



# *Rowing, Not Drifting 2030*

## Phase III Development

Revised  
Revisions shown in blue text



# Phase I: Key Actions

- Develop and implement a plan to ensure UNC is a student-ready university at all academic levels.
- Complete the discovery phase of the Hispanic-Serving Institution (HSI) 2025 plan.
- Create systems of accountability, effectiveness, and collaboration to prioritize diversity, equity, and inclusion across the university.
- Establish an infrastructure and set a foundation for a supportive culture of career-long professional development for faculty and staff.
- Enhance and refine career readiness in the curriculum for all disciplines.
- Develop a new university-wide data infrastructure focused on improving strategy, organizational effectiveness, and student success.
- Establish a robust infrastructure to support Research, Scholarship, and Creative Works that engages students and provides opportunities for faculty to contribute to the creation of new knowledge.
- 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.
- Develop and begin implementation of a data-drive strategic marketing and communications plan that showcases the university's important role on a local, regional, state, and national basis.
- 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.



## Phase II: Key Actions

- Develop and implement a Strategic Enrollment Management (SEM) plan.
- Build on Phase I foundational work to ensure UNC is a Students First university.
- Continue development and implementation of faculty and staff recruitment, engagement, and retention plans.
- Create plans, structures, and programs that foster an inclusive environment at UNC where all individuals feel welcomed and supported.
- Create and implement an academic portfolio management plan.

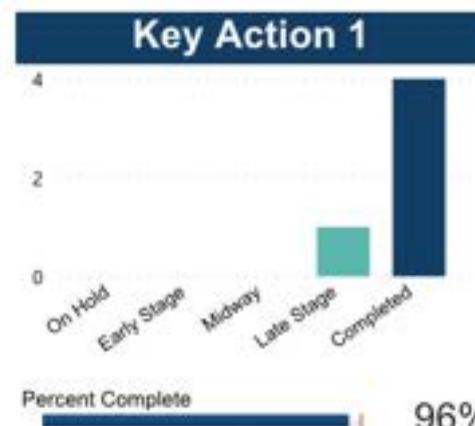


# Phase II: Progress



- On Hold
- Early Stage
- Midway
- Late Stage
- Completed

<b>Key Actions</b>	<b>5</b>
<b>Tactics</b>	<b>27</b>
Completed	5
Late Stage	6
Midway	8
Early Stage	7
On Hold/Not Started	1



Created by Office of Institutional Research and Effectiveness (DIRE)



# Phase II: Progress

Category	Metrics	2023 Performance June 30, 2023	2030 Goal June 30, 2030
Vision Element 1: Students First	Fall-to-Fall retention rate <sup>1</sup>	75%	80%
	4-year graduation rate <sup>1</sup>	38%	45%
	6-year graduation rate <sup>1</sup>	52%	60%
Vision Element 2: Empower Inclusivity	URM Fall-to-Fall retention rate <sup>1,2</sup>	75%	80%
	URM 4-year graduation rate <sup>1,2</sup>	31%	45%
	URM 6-year graduation rate <sup>1,2</sup>	45%	60%
	Pell Fall-to-Fall retention rate <sup>1</sup>	70%	80%
	Pell 4-year graduation rate <sup>1</sup>	30%	45%
	Pell 6-year graduation rate <sup>1</sup>	45%	60%
Vision Element 3: Enhance & Invest	Faculty compensation <sup>3</sup>	*	Parity
	Staff compensation <sup>3</sup>	*	Parity
	Turnover	15% <sup>8</sup>	12-15%
Vision Element 4: Innovate & Create	Quality of Interactions <sup>4,5</sup>	43.60	44.40
	Supportive Environment <sup>4,5</sup>	29.00	33.20
	Total research expenditures	\$8.7M <sup>8</sup>	\$6.9M
Vision Element 5: Connect & Celebrate	Cumulative dollars raised toward campaign goal	\$41M	\$150M
Resources	Composite Financial Index	2.13 <sup>8</sup>	3.5
	New First Time, Full-Time Undergraduate Enrollment <sup>6,7</sup>	1,213 <sup>8</sup>	1,750

<sup>1</sup>Freshman retention rates for IPEDS cohorts <sup>2</sup>Includes African American, Native American, and/or Hispanic

