



ROWING, NOT DRIFTING 2030

STRATEGIC PLAN | PHASE I



UNIVERSITY OF
NORTHERN COLORADO

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ROWING
NOT DRIFTING

THE
HORACE MANN
GATE

LETTER FROM THE PRESIDENT

Fellow Bears, partners, and friends:

Universities are by their very nature places where people and communities are empowered to realize their fullest potential. This fundamental mission is essential to everything that we do at the University of Northern Colorado — and have done since our founding as a normal school in 1889.

Today's UNC student has great expectations for what they will learn and accomplish in their lifetime. They are simultaneously globally connected and grounded in the betterment of their communities; they are driven to make a positive impact through education, advocacy for social justice, scientific discovery and interpretation of the human condition through creative works, and in service and leadership to their neighbors. Many are first-generation college students who inspire us as they leverage their talents, creativity, and perseverance in pursuit of their personal goals. UNC is a place that fosters limitless promise because we embrace difference, bring together people with a diversity of ideas and experiences, adapt to the evolving needs of our students, and engage emerging changes in higher education with purpose. No university in Colorado is better suited to understand the ambitions of our students and provide the learning environment necessary to make them a reality.

As we carry out this vital mission, our students, faculty, and staff deserve a university that listens, sees, and hears them; they deserve a university that learns and grows alongside them. It is in this spirit that we developed our vision and this first two-year phase of our *Rowing, Not Drifting 2030* strategic plan to give direction and focus to our efforts in the coming years. As we envision the future, we come together with a common purpose to put our students first, not only in the ways we serve them directly, but in the ways we foster excellence among our faculty and staff, take action toward equity and

inclusion, innovate and inspire, and forge and strengthen partnerships in our community and state.

I am proud to present this first phase of the University of Northern Colorado's *Rowing, Not Drifting 2030* strategic plan. The development of a strategic plan is simultaneously an exercise in honoring the points of pride that make an institution a great place to learn, work, and grow and a step toward realizing a shared vision. This plan was developed through months of collaboration, thoughtful discussion, and valuable input from students, faculty, staff, the Board of Trustees, alumni, and our extended community. I am grateful for everyone who shared their ideas, hopes, and ambitions for our university — and so importantly, for the continued success of our students, faculty, and staff — throughout this process.

As we transition from planning to implementation, the work has only just begun. Each member of our university community and every unit has a contribution to make on the journey toward realizing our vision. I invite you to reflect upon the outcomes and key actions articulated in this plan and to identify steps you can take to support the realization of our vision and the 2030 outcomes we have articulated.

I look forward to the opportunity to implement this plan with you all and celebrating our victories along the way.

Rowing, Not Drifting,



Andy Feinstein
UNC President



A UNIVERSITY UNLIKE ANY OTHER

Founded in 1889 and tucked between the Rocky Mountains and Colorado's stunning high plains, UNC is a public doctoral research university committed to the success of its students, with more than 100 undergraduate programs and 120 graduate programs. The university's expert faculty and tradition of research and hands-on learning gives students exceptional opportunities and a personalized education.

OUR COMMUNITY

UNC students are diverse and hard-working, and there is no one "label" that defines them. Their unique talents, interests, and ambitions enrich the university's culture and provides an environment unlike any other. More than 40 percent of UNC undergraduates are the first in their family to go to college and more than one-quarter are eligible for federal need-based financial aid. Of all UNC students, more than 30 percent identify as students of color.

UNC faculty are experts in their fields; they are scholars who engage their students in research, scholarship, and creative works, and who share knowledge beyond the classroom learning experience. Because of the interaction with faculty, there is great potential for UNC undergraduate and graduate students to participate in high-impact practices and hands-on learning for exceptional opportunities and a personalized education.

UNC staff work across all facets of the university, partnering with faculty and supporting students with professional expertise, guidance, and resources. They are integral to the community's caring culture and are leaders in the university's efforts to meet strategic goals, ensure student success, and apply innovative ideas to complex challenges.

UNC alumni often say the connections they forged with faculty made a huge difference not only when they were at UNC, but long after, as they traveled their career and life paths. That partnership and community is something the university takes great pride in — a culture that is welcoming, collaborative, supportive, and committed to student success, service, and education.



OUR VALUES: A STUDENTS FIRST UNIVERSITY

The university believes that its distinctive service to society can only be offered in a student-centered atmosphere of integrity grounded in honesty, trust, fairness, respect, and responsibility. For this reason, the university is committed to promoting an environment in which:

- 1 academic integrity is valued and expected;
- 2 excellence is sought and rewarded;
- 3 teaching and learning flourish;
- 4 diversity of thought and culture is respected;
- 5 intellectual freedom is preserved; and
- 6 equal opportunity is afforded.

OUR COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION

The diversity within UNC is a distinct advantage that the university celebrates and nurtures. Learning occurs through meaningful discussion of shared and different experiences, viewpoints, and ideas because our community of Bears is comprised of individuals with many different perspectives and identities. UNC believes in providing access and educating the community, empowering individuals, and developing leaders and responsible global citizens. Students learn and grow in a spirit of multiculturalism with resources and support services that enhance the student experience.

