

# Instructions for Completing the C-SPAM

Plans will be focused on helping CELT achieve its mission and vision. They will speak to priorities, objectives, and action items and ensure they map to the ISU Strategic Priorities.

## ISU Strategic Priorities

- **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.
- **Goal 2:** Enhance the university's research profile by conducting high impact research that addresses the grand challenges of the 21st century.
- **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.
- **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.

Each of the priorities and objectives need to be forward-looking and measurable. The measures will be specified, along with the responsible parties. For each objective, action items will be specified, along with the responsible party and implications for budget. Action items are specific tactics intended to achieve objectives. These action items are expected to be dynamic and changing over the period of time in which the plan is in effect.

The template we have developed has spaces to address, for each strategic priority, specific objectives, action items, responsible parties, and budget implications.

## Guiding Principles

CELT should first reflect on the university's mission, and vision statements:

- **Mission:** Create, share, and apply knowledge to make Iowa and the world a better place.
- **Vision:** Iowa State University will lead the world in advancing the land-grant ideals of putting science, technology, and human creativity to work.

1. Plans submitted should not be a comprehensive audit of operations, but rather focused items strategically identified to advance CELT's progress toward realizing its vision.
2. Staff should use a collaborative and consultative approach, both within their program areas and outside of them, noting those who should be involved, consulted, and informed. For example, where appropriate, plans should clarify shared responsibilities among the respective staff members, and collaborative parties.
3. Plans should be data-informed, taking full advantage of the resources provided by survey data, for example.
4. The plan as a whole will account for the complex environment in which the university operates, leaving space for responses to challenges and opportunities unforeseen at the time of writing—again, objectives ordinarily remaining constant while action items are ordinarily dynamic and changing.
5. Our expectation is that the strategic planning sub-committee (Bender, Bestler, Marcketti, & Ward) will receive, vet, and assess the viability of the plans submitted and may recommend changes to align strategic priorities with resource allocation.

## Critical Questions

- How is CELT strategically advancing the university's progress toward achieving the vision?
- To which of the university's strategic priorities can your CELT make particularly strong contributions?
- Which of the university's strategic priorities are underdeveloped within CELT? How is your plan an opportunity to examine and change that?
- How does your plan relate to your CELT's most recent program review? What insights from that review have informed your plan?
- What goals, objectives or projects from Iowa State's strategic plan remain relevant to your CELT's field of responsibility and to the new strategic vision? How can these be brought forward or refreshed? Or do they need to be abandoned?