their impact in the classroom.
- 2. Inspiring Educators: Sample Mission Statements and How to Create Your Own
  Designed for both new and experienced teachers, this book showcases a variety of mission statement samples from diverse educational settings. It explores the importance of a mission statement in guiding instructional decisions and fostering student engagement. Readers are encouraged to analyze examples and craft statements that resonate with their unique teaching style.
- 3. The Teacher's Vision: Writing Mission Statements that Reflect Your Educational Beliefs
  This title delves into the connection between personal beliefs and professional practice, helping
  teachers articulate their educational vision through mission statements. It offers reflective exercises
  and real-life examples to support educators in defining their teaching purpose. The book emphasizes
  alignment between mission statements and classroom actions.

- 4. Mission Possible: Creating Impactful Teacher Mission Statements
  Focusing on clarity and impact, this book guides teachers in writing concise and powerful mission statements. It includes strategies for identifying core values and translating them into actionable commitments. Educators will find inspiration through sample statements and tips for revising and refining their own.
- 5. Teaching with Purpose: Examples and Templates for Teacher Mission Statements
  This practical resource provides a collection of sample mission statements categorized by grade level and subject area. It also features customizable templates to help teachers draft their own statements efficiently. The book highlights how a clear mission can support goal-setting and professional growth.
- 6. Reflective Teaching: Using Mission Statements to Enhance Your Practice
  This book emphasizes the role of mission statements in promoting reflective teaching practices. It
  offers case studies and sample statements illustrating how educators can use their mission to
  evaluate and improve their methods. Readers learn to connect their mission with ongoing professional
  development.
- 7. Educator's Compass: Aligning Your Mission Statement with Classroom Goals
  Focusing on alignment, this guide helps teachers ensure their mission statements are consistent with curriculum objectives and student needs. It presents examples from various disciplines and discusses how to adapt statements over time. The book encourages continuous reflection and adjustment to stay mission-driven.
- 8. The Heart of Teaching: Developing Mission Statements that Inspire and Motivate
  This inspiring book explores how teacher mission statements can serve as sources of motivation and resilience. It shares stories of educators who have used their mission to overcome challenges and maintain passion for teaching. Readers receive guidance on crafting statements that capture their deepest educational commitments.
- 9. Mission Statements for Educators: Samples, Strategies, and Success Stories
  Combining theory and practice, this book offers a comprehensive look at the creation and use of teacher mission statements. It includes sample statements, writing strategies, and success stories from teachers who have benefited from having a clear mission. The book is designed to empower educators to define and pursue their professional purpose.

#### **Teacher Mission Statement Examples Samples**

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teacher mission statement examples samples: The Complete Guide for New Elementary Teachers Steve Reifman, 2025-11-27 What do new elementary educators need to find success and joy in the classroom? National Board Certified Teacher Steve Reifman presents a comprehensive,

whole-child approach to help you think through all of the key elements of your first classroom – including the learning environment, academic mission, character development, social-emotional learning, relationship building, student user experience, mindsets for success, and an intellectual framework that contains guiding principles of classroom life and effectively addresses issues of motivation and purpose. This reader-friendly, accessible handbook offers strategies, activity ideas, implementation suggestions, printable pages, photographs, and diagrams. You'll also find a plethora of tools such as classroom visuals, parent resources, rubrics, feedback methods, student work samples, goal-setting and self-evaluation sheets, checklists, charts, and more. Reifman enhances these clear, actionable tools and takeaways with numerous classroom anecdotes and examples, and personal experiences. Whether you're reading in order or jumping to sections that most apply to your classroom, you're sure to benefit from his wisdom gained from a career spent helping children reach their amazing potential. Becoming a new teacher takes a lot of preparation, and this book gives you everything you need at your fingertips so you can become a passionate, successful educator—while empowering your students to become passionate, successful learners.