CULTURAL AND RESOURCE CENTERS:

- Asian/Pacific American Student Services
- Center for Women's and Gender Equity
- César Chávez Cultural Center
- Gender and Sexuality Resource Center
- Marcus Garvey Cultural Center
- Native American Student Services
- Veterans Services



FIVE COLLEGES



More than
100 ACADEMIC PROGRAMS



TOTAL UNIVERSITY ENROLLMENT (Fall 2020)
11,460

8,494 Undergraduate
2,966 Graduate



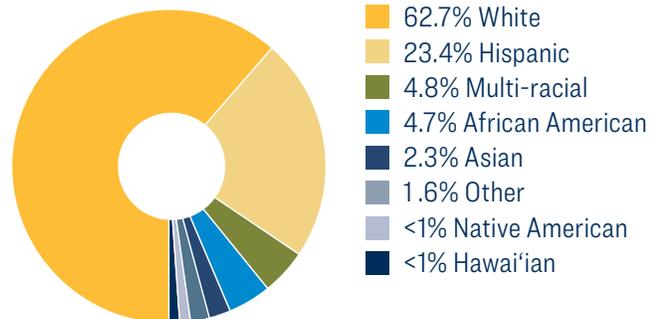
86% of **INCOMING FIRST-YEAR** students are awarded **GRANTS** or **SCHOLARSHIPS**



43% of all UNC Students are **FIRST-GENERATION** (degree-seeking students)

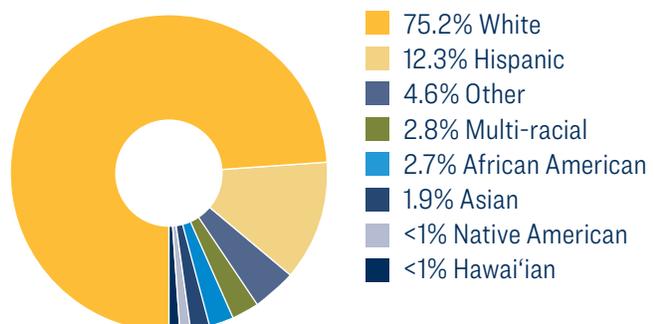
UNDERGRADUATE ETHNICITY (%)

(degree-seeking students)



GRADUATE ETHNICITY (%)

(degree-seeking students)



VISION FOR 2030

The 10-year strategic plan—*Rowing, Not Drifting 2030*—was developed following an extensive, collaborative process with university stakeholders. In 2019, UNC developed the university’s vision and outcomes that will serve the institution over the next decade. The vision takes shape in the form of five elements and associated outcomes that serve as the foundation in support of and in service to UNC’s students, faculty, staff, alumni, and extended community.



FIVE VISION ELEMENTS:



Students First



Empower Inclusivity



Enhance & Invest



Innovate & Create



Connect & Celebrate

The Five Vision elements guide our work and support the key actions as noted starting on page 17.



UNC will be the institution the state looks to as the future of higher education. Our students will experience a personalized education grounded in the liberal arts and infused with critical and creative inquiry. They will establish relationships with faculty and staff that nurture individual development, gain the skills and knowledge that provide upward mobility, and share a commitment to the values of inclusion, equity, and diversity.”

—ANDY FEINSTEIN
UNC PRESIDENT



STUDENTS FIRST

We exist to transform the lives of our students. We focus on all aspects of their success by making intentional decisions to meet their needs and the needs of our community.

2030 OUTCOMES:

- UNC is student ready. We know and care about our students, we meet them where they are, and nurture their growth
- We eliminate institutional barriers to our students' progress
- We are known for excellence in career readiness evidenced by the professional achievements and adaptability of our alumni
- We empower students to make a difference through leadership, involvement, and advocacy
- We acknowledge that all staff and faculty are educators who contribute to our students' success



EMPOWER INCLUSIVITY

The diversity within our university and state is a distinct advantage that we celebrate and nurture. We ensure learning occurs through meaningful discussion of shared and different experiences, viewpoints, and ideas.

2030 OUTCOMES:

- UNC celebrates the diverse backgrounds and intersecting identities of our community members and recognizes that we benefit from the talent and energy of all students, faculty, and staff
- We reflect upon and learn from the experiences of historically marginalized communities
- All individuals and perspectives are an integral part of our success and identity
- Community members engage in robust discussions and share their experiences, viewpoints, and ideas in respectful ways



ENHANCE & INVEST

The success of students relies on a healthy and strong team. We provide our staff and faculty with the support they need to succeed as professionals, educators, and in life. We foster an environment where their individual well-being and sense of belonging are vital to our collective success.