<sup>3</sup>Relative to peer median

<sup>6</sup>Headcount

<sup>\*</sup>Revised calculation under development

<sup>4</sup>National Survey of Student Engagement

<sup>7</sup>At end of fall term

<sup>5</sup>Reported by seniors

<sup>8</sup>Preliminary (unaudited)



## Phase II: Progress

**The supplemental material linked below provides updates on progress toward several significant long-term objectives:**

- [Becoming Colorado's next Hispanic Serving Institution](#)
- [Establishing an osteopathic medical college](#)
- [Launching a comprehensive fundraising campaign](#)
- [Implementing a Facilities Comprehensive Plan](#)



# Where We Are Headed: 2030 Outcomes

Vision Element	Description	Qualitative Measures	University Strategic Metrics
<b>Students First</b>	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.	<ul style="list-style-type: none"><li>UNC is student ready. We know and care about our students, we meet them where they are, and nurture their growth.</li><li>We eliminate institutional barriers to our students' progress.</li><li>We are known for excellence in career readiness evidenced by the professional achievements and adaptability of our alumni.</li><li>We empower students to make a difference through leadership, involvement, and advocacy.</li><li>We acknowledge that all staff and faculty are educators who contribute to our students' success.</li></ul>	<ul style="list-style-type: none"><li>Fall-to-Fall retention rate</li><li>4-year graduation rate</li><li>6-year graduation rate</li></ul>



# Where We Are Headed: 2030 Outcomes

Vision Element	Description	Qualitative Measures	University Strategic Metrics
<b>Empower Inclusivity</b>	<p>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.</p>	<ul style="list-style-type: none"><li>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, staff, and faculty.</li><li>We reflect upon and learn from the experiences of historically marginalized communities.</li><li>All individuals and perspectives are an integral part of our success and identity.</li><li>Community members engage in robust discussions and share their experiences, viewpoints, and ideas in respectful ways.</li></ul>	<ul style="list-style-type: none"><li>Underrepresented Minority (URM) Fall-to-Fall retention rate</li><li>Pell Fall-to-Fall retention rate</li><li>URM 4-year graduation rate</li><li>Pell 4-year graduation rate</li><li>URM 6-year graduation rate</li><li>Pell 6-year graduation rate</li></ul>



# Where We Are Headed: 2030 Outcomes

Vision Element	Description	Qualitative Measures	University Strategic Metrics
<b>Enhance &amp; Invest</b>	<p>The success of students relies on a healthy and strong team. We provide our faculty and staff 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.</p>	<ul style="list-style-type: none"><li>UNC is a desirable place to work where we attract and retain talented staff and faculty who feel their contributions are valued.</li><li>We provide and support personal and professional development opportunities and recognize those who seek enrichment through learning on and off campus.</li><li>Scholarship is an essential part of informed learning occurring in and out of the classroom.</li><li>We share a responsibility to continuously improve campus climate and culture to ensure a collective sense of belonging.</li></ul>	<ul style="list-style-type: none"><li>Faculty Compensation – % of parity</li><li>Staff Compensation – % of parity</li><li>Turnover</li></ul>



# Where We Are Headed: 2030 Outcomes

Vision Element	Description	Qualitative Measures	University Strategic Metrics
<b>Innovate &amp; Create</b>	<p>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.</p>	<ul style="list-style-type: none"><li>UNC delivers the highest quality student experience in Colorado through our personalized approach to instruction.</li><li>We provide distinctive educational experiences that address workforce, environmental, and societal opportunities and challenges.</li><li>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.</li><li>Students, faculty, and staff engage in a purposeful approach to supporting creativity and discovery.</li></ul>	<ul style="list-style-type: none"><li>Quality of Interactions – National Survey of Student Engagement (NSSE)</li><li>Supportive Environment – NSSE</li><li>Total Research Expenditures</li></ul>



# Where We Are Headed: 2030 Outcomes

Vision Element	Description	Qualitative Measures	University Strategic Metrics
<b>Connect &amp; Celebrate</b>	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.	<ul style="list-style-type: none"><li>UNC is the first-choice institution for students because of the quality of our programs, faculty, staff, and strategic relationships.</li></ul>	<ul style="list-style-type: none"><li>Cumulative Amount Raised Toward Campaign Goal</li></ul>
<b>Resources and Context</b>			<ul style="list-style-type: none"><li>Composite Financial Index</li><li>New First Time, Full Time Undergraduate Enrollment</li></ul>