teacher mission statement examples samples: ACT for Musicians David G. Juncos, Elvire de Paiva e Pona, 2022-06-16 While it is widely recognized that music contributes to the health and well-being of societies, the reverse is not necessarily true. Being a professional musician is a rewarding yet challenging occupation, and the results of newer survey studies show musicians experience psychological challenges, like depression and anxiety, at much higher rates than adults in the general public. This book introduces Acceptance and Commitment Training (ACT) as an intervention for addressing some of the most common problems facing student and professional musicians across the world. A broadly applicable model for behavior change, ACT can be used by professionals in both clinical and non-clinical settings with adequate training. Thus, this book is intended for musicians and practitioners from various backgrounds, including psychologists, music teachers, performance coaches, and others, who are looking for an evidence-based approach for enhancing music performance, treating performance anxiety, managing pain and recovery from injury, and coping with other issues like perfectionism, procrastination, shame, burnout and career uncertainty. Written by a clinical psychologist/performance coach and a singing teacher/vocalist in a conversational yet highly informative style, this book provides a detailed discussion of ACT and the research supporting it, and it gives step-by-step instructions for using it to treat those common problems. INSIDE THIS BOOK YOU'LL FIND \* Practical guides on how to apply the six processes of ACT--Mindfulness, Acceptance, Defusion, Self-as-Context, Values & Committed Action--to enhance performance, overcome performance anxiety, and improve well-being \* Exercises, techniques, metaphors and worksheets you can use as a musician or a practitioner \* Exclusive interviews with leading experts in psychology and music performance about how they use ACT and similar strategies within their practice \* Foreword by renowned performance enhancement coach, Phil Towle WORDS OF PRAISE An amazingly thorough and carefully crafted book, ACT for Musicians never talks down to the reader, or skips over material that is harder to explain. It's like having an instructor who refuses to give up on you... Highly recommended. --Steven C. Haves, PhD, Foundation Professor of Psychology, University of Nevada, Reno, NV, Originator of Acceptance and Commitment Therapy and author of A Liberated Mind ACT for Musicians is a ground-breaking book, full of useful techniques and interventions that will help musicians and performers tackle performance anxiety. Musicians and their teachers will find the ACT approach explored in this book invaluable. In addition, other helping professionals who work in this field including coaches, psychotherapists, and psychologists will gain insight and knowledge into how ACT can be applied so that musicians can also improve their performance quality. David Juncos and Elvire de Paiva e Pona are to be congratulated for writing this trailblazing book. --Stephen Palmer, PhD, Professor of Practice at the Wales Academy for Professional Practice and Applied Research, University of Wales Trinity Saint David, UK This phenomenal resource is written with an acute awareness of musicians as students, performers and teachers. The authors' integration and application of their expertise in performance, psychology and education enables an explanation of the theory and practice of ACT in a thorough