2030 OUTCOMES:

- UNC is a desirable place to work where we attract and retain talented staff and faculty who feel their contributions are valued
- We provide and support personal and professional development opportunities and recognize those who seek enrichment through learning on and off campus
- Scholarship is an essential part of informed learning occurring in and out of the classroom
- We share a responsibility to continuously improve campus climate and culture to ensure a collective sense of belonging



INNOVATE & CREATE

Learning occurs through critical inquiry, discovery, and creation. We leverage technology and capitalize on opportunities to innovate and improve instruction. We anticipate and address societal needs by transforming the campus into a creative laboratory that asks questions, solves problems, and shapes Colorado's future.

2030 OUTCOMES:

- UNC delivers the highest quality student experience in Colorado through our personalized approach to instruction
- We provide distinctive educational experiences that address workforce, environmental, and societal opportunities and challenges
- We contribute to and benefit from local and regional organizations to deliver an educational experience that equips students to successfully transition from college to career
- Students, faculty, and staff engage in a purposeful approach to supporting creativity and discovery



CONNECT & CELEBRATE

Strong community connections provide authentic learning experiences and reciprocal partnerships and collaborations. We set the standard for how engaged universities enrich the lives of those on campus, throughout Colorado, and beyond.

2030 OUTCOMES:

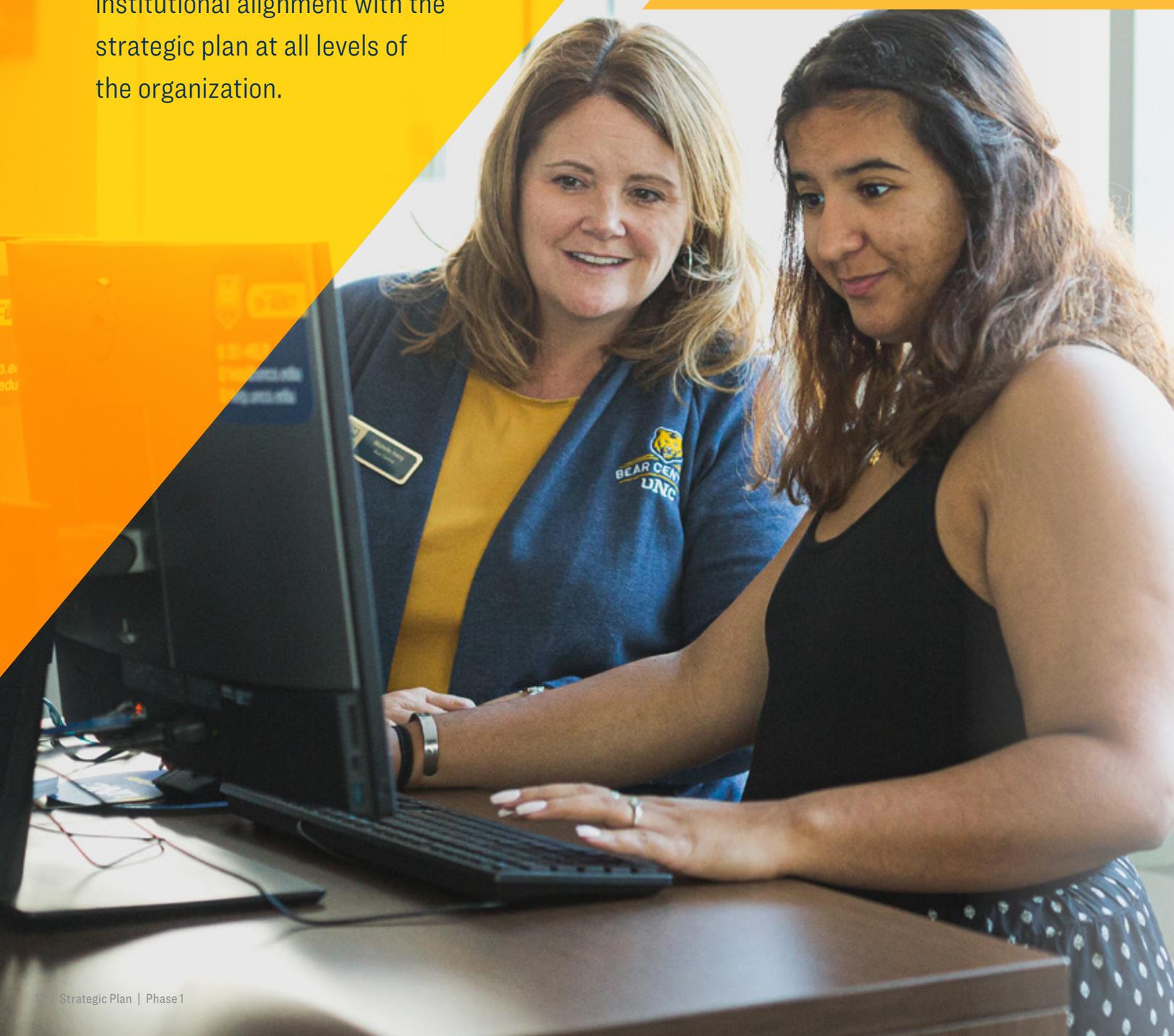
- UNC is the first-choice institution for students because of the quality of our programs, faculty, staff, and strategic relationships
- Our alumni actively support UNC through advocacy, volunteerism, philanthropy, career advice, and employment opportunities
- Arts, athletics, entertainment, cultural, and intellectual experiences are gateways to our university
- We leverage our collective voice to promote UNC and Greeley with pride





FROM VISION TO ACTION

Rowing, Not Drifting 2030 is a living document, divided into five two-year phases that will guide and establish a broad foundation for UNC to build upon. In 2020, the university transitioned from visioning work to establishing key actions and tactics for the first two years, ensuring institutional alignment with the strategic plan at all levels of the organization.