## Phase III: Development

### Questions to consider in planning for the next two-year phase (July 1, 2024-June 30, 2026):

- What key actions and tactics are needed in Phase III in order to build on the progress made in Phase I and Phase II?
- What work **must** occur during Phase III?
  - What key actions and tactics are non-negotiable?
  - What *new* ideas should we consider?
  - Are there any aspects of the work that can/should be de-prioritized?
- What is needed during Phase III to position ourselves to realize our 2030 vision, outcomes, and metrics?
  - What key actions and tactics are needed?
  - What investments are necessary?
  - Are any adjustments to structures or processes needed?



# Phase III: Development

**Initial ideas for themes include the following:**

- **Student Success.** Focus on recruitment and retention via implementing the Strategic Enrollment Management Plan.
- **Employee Success.** Attain competitive compensation packages and increase employee satisfaction.
- **Diversity, Equity and Inclusion.** Foster an inclusive campus climate for all students, faculty members, and staff members, and attain the federal Hispanic Serving Institution designation.
- **Healthcare programs.**
  - Establish UNC's College of Osteopathic Medicine
  - Grow healthcare programs
- **Community engagement.** Identify opportunities to build connections and enhance partnerships.
- **Finances.**
  - Maintain a balanced budget
  - Make progress on a capital campaign
- **Regenerative Artificial Intelligence.**
  - Ensure students are proficient in the use of AI
  - Integrate AI into teaching and learning
  - Use AI in administrative processes



## Phase III: Development

**The process for finalizing Phase III actions and tactics will involve the following opportunities for engagement:**

- Board of Trustees
  - Initial discussion at October retreat; updates at regular meetings; final presentation in June
- Shared Governance Partners
  - Conversations with Faculty Senate, Professional Administrative Staff Council, Classified Staff Council, and Student Government Association
- Campus and Community
  - Campus-wide survey; campus open forums; alumni, donor, and community partner conversations
- Institutional Planning Group
  - Ongoing coordination of planning efforts
- *Other*
  - *What other opportunities for engagement should be considered?*

# College of Osteopathic Medicine

## Update and Planning



UNC

# Initial Efforts

- **July – October 2021:** A leader in medical education consulting, Tripp Umbach, conducts a donor-funded study to analyze the feasibility of the development of a four-year osteopathic medical school by UNC.
- **January 18, 2022:** Introduced **SB22-056** permitting UNC to offer specialized degree programs in osteopathic medicine with Senators Jerry Sonnenberg and Leroy Garcia and Representatives Mary Young and Perry Will as prime sponsors.
- **February 2022:** The proposed University of Northern Colorado College of Osteopathic Medicine is granted applicant status with the American Osteopathic Association's Commission on Osteopathic College Accreditation (COCA).
- **March 17, 2022:** Governor Polis signed **SB22-056** after it passed unanimously through the House and Senate, receiving bipartisan support.
- **June 2022:** Dr. Beth Longenecker begins her position as founding dean.

# FY23 Highlights

- Prioritized engagement with the university and broader community (e.g., welcome reception for new dean; presentations to internal and external groups, such as the UNC Faculty Senate and the Greeley Downtown Rotary; and meetings with UNC supporters)
- Engaged in a print and audio media strategy (e.g., coverage in BizWest and the Greeley Tribune, podcasts, and a [website](#) buildout)
- Established a [College of Osteopathic Medicine Advisory Board](#)
- Established a [Research Strategic Planning Committee](#)
- Submitted a letter of support from the Board of Trustees to the Governor
- Received approval from the Board of Trustees for the [mission statement](#)
- Fostered relationships with hospital systems, independent hospitals, and physician practices to identify clinical rotations; received verbal commitments equaling 514 rotations
- Drafted a hiring plan and operating budget; made a second hire
- Worked with a consultant on a [facilities program plan](#)

# FY24 Priorities – Fall Semester

July-August 2023

- Begin capital construction request process
- Begin planning path for bill introduction based on initial funding request and funding options

September 2023

- Secure bill sponsors
- Complete first draft of bill for a Certificate of Participation (COP)
- Complete Research Strategic Plan

November 2023

- Complete economic impact study
- Finalize business plan in partnership with consultant

