

**Goal 1: Create an exemplary teaching and learning community**

In keeping with the University of Northern Colorado's historic mission, we will embrace our responsibility to be a model community of teaching and learning that engages every individual in the institution, values the contributions of all, and seeks continual improvement through evaluation.

Objective 1a: Foster a campus culture of respect, civility, two-way communication, collaborative decision-making and shared governance

Potential Strategies

- Develop and implement a systematic approach to campus communication
- Use campus surveys to benchmark attitudes and measure changes
- Communicate accomplishments across colleges and administrative divisions
- Ensure campus policies support all members of the campus community

Objective 1b: Be a welcoming and inclusive campus community that exemplifies and embraces diversity in its broadest sense.

Potential Strategies

- Enroll a diverse student body
- Develop campus programming to celebrate and participate in issues of, international, national and local diversity
- Provide training in cultural competence for faculty, staff and students
- Prepare students to work effectively with diverse populations in an evolving global community

Objective 1c: Develop facilities, technology and other infrastructure to enhance teaching and learning

Potential Strategies

- Align the facilities master plan priorities with the Academic Plan to provide an environment that enhances teaching and learning
- Establish a process for regularly assessing and coordinating program needs to inform the university facilities master plan
- Identify, prioritize and fund improvements to enhance the quality and utilization of technology and other infrastructure
- Identify and prioritize maintenance needs to enable the university to ensure current infrastructure remains viable
- Provide access to and training on technology that facilitates teaching and learning

Objective 1d: Ensure efficient and effective organizational structures that support an exemplary community of teaching and learning;

Potential strategies

- Employ a campus wide process using data to review and improve organizational effectiveness

Objective 1e: Develop an enrollment plan to address student needs, academic programming needs and local, state and national needs

**Goal 2: Build a superior faculty of teacher-scholars**

Building on the strength of our faculty members who are dedicated to teaching, we will recruit, support, reward and retain an exemplary faculty of diverse members who are committed to superior teaching and active scholarship.

Objective 2a: Recruit an exemplary faculty of culturally and intellectually diverse teacher-scholars

Potential Strategies

- Secure funds to enhance faculty recruitment
- Invest in competitive faculty salaries and benefits
- Create a pool of start-up funds for new faculty
- Improve current recruitment strategies

Objective 2b: Retain an exemplary faculty of culturally and intellectually diverse teacher-scholars

Potential Strategies

- Invest in competitive salaries and benefits for current faculty
- Invest in support for grant writing, research, scholarship and creative endeavors
- Implement differential faculty workload plans
- Encourage cross-disciplinary scholarship by developing campus-wide initiatives that bring faculty together for collaborative projects.
- Provide systematic training and support for teaching at all levels
- Recognize faculty excellence in teaching, research, scholarship and creative endeavors

Objective 2c: Ensure alignment of faculty roles, evaluation and rewards

Potential Strategies

- Align faculty evaluations and rewards with differential workload assignments
- Provide training in the use of evaluation systems

**Goal 3: Be a model for transformational learning that integrates all aspects of students' UNC experience.**

As a university community we will define student success as transformational learning, integrating academic learning and student development. Our graduates will be skilled lifelong learners capable of working effectively with diverse populations in an evolving global community

Objective 3a: Improve, coordinate and assess curricular and co-curricular experiences to enrich student learning

Potential Strategies

- Broaden student education through experiential learning activities such as international education, research and internships
- Create a common first-year undergraduate experience
- Develop opportunities for undergraduate and graduate research and experiential learning in the community
- Develop a coordinated co-curricular philosophy

Objective 3b: Support a culture of student-driven teaching/learning opportunities

Potential Strategies

- Promote student created and led courses that bridge academic and residential lives.
- Foster and promote civic engagement opportunities

Objective 3c: Promote access and opportunity for graduate and undergraduate students

Potential Strategies

- Provide competitive financial support for undergraduates
- Provide competitive financial support and assistantships for graduate students

**Goal 4: Build a staff that is dedicated to the teaching and learning community**

We will extend our commitment to teaching and learning beyond traditional settings and roles, providing opportunities for and encouraging all university community members to be both teachers and learners.

Objective 4a: Recruit and retain high-quality, diverse staff

Potential Strategies

- Invest in competitive classified and exempt salaries and benefits
- Invest in support for classified and exempt staff professional development

Objective 4b: Support teaching and learning opportunities for all campus community members

Potential Strategies

- Foster connections among all areas of campus that allow campus community members to learn from each other
- Give every campus community member an opportunity for professional and personal development
- Include professional development in performance planning and evaluation
- Facilitate staff involvement in teaching and research
- Develop intellectual growth

**Goal 5: Engage the greater community as partners in teaching and learning**

We will continue to build relationships with the greater community in ways that exemplify our commitment to teaching and learning and our role as a public institution.

Objective 5a: Engage in external partnerships that both serve the public and advance the university mission

Potential Strategies

- Form partnerships with other universities, for-profit, not-for-profit, and government entities to address state and regional needs and priorities
- Encourage the creation of community advisory boards for programs on campus and use those contacts to guide development of Community outreach initiatives
- Assess the scope and involvement between UNC and the Greeley community and identify ways to improve the “town-gown” relationship.

Objective 5b: Be a leader in education research and in local, state and national policy discussions about public education.

Potential Strategies

- Establish and fund one or more centers that align with the objective of leadership in public education
- Provide faculty with the resources necessary to conduct cutting edge research on teaching and learning, engage in successful grant writing and write education-related white papers
- Facilitate UNC employee service on education committees and taskforces
- Establish a series of speakers focused on major topics in education

Objective 5c: Pursue opportunities to exercise regional, national and international leadership in scholarly disciplines

Potential Strategies

- Identify and capitalize on areas/disciplines in which we exercise regional, national and international leadership
- Identify and cultivate areas/disciplines in which we could exercise regional, national and international leadership in scholarly disciplines
- Use existing program review and assessment to identify opportunities for leadership in scholarly disciplines

Objective 5d: Promote the University as a model community of teaching and learning

Potential Strategies

- Create an institutional integrated marketing plan
- Pursue certification or equivalent review/recognition for academic areas where appropriate
- Demonstrate the contributions UNC makes as a public institution
- Disseminate faculty scholarship