July 1, 2020–
June 30, 2022



July 1, 2022–
June 30, 2024



July 1, 2024–
June 30, 2026



July 1, 2026–
June 30, 2028



July 1, 2028–
June 30, 2030

“

The University of Northern Colorado is Colorado's leader in education. UNC sets the standard and models innovative strategies focused on the holistic growth, development, and lifelong success of our students — this is how we define a Students First university. Rowing, Not Drifting 2030 guides our direction and aspirations for the next decade of serving students and our community.”

—DICK MONFORT '76
CHAIR, UNC BOARD OF TRUSTEES

The strategic plan is comprised of five two-year phases. Each phase will include key actions and tactics that support the other. Phase I key actions and tactics are identified starting on page 17.

ROWING, NOT DRIFTING 2030 STRATEGIC PLAN:



MEASURING SUCCESS

The university will track, measure, and report progress for each two-year phase, and the entire strategic plan, to ensure alignment with 2030 outcomes.

Every two years, the university will engage collectively in formulating new key actions for the next phase of the plan. These new key actions will build from the successes of the previous phase. Each member of the university will have opportunities to provide input, share ideas, and the expectation to contribute in meaningful ways in support of current and future key actions.

In this manner, *Rowing Not Drifting 2030* is not a document; rather, it is a process that is embedded in the UNC culture of continuous growth.

➤ Visit unco.edu/strategic-plan

“

Each member of our university community and every unit has a contribution to make on the journey toward realizing our vision for an even brighter future for UNC in 2030. I invite you to reflect upon the outcomes and key actions we have articulated in this plan and identify what steps you can take to support the realization of our vision and the outcomes we have articulated.”

—ANDY FEINSTEIN
UNC PRESIDENT





UNIVERSITY OF
NORTHERN
COLORADO | Cancer
Rehabilitation
Institute

KEY ACTIONS

UNC will continually identify new opportunities, key actions, and tactics that support the mission of the university and the academic success and personal growth of students. Because of this commitment to serving our students, UNC continuously looks for ways to also enrich the experiences for students, faculty, staff, alumni, and our extended community. Diverse experiences, new programming, and engagement opportunities will be paramount to the work conducted throughout the next decade. UNC will progressively seek opportunities to demonstrate what a **Students First** university means today and into the future by implementing strategies that support everyone at the institution.



“

As an institution of higher education, I think it's really important that we teach people how to have conversations around different or opposing views. And that's part of how we're going to grow as an institution. We are laying the necessary groundwork for keeping students first and helping all students feel welcome.”

—DAVID SHIMOKAWA
GRADUATE STUDENT,
SPORTS ADMINISTRATION,
DIRECTOR OF GRADUATE
STUDENT ASSOCIATION

In support of this vision and the 2030 outcomes, the university is committed to the following Phase 1 key actions. Based on the collaborative nature of *Rowing, Not Drifting 2030*, additional key actions and tactics may be identified and completed by departments and individuals across the institution. UNC's progress will be compiled and measured throughout the course of the strategic plan and each phase.



1 Develop and implement a plan to ensure UNC is a student-ready university at all academic levels.

Student success is often connected to a student's sense of belonging, their quality of engagement, and how it impacts their progress toward graduation. From the traditional academic setting to campus life and support services, UNC will better understand how students interact with university departments and programs and implement strategies focused on student growth, retention, and completion. In support of this key action, UNC will implement the following tactics:

- Establish baseline data sources and needs related to the success and engagement of undergraduate and graduate students at UNC
- Analyze data to determine specific student engagement and academic success outcomes
- Share data with the university community in order to develop **Students First** action plans at the academic department level
- Develop strategies for soliciting input from undergraduate and graduate students — including but not limited to surveys, student focus groups, regular engagement with student organizations — concerning policies and practices that support a **Students First** university

“I'm the first person in my family to complete a college degree, let alone go to graduate school. At UNC, things really started to click for me in terms of what I was studying. And I think what really helped were the support systems that I had in place at UNC through programs like Stryker, the McNair Scholars Program, and my department of study — Africana Studies.”

