The world will feel much smaller in 2050, when 9.6 billion people are sharing the planet. Resources will be more precious and balancing the needs of humankind and the health of our planet will become increasingly difficult. At the same time, people will use technology in new ways, and cultures will be interconnected like never before.

Grand challenges lie ahead. To meet these challenges, we need all the ingenuity we can muster. We need the strength of many minds, working together with greater purpose than ever before, to find common solutions. We need a great university, founded on innovation, problem-solving and uplifting minds and lives.

Iowa State University has been tackling problems and changing lives since it opened its doors a century and a half ago. Founded in 1858, Iowa State readily embraced the ideals of the land-grant university -- open higher education to all, provide practical learning, share knowledge and discoveries. Instructors at the small college on the prairie soon gained a reputation for meeting Iowans where they lived, sharing university expertise in kitchens and farm fields. In 1903, for example, Iowa State agronomist Perry Holden turned several train cars into mini-classrooms and traveled the state, teaching farmers how to test seed corn.

Iowa Staters have been rolling up their sleeves ever since, coming up with ways to improve their surroundings. Today, faculty and students are increasing crop yields, developing renewable fuels, exploring disease in all living things, pioneering data security methods and creating new materials.

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

Iowa State's best invention is its students. The university emphasizes learning by doing and its students do a lot. They take advantage of many opportunities to engage in real-world class experiences and cutting-edge research, to study in other countries, to test their leadership skills in 800-plus campus organizations. They are tomorrow's leaders and problem solvers and they're ready to get started. In addition to educating students, Iowa State faculty and staff are conducting basic and applied research to improve our lives and our planet. They're boosting crop production, protecting natural resources, perfecting biobased fuels, refining wind turbines, designing human and animal vaccines, improving firefighting gear, fighting Parkinson's, fostering economic growth and development, strengthening forensic science techniques, assessing the effects of media violence, and devising defenses against cyber attacks.

From the first, Iowa State University wholeheartedly bought into the land-grant ideal of sharing knowledge beyond the campus borders. It's no surprise that the first statewide Extension Service was started in Iowa in 1906. The extension experiment -- universities actively transferring their research and expertise to every corner of every state -- was immensely successful across America and remains so today. More than a million Iowans annually benefit directly from ISU Extension and Outreach programs.

As the world has gotten smaller, Iowa State's mission has gotten larger. It's no longer enough to share with our state or even our country. Iowa Staters are dedicated to improving lives around the world. Through the Center for Sustainable Rural Livelihoods, faculty, staff and students are engaged in a longstanding program to help Ugandans improve farming, launch home businesses, keep children in school and build food security. In the EARTH Service Learning Program in the Virgin Islands, ISU students assist with community projects in horticulture, environmental science and culinary arts, and teach K-12 classes. Through these activities and many others, Iowa State presses forward, on a mission to help make our world safe and sustainable for generations to come.

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

Iowa State University of Science and Technology lives up to its name in many ways. Half of its undergraduates major in science, technology, engineering and math fields. The campus is a hub of creative and entrepreneurial activity. ISU and the city of Ames are home to a national laboratory; five federal research labs; world-class programs in genomic-based agricultural breeding, health and biotechnology; and renowned institutes in virtual reality, plant sciences and the bioeconomy. The Iowa
State University Research Park, which helps move discoveries to market, has launched numerous start-up companies, including some that are recognized worldwide for ingenuity and major contributions to industries.

Iowa State University has the talent and the facilities to lead the urgent, global quest for solutions. More importantly, perhaps, it has the heart and the work-ethic. This university is and always has been a community of practical, hard-charging problem-solvers. It's in our land-grant DNA. Identify problems, roll up your sleeves, find answers. Early Iowa Staters experimented with crop yields and went charging across the prairies to share findings with farmers. Today, we charge across oceans and cyberspace. But we still believe that with hard work and innovation, we can leave our children and their children ample food and fuel, good health, and a safe, bountiful planet.

Goals

Demand for an Iowa State education is at an all-time high, thanks in part to first-rate programs, a rich student experience, a supportive community, a beautiful campus and high job-placement rates. To build off that success, this strategic plan includes four overarching goals -- ensure that students receive an exceptional education, conduct high-impact research, improve the quality of life for all Iowans, and enhance the university climate for both the ISU community and visitors. Long after this strategic plan has expired and another is in its place, these important goals will continue to be a work-in-progress. No matter how much progress is achieved, there always will be ways to make things better for those who count on Iowa State for an education, assistance, or answers.

Goal 1: Ensure access to the ISU Experience – including an exceptional education offering practical, global, and leadership experiences that shape the well-rounded citizens and informed critical thinkers needed in the 21st century

Subgoal: Improve the ISU Experience for underrepresented students by enhancing a transparent diversity and inclusion ecosystem
Metric: Impact of campus climate on the educational experience of underrepresented students as measured by the comprehensive campus climate assessment system

Subgoal: Continuously increase retention and graduation rates for all students while closing the gaps in student success (as measured by retention and graduation rates) between student subpopulations (race/ethnicity, income, first generation, nationality, ability, and gender)
Metric: Track retention and graduation rates for student subpopulations