Fall 2023

- Meet with members of Colorado Commission on Higher Education (CCHE), Capital Development Committee (CDC), and Joint Budget Committee (JBC); meet with other legislators
- Seek Office of State Planning and Budgeting (OSPB) support
- Conduct individual donor engagement and solicitation
- Raise funds from individuals and foundations
- Continue fostering relationships to secure clinical rotations

# FY24 Priorities – Capital Construction Request

- **May 24:** Capital Construction Requests submitted to Colorado Department of Higher Education (CDHE)
- **July 14:** CCHE Finance, Performance, and Accountability Committee (FP&A) review of requests
  - Initial scores returned from CDHE for review/appeal
  - Requests with initial scores submitted to OSPB for preview
- **August 4:** Scoring appeal submissions
- **August 18:** Updated CCHE FP&A committee review
- **September:** Final scores returned from CDHE
  - Updated submission to CCHE and OSPB
- **October 20:** Final review and ranking by CCHE FP&A committee
- **October 26:** CCHE final review and approval of recommendations
- **November 1:** CCHE submits final prioritizations to CDC (and OSPB)
  - Governor's budget proposal published
- **December (1<sup>st</sup> week):** CDC hearings on submitted projects
- **January 10:** Legislative session begins
- **February 15:** CDC submits recommendations to JBC

# FY24 Priorities – Initial Funding Request

<b>Funding Required</b>	
Facility Capital Construction	\$127,542,000
Escrow (released after 7 years)	41,500,000
Estimated Operating Funds for Start-up	30,000,000
<b>Total Funding Required</b>	<b>\$199,042,000</b>

## Funding Options:

- UNC capacity for debt or other operating support is limited
- Philanthropic support will be available over time: estimated at ~\$50M (\$5.7M already received)
- Third-party investor options may be available but are not desirable
- State funding options: CDC/JBC and/or COP Bill
- COP Bill is the most viable path

# FY24 Priorities – COP Legislation

## COP Legislation:

- \$127.5M facility request + \$42M Escrow
- Estimated payment for facility: \$10M/year
  - Estimated payment for escrow: \$3.5M/year
    - Escrow liquidation in year 7
- Possible revenue streams for COP payments?
  - SB08-233 Federal Mineral Lease / General Fund (after Nov. 2026)
  - HB03-1256 Fitzsimmons/Anschutz General Fund (after 2030)
  - Other state revenue streams?

# Campaign Update

September 2023



UNC

# Campaign Planning

## Accomplishments to Date

- Retained Grenzebach Glier and Associates (GG+A) as campaign counsel
- Completed Readiness Study
- Completed Peer Benchmarking
- Completed Alumni & Donor Data Analysis and Report
- Visioning & Priority Setting Workshops with Campus Leaders Held
- Case Self Study and Interviews
- Development of Case Draft, reviewed with BOT in Sept. 2022
- Development of Test Campaign Goal
- Test Case for Support
- Leadership Briefings and Donor Interviews
- Final Feasibility Report Completed
- Hosted joint meeting of BOT and UNC Foundation BOD
- More than **\$40 Million** Raised through June 30, 2023
- Determined Campaign theme and name

*~Together with Purpose~*



# GG+A Feedback

## FEASIBILITY ASSESSMENT CRITERIA

- The feasibility assessment looked for the following criteria for a successful campaign:
  - A positive image among those constituents capable of making major gifts.
  - Strong and stable internal leadership and capable staff support in areas critical to a major fundraising campaign.
  - A compelling and well-defined case for support that is clearly understood and accepted by potential donors.
  - Ample funds to meet the institution's campaign goals, represented by a sufficient number of potential donors willing to commit resources to the institution.
  - Respected, capable volunteer leadership who are available and willing to commit the necessary time, resources, and talent to the campaign.
  - A reasonably favorable economic climate, positioned favorably in relation to competing campaigns and other fundraising initiatives.
- These criteria are based on GG+A's work with more than 3,000 clients over 60 years and in-depth studies of high-performing fundraising programs.