—JENAYA MCGOWAN ZARRAD '08



2 Complete the discovery phase of the Hispanic-Serving Institution (HSI) 2025 plan.

As the demographics of Colorado and the UNC student population change over the next decade, the university must take an intentional approach to becoming the first research university in Colorado to obtain the Hispanic-Serving Institution (HSI) designation. By working to secure this designation, UNC will establish structures and practices that enhance and expand the opportunities for Latinx students that also enrich the experiences of everyone at the university. Research shows that enhanced engagement leads to a student’s sense of belonging and contributes to improved academic success, and higher retention and graduation rates. In support of this key action, UNC will implement the following tactics:

- Facilitate exploratory conversations with UNC’s diverse stakeholders to gain insight and perspective to inform the HSI 2025 plan
- Develop goals and create implementation and assessment strategies that integrate the HSI 2025 plan across the university’s operations
- Raise awareness through internal and external engagement efforts by showcasing how the HSI designation will enhance the learning outcomes and experiences for everyone at the institution. These efforts will place UNC on the path to becoming the first research university in Colorado to obtain HSI status.

“UNC’s commitment to become an HSI is truly to serve Latinx and non-Latinx students by significantly infusing culturally relevant pedagogy in curricular and co-curricular learning and engagement environments. We will work across cultures and communities as it will be an integral part of every student’s experience.”

–KATRINA RODRIGUEZ
VICE PRESIDENT OF STUDENT AFFAIRS



3 Create systems of accountability, effectiveness, and collaboration to prioritize diversity, equity, and inclusion across the university.

To foster a more diverse, equitable, and inclusive environment, UNC will develop systems of accountability that will enhance the institution’s overall culture. Focus will be placed on equitable hiring and retention practices of diverse faculty and staff; racial and gender disparities; inclusive programming, policies, and procedures; and the university’s climate. Accountability standards will nurture and support equitable outcomes for everyone at UNC and reflect the changing demographics of the university’s students, faculty, and staff so that everyone can learn from and support each other. In support of this key action, UNC will implement the following tactics:

- Require that all search committees complete training on equitable hiring practices, including ways to improve the diversity of hiring pools
- Establish practices that regularly show the demographics of new and current employees, and document the hiring and retention efforts followed by the university
- Publish a formal statement on Respectful Behavior to lay the foundation to establish a culture of trust, support, respect, and inclusivity
- Develop metrics, measures, processes, and standards of conduct embedded in personnel evaluation for all faculty, staff, and administrators
- Implement the diversity, equity, and inclusion measurements and processes that were developed as a result of the new systems of accountability

“Equity-minded practices lie at the center of our work and must be embedded in the university’s mission. To build an equity culture, we must call attention to patterns of inequity in student outcomes and be willing to take personal and institutional responsibility for our students’ success. We’ve developed community principles, as values, as a way to have action-oriented and aspirational discussions with equity in mind.”

–TOBIAS GUZMÁN
ASSOCIATE VICE PRESIDENT AND CHIEF DIVERSITY OFFICER



4 Establish an infrastructure and set a foundation for a supportive culture of career-long professional development for staff and faculty.

UNC is a vibrant community in which students, faculty, and staff dedicate themselves to continued personal and professional lifelong learning. The university will invest in its faculty and staff by providing ongoing professional development opportunities that help employees reach their career goals, expand knowledge, and enhance skills in several areas including, but not limited to: emerging academic technologies; management and leadership; engaged pedagogy; transdisciplinary research; diversity, equity, and inclusion; and educational entrepreneurship. These, and other opportunities as identified, will be made available as part of UNC's commitment to foster a positive employee culture and provide support for our talented employees to grow as engaged community citizens, educators, scholars, mentors, advisors, and professionals so they can better serve our students. In support of this key action, UNC will implement the following tactics:

- Develop a catalog of professional development opportunities for classified and exempt staff that will be maintained by the Office of Human Resources
- Work with established faculty and staff governance groups to develop strategies that support staff and faculty in their careers
- Establish a faculty advisory board to create a clearinghouse of all professional development currently offered on topics of instructional best practices, equitable teaching practices, engaged learning best practices, and online instruction best practices

“Engaged employees are better connected to the mission of any organization. As an educational institution, it is important that we provide lifelong educational and training options to those who serve our institution and provide them opportunities to grow and enhance their careers.”

—MARSHALL PARKS
DIRECTOR OF HUMAN RESOURCES





5 Enhance and refine career readiness in the curriculum for all disciplines.

As part of the **Students First** mission, UNC will establish new ways to connect curriculum to career pathways. The university will further enhance career opportunities for students by combining career-specific learning and high-impact practices with a strong liberal arts core.

The university acknowledges that the academic and co-curricular experience is crucial in preparing students for their careers. As such, UNC will strive to increase career preparedness within curriculum and student service offerings. Access to career guidance, networking opportunities, and educational offerings for graduate and extended education are hallmarks of a university-wide career preparation readiness program. A focus on career preparation and growth affirms UNC's lifelong commitment to its community of Bears. In support of this key action, UNC will implement the following tactics:

- Highlight how a liberal arts curriculum helps students develop leadership and career skills that employers have identified as the keys to success. The university will communicate these attributes to students during the recruitment process and throughout their academic journey at the university.
- Map existing career-readiness initiatives and explore processes and best practices to ensure students can demonstrate their curricular and co-curricular learning outcomes
- Engage in conversations about career readiness and curriculum across all academic units
- Identify employment and career trends by engaging with alumni and business representatives through a newly formed Academic Affairs Advisory Board

“Graduates of the University of Northern Colorado go on to do BIG things — leading companies, leading social change, and even leading major league baseball clubs. With more than 136,000 living alumni making up a global Bear Network, we want to continue to be intentional in our efforts that tie curriculum to career paths that will help our students become the future leaders, change-makers, and innovators we need in the world.”