and accessible way. Extensive exercises and examples are clearly formulated to entice musicians to immediately and compassionately incorporate the strategies into their practice. As a consulting psychologist, university lecturer and researcher specialising in music performance anxiety, I have seen firsthand how the material contained in this book has enabled students and patients to reach new levels of their potential. This book will be my go-to resource for using ACT to help musicians at all levels and stages. I encourage you to make it yours, too. --Margaret Osborne, PhD, Registered Psychologist, Senior Lecturer in Psychology and Music, University of Melbourne, Australia Conductors often hit a wall when trying to understand how musicians cope with personal constraints. This happens because they fail to address the underlying physical and psychological issues that manifest in musicians. Both conductors and musicians lack the knowledge of the tools needed to cope with the pressure of musical performance. This magnificent book brings thorough insight and a valuable path to finally create a healthy and productive environment to make music in small or large ensembles. This process not only helps single performers but also conductors who need to be aware of their fellow musicians' performance struggles. Bravo Dr. Juncos and Ms. De Paiva e Pona! --Paulo Vassalo Lourenco, DMA, Conductor, Head of Choral Conducting Program Escola Superior de Música de Lisboa, Portugal It has always struck me as odd that, of the thousands of hours that we in the performing arts devote to cultivating our craft, so few of those are dedicated to perhaps the most essential skill of all: how to execute that craft under pressure. As a longtime sufferer of MPA (finally, a name for this thing that I've been enduring for so long), nothing was more frustrating to me than not being able to demonstrate on stage that which I was fully capable of in the practice room as a result of an unlucky biochemical response to stress I felt I simply could not control. But, of course, therein lies the essential paradox clarified so eloquently and so helpfully in this wonderful book. Years of 'trying to control' my anxiety by denying it, fighting it, faking it 'til I made it (except I never quite did), in effect made my anxiety far worse. Applying some of the basic tenets of ACT in recent years has shown me that the somewhat counterintuitive process of accepting and acknowledging my fears, and mindfully attending to them, has yielded more successful and more enjoyable performances. Having recently pivoted to the role of educator, I am so grateful to be able to add this comprehensive, evidence-based, and ever accessible resource to my pedagogical toolkit. It is a wonderful feeling to know that I will be able to offer hope to a new generation of performers who may in the past have felt doomed to a lifetime of subpar performances on account of anxiety. Thank you, Dr. Juncos & Ms. De Paiva e Pona, and as we say in the opera world, Bravissimo! --Kiera Duffy, MM, Soprano, Head of Undergraduate Voice Studies, University of Notre Dame, South Bend, IN It is rare to find decent research that merges Psychology and Musical performance. As a professional singer with a degree in Psychology, I found ACT for Musicians very enlightening in this field that still holds so many questions. Fascinating, practical, and with an empirical curiosity that approaches a much needed field of research. I highly recommend any performer to read it and benefit from the many tools to help navigate the mind: an ingredient so vital and yet neglected to a successful music performance. --Nuno Queimado, BA, Professional Actor and Singer based in London, West End credits include Hamilton, Jesus Christ Superstar, and From Here to Eternity The effectiveness of previously available music performance anxiety treatments was always questionable in my experience. A shift in focus from intervention to therapy based on the ideas of acceptance and commitment is the way forward not only for being an approach for addressing performance anxiety in conceptual and practical terms, but also for becoming a healthier & more complete individual. This shift is supported by the data presented where we see once anxious, shaken musicians with nowhere to turn, now being able to face their fears and achieve success. In my forty years of performance experience, I've utilized various methods of reducing performance anxiety, mostly by trying to suppress those uncomfortable feelings - but this book is rooted in compassion and acceptance, and in the understanding of the psychological complexities involved in the world of the performing arts. It also provides practical exercises and solutions and is without a doubt a game-changer. Any musician that reads it I have no doubt will agree, but I would go as far as to say that any musician, coach, or professor of music should read this book because philosophically.

conceptually, and statistically there is no doubt it can change the struggles of music performance for the better. --Pablo Cohen, DMA, Classical Guitarist, Associate Professor of Music of Latin America & Classical Guitar, Whalen Center for Music, Ithaca College, Ithaca, NY

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academic fieldwork coordinators and fieldwork educators, Fieldwork Educator's Guide to Level I Fieldwork is a practical guide for faculty and clinicians to design and implement Level I fieldwork experiences for occupational therapy and occupational therapy assistant students. Fieldwork Educator's Guide to Level I Fieldwork was designed to address the challenges of integrating Level I fieldwork with classroom learning experiences. Expansive and versatile, the book meets the recently expanded definition of Level I fieldwork according to the 2018 Accreditation Council for Occupational Therapy Education standards, including faculty-led experiences, standardized patients, simulation, and supervision by a fieldwork educator in a practice environment. Each unit of the text builds upon the previous unit. The first unit provides fundamental knowledge on experiential learning and includes an orientation to the purpose of Level I fieldwork in occupational therapy. Building on this foundation, the second unit equips the reader with resources to develop a Level I fieldwork learning plan suitable for their setting. The final units focus on situational scenarios that emerge during Level I fieldwork placements and provides a framework for assessing student learning during Level I fieldwork. While each chapter is designed to build upon one another, they also can be used as stand-alone resources depending on the needs of the reader. What is included in Fieldwork Educator's Guide to Level I Fieldwork: Up-to-date terminology Experiential learning frameworks and models in diverse contexts, including role emerging and simulation Strategies for addressing anxiety and student stress management and supporting students with disabilities Models to support clinical reasoning development during Level I fieldwork Mechanisms to foster student professional development and communication skills Be sure to also look into the successive textbook, Fieldwork Educator's Guide to Level II Fieldwork, which was designed in-tandem with this book to be a progressive resource that exclusively focuses on Level II fieldwork.

