Introduction

The College of Design began creating a new strategic plan during the 2009-10 academic year. Energy needed to complete this plan was diverted of necessity to work on the college’s reorganization plan. The task now before the College of Design community is to finish the strategic plan by the end of the 2012 fall semester.

Work completed in 2009-10 included draft mission and vision statements, and preliminary lists of values, aspirations, and goals. Shortly following the completion of this work, comments were solicited from department chairs and program directors. However, no revisions were made in response to this feedback.

In the meantime, the Board of Regents, State of Iowa and Iowa State University released their latest strategic plans. Both of these plans serve as important context for the college’s plan.

When the strategic planning process was started in 2009, it was anticipated that the college’s plan would be for a five-year planning horizon, 2010-2015. Given that 2012 is rapidly drawing to a close, the planning horizon needs to be amended. The vision proposed in the plan will be for a seven-year planning horizon, 2013-2020. The action plan will detail steps to be taken during the first half of that period (2013-2017). During AY 2016-17, an action plan will be developed for 2017-2020.

This document includes background material that was used to develop the draft strategic plan currently under review. It includes:

A. Key terms
B. Excerpts from the Board of Regents, State of Iowa Strategic Plan for 2010-16
C. Iowa State University’s Strategic Plan for 2010-15
D. Excerpts from the College of Design’s Strategic Plan for 2005-10
E. Draft language developed for the College of Design’s next strategic plan with comments submitted by department chairs and program directors
A. Key terms

Strategic Plan

A strategic plan succinctly states an organization’s purpose and trajectory. It is a tool for communicating an organization’s essence and guiding decisions that will affect its future. The plan needs to be short enough to be read and remembered, and should be developed through an open, inclusive process that fosters ownership throughout the organization.

Mission Statement

- States core purpose and the reason for an organization’s existence
- Reflects idealistic motivations
- Rarely needs revision and should endure changes in leadership
- Doesn’t describe specific goals, strategies, or outputs
- Forever pursued, never reached
- Doesn’t change but inspires change
- Should make sense to someone who knows little about the organization

Core Values

- Essential, enduring tenets of an organization that shape behavior
- Requires no external justification, they are intrinsically important
- Stand on the test of time
- Few values can truly be core (generally 3-5)
- Not aspirations, operating practices, or strategies
- Core values inspire, not differentiate

Vision Statement

- Offers vivid description of what an organization aspires to become, achieve, create
- Conveys something visible, concrete, and real
- Conveys unrealized dreams, hopes, and aspirations
- Requires significant change and progress to attain
- Fires the imagination and motivates people
- Should be short and memorable
- Causes the organization to stretch
- Conveys an organization on the move

Action Plan

- Three to five specific steps that will move an organization toward achieving its vision
- Steps are described well enough so progress can be measured and completion determined
- Includes individuals and groups responsible for leading & taking action on each step
B. Excerpts from the Board of Regents, State of Iowa Strategic Plan for 2010-16

The Regent Enterprise serves Iowa, its citizens, and the world by being a recognized leader through these priorities:

I. Access, Affordability, and Student Success
II. Educational Excellence and Impact
III. Economic Development and Vitality

The Board of Regents will employ outstanding leaders and delegate responsibility to implement its Strategic Plan and carry out its mission through responsible stewardship, appreciation for diversity, efficiency, productivity, and collaboration.

The Board has identified the following goals to accomplish the three priorities:

G1. Iowa’s public universities shall be affordable to all academically qualified Iowa residents.
G2. Iowa’s public universities will increase the degree attainment of underrepresented minority students.
G3. Iowa’s public universities will increase the percent of undergraduate students who graduate within four years.
G4. Iowa’s public universities shall increase distance education opportunities for life-long learning especially for place-bound and non-traditional students in Iowa to support their educational and professional goals and enhance their quality of life.
G5. The Iowa Braille and Sight Saving School and the Iowa School for the Deaf shall meet or exceed state academic standards in reading and mathematics.
G6. Iowa’s public universities and special schools will demonstrate that their student outcomes assessment programs help students achieve identified learning goals.
G7. The public universities shall contribute to the expansion and diversification of the Iowa economy.
G8. Iowa’s public universities and special schools shall be increasingly efficient and productive.
C. Iowa State University’s Strategic Plan for 2010-15

Mission
Create, share, and apply knowledge to make Iowa and the world a better place.