—LYNDSEY CRUM
ASSISTANT VICE PRESIDENT FOR ALUMNI RELATIONS





6 Develop a new university-wide data infrastructure focused on improving strategy, organizational effectiveness, and student success.

UNC is an evolving organization, able to adapt to the changing environment of higher education. Developing a consistent data infrastructure allows for organized and functional systems thinking to inform decision-making, problem-solving, and overall improvements in service to student success. In support of this key action, UNC will implement the following tactics:

- Establish university data governance and usage standards
- Create dashboards for academic monitoring of trends in majors, student credit hours, retention, four-year graduation rates, and six-year graduation rates with the ability to disaggregate
- Integrate data training into chair and director workshops, and identify additional university-wide opportunities to better understand how to leverage data analytics in decision-making

“Providing a consistent data infrastructure along with training will be an important aspect of how we grow as a university. Having a centralized source for data will allow us to create more efficiencies while ensuring that everyone is utilizing the most up-to-date information and processes to inform decisions.”

—BRETT NABER
CHIEF INFORMATION OFFICER



7 Establish a robust infrastructure to support Research, Scholarship, and Creative Works (RSCW) that engages students and provides opportunities for faculty to contribute to the creation of new knowledge.

A strong commitment to Research, Scholarship, and Creative Works (RSCW) is a hallmark of a research university. These activities are crucial components of the faculty role, both for their own professional growth and because of the role they play in enhancing the student experience. Student collaboration with faculty in RSCW activity provides an engaging learning experience that reinforces, enhances, and integrates the student's learning beyond what can be accomplished solely in a classroom setting. It also creates new knowledge and keeps faculty current in their field while highlighting their expertise, which reflects positively on the university in numerous ways. In support of this key action, UNC will implement the following tactics:

- Establish support systems for RSCW at the university and college level such as new and existing internal grants
- Establish workload practices across all colleges that are equitable while also allowing for differentiated workloads
- The Office of Research and Sponsored Programs (ORSP) will establish faculty grant writing workshops focused on multiple funding sources for different disciplines
- Exceed \$5 million in annual research expenditures in support of achieving Carnegie R2 Classification, and establish research goals and grant activity for each academic unit

“Dr. James has been one of the biggest influences on me in my undergraduate work. She specifically worked with me on my research and helped me with not only the graduate process, but also understanding what graduate school is going to be like and giving me tips for my interviews, just trying to make sure I'm successful.”

—BRANDON SELZ '20



8 Develop and deploy a consistent and constructive process of evaluating and rewarding employee performance while also fostering varied opportunities for feedback and growth outside of the traditional supervisor-employee dynamic.

Attracting and retaining high-quality staff and faculty allows UNC to provide uninterrupted and consistently exceptional services and experiences to the university community. An essential aspect of fostering a high-quality and rewarding work environment is ensuring that employees know what is expected of them and that they are given the opportunity to grow. By regularly conducting meetings and consistently evaluating employee performance, supervisors can gauge their employees' needs, provide appropriate support, and share feedback. By holding supervisors accountable for the timely completion of

evaluations, UNC ensures that employee development and support remain a priority. A focus on establishing core values, collaboration, communication, and an inclusive work environment is tantamount to creating a positive and supportive workplace culture. In support of this key action, UNC will implement the following tactics:

- Establish a compensation plan for staff and faculty
- Adopt and implement new employee performance and evaluation processes

"An intentional focus on the well-being of our faculty and staff fosters a rewarding and healthy work environment that supports the opportunity to grow personally and professionally. Along with equitable and effective evaluation practices, a compensation plan is how we attract and retain high-quality employees who will keep students first in their work. At the end of the day, our UNC students are the reason we do our work."

—BRYSON KELLY
ASSISTANT DIRECTOR OF RECRUITMENT





9 Develop and begin implementation of a data-driven strategic marketing and communications plan that showcases the university's important role on a local, regional, state, and national basis.

A strong marketing and communications plan is critical to the university's prosperity. Such a plan positions UNC as a first-choice place to study, work, and engage. The marketing and communications plan will clarify our identity and highlight: (1) The value of a UNC degree for prospective students, current students, and alumni alike, (2) that UNC's diverse alumni and students are leaders who are on the front lines solving problems, (3) the powerful impact UNC has on the community, region, state, and nation, and (4) the vital partnership between UNC and Greeley. In support of this key action, UNC will implement the following tactics:

- Conduct an analysis of past marketing efforts in order to prepare for quantitative and qualitative research with stakeholders that identify or reinforce competitive positioning
- Evaluate and develop key messaging based on research findings
- Develop and implement a public relations strategy in order to showcase the expertise of UNC faculty and highlight students, staff, alumni, and community partnerships

“Developing a plan to strategically market the university is paramount to attracting and retaining students. It provides us the opportunity to showcase our inspiring students and alumni, our expansive academic programs, and our faculty experts in consistent ways that will create more awareness about UNC on a local, regional, and national basis, which will ultimately support enrollment growth.”