Subgoal: Provide learning opportunities to prepare students for lives and careers in a dynamic, global community
Metric: Number of undergraduate students who participate in at least two high-impact educational activities (e.g., course-based learning communities, study abroad, faculty-student research projects, capstone projects, service learning/communitv-based learning projects, honors program, internship/cooperative education)
Metric: The number of ISU students who participate in on- and off-campus experiential learning activities with Iowa public, private, and not-for-profit sectors

Subgoal: Continue efforts to provide an exceptionally high value educational experience
Metric: Total cost of education compared to peer institutions
Metric: Student debt at graduation
Metric: Student placement rates
Metric: Student satisfaction with housing and dining options
Metric: Faculty, staff, and student satisfaction that technology meets their needs and drives innovation

Subgoal: Grow the impact and scope of our graduate programs
Metric: Number of PhD degrees conferred
Metric: Graduate and professional student enrollment
Related Actions

Action: Continue to invest in areas identified by the Student Experience Enhancement Council
Metric: Senior administrators report on annual progress

Action: Support innovations and enhancement of high-impact educational activities across the university for undergraduate and graduate students
Metric: Senior administrators report on annual progress

Action: Build upon current activities to increase external funding to provide financial aid to enhance graduation rates and reduce student debt upon graduation
Metric: Fundraising in support of students

Goal 2: Enhance the university’s research profile by conducting high impact research that addresses the grand challenges of the 21st Century

Subgoal: ISU will be the internationally recognized leader in three or four interdisciplinary priority areas where ISU has a comparative advantage as defined by President’s Interdisciplinary Research Initiative
Metric: External funding, patents, and citations related to the priority areas

Subgoal: Improve key research metrics
Metric: Competitive federal R&D awards
Metric: Faculty membership in the national academies
Metric: Number of prestigious awards held by
Metric: Research funding from industry, foundations, and other public and private sources
Metric: Number of citations
Metric: Number of post docs

Related Actions

Action: Continue to invest in areas identified in the President’s Institutional Excellence Committee’s report
Metric: Senior administrators report on annual progress

Action: Build upon current efforts to diversify research funding among competitive federal R&D sources and other major sources of research funding (including industry, foundations, and other public and private sources)
Metric: Annual sponsored funding awards disaggregated according to competitive federal R&D and other major sources of research

Action: Build upon current efforts to attract and retain excellent faculty through the Presidential High Impact Hiring Initiative
Metric: Continue the Presidential High Impact Hiring Initiative and report the number of hires made through it

Action: Continue to invest in enhancing and modernizing research infrastructure
Metric: Senior administrators report on annual progress

Goal 3: Improve the quality of life for all Iowans through services and programs dedicated to economic development and the promotion of healthy communities, people and environments

Subgoal: Increase the number of Iowa public, private, and non-profit sectors that receive direct assistance or benefit from engaging with the university’s programs, services, and initiatives
Metric: Technical assistance provided through the Center for Industrial Research & Service (e.g., number of companies served, number of jobs added or retained, total dollar impact)
**Metric:** Business assistance provided through the Iowa Small Business Development Center (e.g., number of clients served, number of counseling hours, number of new businesses, number of jobs added or retained)

**Metric:** Technology transfer services provided (e.g., number of license/option agreements, total dollars in sales, number of companies started)

**Metric:** Growth of ISU Research Park (e.g., number of companies and affiliates, number of employees)

**Related Actions**

**Action:** Enhance and improve awareness of and access to research, technical, entrepreneurial, and professional development services for public, private, and non-profit sectors

**Metric:** The number of external organizations and individuals utilizing university research, technical, entrepreneurial and professional development services

**Action:** Increase awareness of, access to, and utilization of the university’s community, youth, family, and economic development programs and initiatives supporting diverse and under-represented populations

**Metric:** The number of individuals and organizations from diverse and under-represented populations participating in university community, youth, family, and economic development programs and initiatives

**Metric:** The number of organizations owned by individuals from diverse and under-represented populations participating in university community, youth, family, and economic development programs and initiatives

**Goal 4: Continue to enhance and cultivate the ISU Experience where faculty, staff, students, and visitors are safe and feel welcomed, supported, included, and valued by the University and each other**

**Subgoal:** Develop and implement a comprehensive campus climate assessment system to regularly evaluate the climate at Iowa State University as experienced by all. Regularly evaluate, disseminate and publicly report data.

**Metric:** Continuous improvement in campus climate as measured by campus climate assessment system

**Subgoal:** Enhance the safety, health, wellness, and security of faculty, staff, students, and visitors

**Metric:** As defined and measured by current reporting mechanisms (e.g., Board of Regent’s Annual Safety Report)

**Subgoal:** Create, expand, and continuously improve opportunities for faculty, staff, and students to build upon their ability to understand and interact with cultures and belief systems other than their own

**Metric:** Participation in these in opportunities and the impact as measured by campus climate assessment system

**Related Actions**

**Action:** Enhance efforts to recruit, hire, train and retain diverse employees

**Metric:** Report on annual efforts and resulting changes in the number of diverse employees

**Action:** Enhance efforts to recruit, retain and graduate a diverse student body

**Metric:** Report on annual efforts and resulting changes in the number of diverse students

**Action:** Establish and deploy a visitor’s code of conduct

**Metric:** Inclusion in university policies

**Action:** Supervisors will acknowledge and include employee’s efforts related to diversity, equity, and inclusion in the annual performance evaluation process

**Metric:** Senior administrators report on annual progress