Values
The challenges of the 21st century demand that we focus on what we do best. To ensure that Iowa State University is a leading research university in 2050, we must recruit, support, and retain students, faculty, and staff who are committed to excellence, integrity, the free exchange of ideas, and collaboration. It is imperative that the creation, sharing, and application of knowledge be a global effort characterized by a profound respect for the diversity of people and ideas. These are the values that enrich our work and guide Iowa State’s Strategic Plan.

Vision
Iowa State University will lead the world in advancing the land-grant ideals of putting science, technology, and human creativity to work.

Priorities and Goals

P 1. Iowa State will be a magnet for attracting outstanding students who seek an education that prepares them to make a difference in the world.

  G1. Recruit, support, retain, and graduate a diverse group of outstanding undergraduate, graduate, and professional students dedicated to making a difference in the world.

  G2. Provide accessible residential and distance educational programs that build on Iowa State’s strengths and excellence in science and technology integrated with design, business, education, arts, humanities, and social sciences.

  G3. Provide a high quality student life that engages and challenges students to collaboratively learn, grow, and succeed as resilient global citizens and involved alumni.

P2. Iowa State will be a magnet for attracting outstanding faculty and staff who create, share, and apply knowledge to improve the quality of life.

  G1. Recruit, support, and retain a diverse group of outstanding faculty and staff.

  G2. Foster a university culture and work environment that rewards faculty and staff for their contributions, supports a balance between work and life, and inspires individuals to work together to achieve at the highest level of their abilities.

  G3. Collaborate with Ames and surrounding communities to provide a premier living environment.

P3. Iowa State will be internationally known for faculty, staff, and students who address the challenges of the 21st century.

  G1. Produce and disseminate transformational basic and applied research and creativity to improve the quality of life. Focus the resources of Iowa State on developing the basic knowledge and designing new technologies to create entrepreneurial solutions to the challenges of 2050 and beyond.

  G2. Build and enhance outreach and global partnerships to promote scientific advances, economic growth, creative thinking, and improvement of the human condition.

P4. Iowa State will be a treasured resource for Iowa, the nation, and the world.

  G1. Incorporate research and engagement in the student experience to produce civic-minded graduates who are well prepared to address complex societal problems.

  G2. Build partnerships with communities of place and interest to solve problems and create opportunities.

  G3. Involve citizens of Iowa and the world in collaborative interactions through extension, outreach, and engagement.
D. Excerpts from the College of Design’s Strategic Plan for 2005-10

**Mission Statement**

The College of Design strategic plan for the years 2005 to 2010 is rooted in many of the basic themes that have preoccupied the collegiate community since its founding in 1978. These original principles focused upon interdisciplinary education and scholarship based upon strong disciplinal offerings, service to the university community and the people of the State of Iowa, and a special allegiance to the welfare of its students, staff and faculty. They continue to resonate in all of the plans drafted by the college, including the iteration included herein.

**Vision Statement – Aspirations**

To **secure** national distinction as a strongly identifiable, unified academic community built upon the collegial interchange amount the diverse strengths of its people and their professional design and art disciplines.

To **create** distinguished scholarship by promoting discovery and innovation within its disciplines, selected cross-disciplinary concentrations and advanced study.

To **share** its liberal and professional educational programs to enhance the learning opportunities for the university community, professional constituencies, alumni and consumers of design everywhere.

To **apply** its knowledge and talent with its many constituents, enriching the intellectual environment of the university community, and improving the visual and experiential environment of state, national and global communities by addressing the interwoven issues of social and economic development, environmental stewardship, community design, preservation, and growth.
E. Draft language developed in 2009-10 for the College of Design’s next strategic plan with comments submitted by department chairs and program directors

Mission

The mission of the College of Design at Iowa State University is to provide excellent professional education, nurture research agendas and foster creative inquiry; while applying the knowledge gained in the process for the benefit of communities in Iowa and around the world.

We do so by generating knowledge, learning and helping other learn how disciplines in design and art can improve the human condition and address present and future challenges that societies and environments face locally, nationally and internationally.

Summary of comments received from chairs and directors

The mission statement should be:

- More specific to the College of Design
- Shorter
- Acknowledge the college’s role as a resource of knowledge and expertise
- Acknowledge the role of visual arts which are not always focused on solving societal problems
- More definitive; i.e. provide nurture, foster seem friendly but not strong definitive statements of a mission and applying knowledge gained seems like we didn’t know our areas going into it and are in some kind of self discovery phase…. I do not see our mission to learn – that is self-evident. Our mission is to teach, do, and create.

Vision

The College of Design at Iowa State University will shape the evolution of our professions, become the college of choice for exceptional students, faculty and staff, and lead agendas in the intersection of design, art, science, and technology to improve quality of life and ultimately benefit all members of society.