**teacher mission statement examples samples:** *Teaching 101* Jeffrey Glanz, 2004 Written for a wide range of teacher and teacher candidates, this book intends to be both comprehensive and practical. It strives to bridge both pre-service and K-12 markets by addressing the foundations of education and an examination of the literature on teaching effectiveness, then moving into the more applied practical chapters. Teaching 101 identifies, describes and explains essential theories and practices for excellence in teaching and in being a successful teacher. It is written in a workbook format to facilitate easy reading use for beginning teachers. The ideas and principles contained here are generic and relate to teachers at all K-12 levels.

teacher mission statement examples samples: Empowering Teacher Leadership Jeremy D. Visone, 2021-12-29 This book explores how school leaders—both formal and informal—can create a supportive culture that leverages teamwork and empowers teachers to become leaders. By focusing on three foundational principles—empowerment, collegiality, and risk taking—schools can develop and enhance educators' capacity for success. With this practical resource, you will learn intentional and actionable strategies that empower participation in leadership at all levels through peer observation and team action planning. The book's chapters explore how to create systems that support trusting relationships, inspire distributed leadership, provide a vehicle for teachers to learn from each other and take risks, and develop informal and formal teacher leaders. This book provides a positive and proactive approach to collaborative school leadership that will invigorate your school community to work together more effectively for improved student outcomes. Rich reflection questions in each chapter help readers conceptualize the information presented and take actionable steps toward improvement Additional tools are available online for easy download here: www.routledge.com/9781032040554.

**teacher mission statement examples samples:** Secrets to Success for Social Studies

Teachers Ellen Kottler, Nancy P. Gallavan, 2015-11-24 Using their proven formula for guiding novice, pre-service, and experienced teachers, the authors synthesize real-world insights and the most practical elements of pedagogy to provide a ready-to-use resource of best classroom practices.

Based on the authors' experience as teacher educators and skilled social studies teachers, this text helps practitioners: • Make instruction meaningful • Develop literacy to build social studies skills • Incorporate district expectations and state standards • Create a community of learners • Collaborate with colleagues The authors provide easy-to-follow lists, tips, and sample forms and letters to help teachers organize their daily work and reduce stress.

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teacher mission statement examples samples: Positioning Higher Education **Institutions** Rosalind M. O. Pritchard, Attila Pausits, James Williams, 2016-09-26 Higher education is of growing public and political importance for society and the economy. Globalisation is transforming it from a local and national concern into one of international significance. In order to fulfil societal, governmental and business sector needs, many universities are aiming to (re-)position themselves. The book initially considers their "compass". They aspire to transformational planning, mission and strategy in which social justice is important, people are not treated as mere means to an end, and traditional moral positions are respected. This transformational urge is sometimes vitiated by blunt demands of new public management that overlook universities' potential for serving the public good. The volume then addresses universities' success in meeting their targets. Often the challenge in evaluation is the need to reconcile tensions, for example between structure and pastoral care of students; institutional competition and collaboration; roles of academics and administrators; performance-based funding versus increased differentiation. Measurement is supposed to provide discipline, align institutional and state policy, and provide a vital impetus for change. Yet many of these measurement instruments are not fully fit for purpose. They do not take sufficient account of institutional missions, either of "old" or of specialist universities; and sophisticated measurement of the student experience requires massive resources. Change and positioning have become

increasingly key elements of a complex but heterogeneous sector requiring new services and upgraded instruments.

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