—KIM MEDINA
ASSISTANT VICE PRESIDENT FOR ENROLLMENT MANAGEMENT



10 Implement UNC's Rowing, Not Drifting 2030 Campaign, including the creation of philanthropic investment opportunities, community engagement and fundraising goals, feasibility study, and timeline for all campaign phases.

UNC will launch a comprehensive campaign centered around the expanded vision of the university focused on special fundraising and engagement efforts. These efforts will provide additional support to the institution's students, faculty, and staff in meaningful ways, such as new programs, capital improvements, scholarships, co-curricular experiences, career support, and mentorships. By expanding our relationships with alumni and friends, and developing a culture of philanthropy internally, UNC can secure the investments necessary to realize the vision set forward in the *Rowing, Not Drifting 2030* strategic plan. In support of this key action, UNC will implement the following tactics:

- Work with students, faculty, and staff from throughout the university to identify and prioritize investment opportunities in support of *Rowing, Not Drifting 2030*
- Set fundraising and engagement goals for the campaign based on needs and priorities articulated by campus leaders
- Finalize a timeline for all phases of the campaign from planning through conclusion
- Launch feasibility study with UNC donors and alumni to test and finalize campus needs and campaign priorities
- Partner with faculty, staff, and students from across campus to engage them in the planning and execution of the comprehensive campaign in meaningful and helpful ways

“We believe in education. It's really important to us to pass on the ability for people to go to school, and to impact their future students in our society. Our community is better because people give and we want to make UNC a place for people to come and learn.”

—JOHN W. '86 AND DELIA '90 HAEFELI

OUR PROCESS

Setting a new university vision began in the fall of 2018 when UNC President Andy Feinstein delivered his first State of the University address. In his remarks, he called upon the motto of the Class of 1910, “*Rowing, Not Drifting*,” referencing the quote etched in the column of the Horace Mann Gates along 10th Avenue.

Since that time, the university community has come together to develop and refine the strategic plan and key actions in order to create a shared purpose and direction for UNC over next decade. The collaborative nature of the work over the past three years has instilled a sense of unity, pride, and commitment toward our goals.

AUG-NOV
2018

AUGUST–NOVEMBER 2018

- President Feinstein announces formation of the President’s Leadership Council
- State of the University address calls upon Class of 1910 motto “*Rowing, Not Drifting*”
- Formation of task forces to assess UNC’s academic portfolio, student affairs, and student success
- UNC begins developing a new strategic enrollment and student success plan
- President Feinstein and CFO Michelle Quinn host Budget 101 information sessions

SEPT
2019

SEPTEMBER 2019

- State of the University address invites participation in planning process
- Forums, meetings, and an online survey collects feedback regarding UNC’s future
- The Social Research Lab (SRL) compiles summary of feedback that the President’s Leadership Council uses to begin drafting vision

OCT
2019

OCTOBER 2019

- University community receives the results from UNC’s organizational design review with recommendations for operational improvements and efficiency
- President’s Leadership Council completes draft vision and shares document with university community
- Town hall and online survey collects feedback on draft vision
- President’s Leadership Council receives feedback summary to review and revise the draft vision, five vision elements, and 2030 outcomes in the now titled *Rowing, Not Drifting 2030* vision document

SEPT-NOV
2020

SEPTEMBER–NOVEMBER 2020

- President’s Leadership Council redeploys task forces to review 2030 outcomes and determines the need for five, two-year phases
- Task forces identify the key actions that would comprise Phase I of *Rowing, Not Drifting 2030*
- The President’s Leadership Council presents the key actions and Phase I document at the November board meeting

DEC 2020–
FEB 2021

DECEMBER 2020–FEBRUARY 2021

- President’s Leadership Council conducts virtual forum regarding Phase I key actions to solicit feedback and answer questions
- The Social Research Lab (SRL) conducts survey and compiles feedback, which the President’s Leadership Council uses to revise and further develop Phase I key actions and the strategic planning document
- Board of Trustees reviews final *Rowing, Not Drifting 2030* goals and Phase I key actions at February meeting for immediate implementation

JAN-MAY
2019

JANUARY–MAY 2019

- University community receives task force reports and recommendations
- University community provides feedback on proposed university cost-savings
- UNC rolls out Strategic Enrollment and Student Success (SESS) plan, incorporating the work of the task forces and planning committee

JUNE-AUG
2019

JUNE–AUGUST 2019

- SESS action teams begin implementing changes to UNC’s enrollment and student success operations
- UNC begins organizational design review to recommend operational efficiencies
- President’s Leadership Council is charged as the planning steering committee, with President Feinstein and Provost Mark Anderson serving as planning co-chairs