To accomplish this vision, we will leverage its unique combination of disciplines and the exceptional capabilities of the university to further strengthen its professional education in all design and art; and will become a necessary reference for its innovative approaches to multidisciplinary integration in its pedagogies, social and environmental impact activities, and scholarly inquiries.

Summary of comments received from chairs and directors

- Shorten the vision statement
- “Become the college of choice for exceptional …” is implied; these words are not necessary
- Stress “lead agendas in the intersection of design, art, and science
- How “exceptional” do we need to be? Redundancy is the bane of vision
- Second paragraph is heartfelt but way too wordy and doesn’t stake out a “way” to actually “do” it
- “Resource” to or for whom?
- How do we do the same thing Bauhaus did updated?
- Difference between instrumental and professional teaching/learning?’; we are engaged in the environment much more clearly than others
- Need to be reference point bringing design to national prominence – most comprehensive design school, need to look at advocacy again
- The statement “to shape our professions” seems to reinforce silo thinking – maybe say shape the evolution of our society – this is more inclusive and more parallel to university mission.
The words “ultimately benefit” seem like this is going to take decades. I would re-word it in a more direct statement.

“The unique combinations of disciplines and the exceptional capabilities of the university” seems again to put us in silos as disciplines and suggest that we are unique but the rest of the university is exceptional.

**Aspirations** (no comments submitted)

- To contribute to solving some of the most important problems facing society by leveraging the experience and knowledge in all four disciplines working together.
- To develop a culture of research and creative inquiry.
- To expand our reach nationally and internationally.
- To be “discovered” so that other colleges actively seek partnerships with our faculty and students. Iowa State University should be defined in part by the activities in the College of Design.
- To diversify our sources of revenue and minimize the impact of decreasing state appropriations.
- To increase the impact we have in communities.
- To continue to graduate professional successful students.
- To be bold, take more risks. To reward bold thinking and initiatives, accepting that there will be unsuccessful attempts.

**Values** (no comments submitted)

- The College of Design cares about the conditions in which humans live, regardless of economic, social and cultural backgrounds, and strives to improve the quality of life for everyone.
- A commitment to the land-grant mission of Iowa State University and to the people of the State of Iowa.
- A sense of academic and professional community that manifests itself every time there is an opportunity
- Collaboration within and outside the college.
- Appreciation of multiple cultures and diversity.
- The college takes pride in the professional competency of its students and works very hard to improve the skill toolset with which it equips them.

**Goals**

- Demonstrate the value of our unique collection of disciplines: in curriculum, in outreach, in research. Comments:
  - New disciplines?
  - Why is research last? This is integral to strong and timely curriculum and outreach – try to make these equal not a hierarchical list. It pits them against each other rather than synergistic.
- Leverage Rome to become our European base. Develop opportunities in Asia, Africa and Latin America. Comments:
  - Why, where does this fit. Strategy?
  - How? It [Rome] is not central to Europe. Doing it [Asia, Africa and Latin America] in ID.
  - Good.
- Become more actively engaged in regional initiatives and expand our outreach nationally and internationally.
  Comments:
- Iowa? See mission. Also, Extension seems to be going away from “intentional” outreach.
- Weak

- Advance our research culture.
  Comments:
  - Part of our mission.
  - What does this mean? It’s vague and redundant (see goal 1).
  - Some discussion of the role of research in the mission.
  - Expectation – need accountability.
  - Promote our research culture and advance it in all areas in collaboration with university, like “one health” etc.

- Diversify revenue sources.
  Comments:
  - Why? Again, maybe a strategy. How does it relate to the vision?
  - Increase diverse revenue resources.

- Optimize our tuition base considering new degrees and differential tuition
  Comments: none submitted

- Improve first-year retention
  Comments:
  - BDes

- Improve our student recruitment
  Comments:
  - New brochures – but how else can we do this

- Increase our funded research activities and develop new industry partnerships
  Comments:
  - Separate [research from industry partnerships]. Funded outreach?

- Philanthropy
  Comments: none submitted

- Address issues of organizational equity and inclusion.
  Comments:
  - Internal or external?
  - Why did we reorganize? This seems incongruent (Strategic Plan) with restructuring. We have added new disciplines, beyond demonstrating “the value of our unique collection.”
  - ?

- Build a stronger image for the college
  Comments:
  - Both within the university and with the world at large.
  - Moving / keeping programs into national / international prominence.
  - Replace “Build” with “Promote.”