NOV
2019

NOVEMBER 2019

- Planning co-chairs and President’s Leadership Council refine draft vision
- Board of Trustees and university community receive final draft ahead of November board meeting
- Board of Trustees approve and adopt UNC’s **Rowing, Not Drifting 2030** vision document

JAN-MAR
2020

JANUARY–MARCH 2020

- President’s Leadership Council and task forces continue to meet to outline key actions
- Strategic planning work is paused in March 2020 due to the university shifting strategic priorities and focus to the global pandemic

MAR 2021–
JUNE 2022

MARCH 2021–JUNE 2022

- Enact Phase I key actions and continue to identify new tactics for implementation
- Share ongoing progress and updates with university community regarding Phase I
- Begin developing Phase II key actions



VISION ELEMENTS FEEDBACK

383 participants provided survey feedback regarding the strategic vision elements

123 feedback sheets were collected during a town hall



ADDITIONAL DATA

Fall 2018 task forces included more than 170 participants

Approximately 800 participants at Budget 101 sessions

KEY ACTION DEVELOPMENT (2020)

- Five key action task forces formed to include more than 55 participants comprised of undergraduate and graduate students, faculty, and staff
- Board of Trustees reviews draft of key actions
- University forum for university community
- Online survey regarding key actions sent to students, faculty, and staff
- Compiled feedback from Board of Trustees, university community, alumni and friends, to finalize strategic planning document

ACKNOWLEDGMENTS

UNC appreciates our students, faculty, staff, alumni, as well as members of the Student Senate, Foundation Board, and the Board of Trustees who participated in creating the strategic plan through listening sessions, budget workshops, task force meetings, planning sessions, town halls, and surveys. *Rowing, Not Drifting 2030* is a reflection of your commitment to UNC and to putting **Students First**.

Thank you to the President's Leadership Council, UNC Social Research Lab, as well as the staff and faculty from the divisions of academic affairs, finance and administration, student affairs, and university advancement for their support in compiling data, reports, and strategic planning publications.

PRESIDENT'S LEADERSHIP COUNCIL 2020–PRESENT

- Andy Feinstein, President (co-chair)
- Mark Anderson, Provost (co-chair)
- Teresa Castro, Student Senate President
- Vijay Chalasani, Assistant Professor of Viola
- Darren Dunn, Athletic Director
- Sher Gibbs, Dean, Monfort College of Business
- Lisa Grimes, Professional Administrative Staff Council Chair 20-21
- Tobias Guzmán, Associate Vice President for Student Affairs and Chief Diversity Officer
- Allie Steg Haskett, Vice President for University Advancement
- Shawanna Kimbrough-Hayward, Center for Human Enrichment Director
 - PASC Rep 18-19-previous
- Oscar Levin, Faculty Senate Chair, Associate Professor, Mathematical Sciences
 - Faculty Rep 19-20-previous
- Dan Maxey, Chief of Staff
- Kim Medina, Assistant Vice President of Enrollment Management
- Bret Naber, Chief Information Officer
- Kyle Nelson, Professor and Chair, Sociology
- Michelle Quinn, Chief Financial Officer
- Lori Riley, Executive Assistant to the President
- Katrina Rodriguez, Vice President for Student Affairs
- Dan Satriana, Vice President and General Counsel
- Roni Secord, Interim Classified Staff Council Chair
- David Shimokawa, Graduate Student Association Director
- Nikki Troxclair, Assistant Vice President of Marketing and Communications

PREVIOUS PRESIDENT'S LEADERSHIP COUNCIL MEMBERS

- Sean Broghammer, Former Interim Assistant Vice President of Strategic Enrollment, Director of Admissions
- Laura Connolly, Dean, College of Humanities and Social Sciences
- Nate Haas, Former News and Public Relations Director
- Tim Hernandez, Former Student Senate President
- Theo Kalikow, Former Interim Provost
- Margaret Kinney, Former Classified Staff Council Chair
- Bryson Kelly, Former Professional Administrative Staff Council Chair
- Britney Kyle, Associate Professor, Anthropology
- Stan Luger, Former Faculty Senate Chair
- Gloria Reynolds, Former Chief of Staff
- Eugene Sheehan, Former Dean, College of Education and Behavioral Sciences, retired
- Nancy Sileo, Former Associate Provost
- Lindsay Snyder, Former Classified Staff Council Chair
- Michaela Tancayo, Former Student Senate President
- Dan Weaver, Former Vice President for University Relations

BOARD OF TRUSTEES CURRENT BOARD MEMBERS

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- Stephen Jordan
- Maia Babbs
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- Fritz Fischer, Faculty Trustee
- Alexis McCowan, Student Trustee

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- Kevin Ahern
- Tony Salazar
- Kato Crews
- Joan Clinefelter, Faculty Trustee
- Malaika Michel-Fuller, Student Trustee



UNC Breana Stampley Teacher Candidate

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ROWING, NOT DRIFTING 2030

STRATEGIC PLAN | PHASE I



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NORTHERN COLORADO

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