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with PURPOSE

# GG+A Feedback

## KEY OBSERVATIONS

### What is your degree of confidence in UNC's senior institutional leadership team?

Affiliation	Very Confident 1	2	Mixed 3	4	Not Confident 5	Don't Know 6	No Response 7	Total
Board Member	7	0	2	0	0	0	0	9
Alumni	3	4	0	0	0	2	1	10
Other	7	0	0	0	0	0	0	7
<b>Total</b>	<b>17</b>	<b>4</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>26</b>
(Percentage)	65%	15%	8%	0%	0%	8%	4%	100%
<b>Total Percentage of Respondents</b>	<b>68%</b>	<b>16%</b>	<b>8%</b>	<b>0%</b>	<b>0%</b>	<b>8%</b>	<b>N/A</b>	<b>100%</b>

#### ▪ Institutional Leadership

- UNC's senior leadership (President, Vice Presidents, Deans) enjoy a high level of confidence from the study respondents, with 84% responding positively. However, many acknowledged that turnover has limited their ability to know and interact with academic leaders.
- Nearly 75% of UNC's interviewees expressed confidence in the fundraising program and staffing. At the same time, several interviewees acknowledged the program is still growing and is under resourced, and there is need to broaden engagement among a wider pool of volunteers and donors.
- The majority of prospective donors to the campaign believe that the role of deans or department chairs in the fundraising program ranges between important to very important.

# GG+A Feedback

## NEXT STEPS

- GG+A suggests that the recommendations in this study be implemented in the following sequence, to the extent possible, and concurrently with the investment, staffing, and organizational recommendations of the Campaign Readiness Study.
  - Draft campaign plan, timeline, and investment schedule
  - Continue additional prospect identification and cultivation
  - Define Endowment and Current Use Funds priorities and giving opportunities
  - Update the Case for Support
  - Align and enable Trustees, Foundation Board members, and other leadership volunteers to fulfill their fundraising roles
  - Hold additional Leadership Briefings
  - Develop messaging platform and communications plans
  - Continue engagement and fundraising professional development of academic leadership
  - Convene Campaign Leadership Council and College of Osteopathic Medicine Campaign Committee

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# Our Next Steps

## Advancement Team

- Finalize collateral
- Cultivate and solicit prospective donors
- Finalize Engagement goal according to CASE metrics
- Support professional development of campus leaders
- Ongoing work with UNC Foundation and identification of fundraising volunteers

## Campus Leaders (Cabinet, Deans, AVPs)

- Commit to Case for Support concepts of clarify now
- Develop/Continue development of gift opportunities
- Professional development where needed
- Partnership with gift officers on stewardship and cultivation
- Partnership with alumni team on engagement

# Case for Support

## Together, with Purpose.

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Founded nearly 125 years ago with a historic mission to train Colorado's teachers, the University of Northern Colorado has grown and evolved as the needs of our community—and our state—have changed.

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Today, UNC is a renowned doctoral research university committed to the success of its students, with more than 100 undergraduate programs and 120 graduate programs. Our expert faculty uphold a tradition of research and hands-on learning that gives students a personalized education and a world of opportunities.

UNC's offerings are expansive, providing a world-class education that transforms the lives of our students and their families. Yet our environment is intimate and welcoming, ensuring a personalized experience that focuses on our students' interests, aspirations and well-being.

**As our state and community continues to expand and transform, UNC must adapt.**

A different time requires a different understanding. A different economy requires a different workforce. New teaching and new learning are needed to spark new careers. Students must be welcomed, empowered and supported in different ways. And we must confront these new challenges with new strategies and new solutions—together, with purpose—just as we have done for over a century. In many ways, our university is ideally positioned for this next monumental opportunity.

**Now is our time. Please join us.**

# Case for Support



“Rowing demands collaboration. Tenacity. Coordination. Persistence. And focus. It’s hard work. I want us to be rowers, not drifters. I want us to row, together, with purpose—as faculty and staff, as students and community members, as alumni and friends of the university. I want us to seize opportunities and anticipate the rapids.”

**ANDY FEINSTEIN**  
PRESIDENT

# Case for Support

## Core Categories

This campaign seeks to invest in three core categories, aligned with the best attributes of our institution. What we have always been and what we must continue to be.



### Student-Centered

We will meet students where they are and nurture a spirit of belonging to help them complete their degrees and lead lives of purpose.



### Market-Smart

To address critical shortages among healthcare providers and educators, we will leverage our expertise and boldly adapt to serve the needs of tomorrow's workforce.



### World-Engaged

The future is both local and global. As leaders in service, research, culture and thought leadership, we will continue to connect and celebrate our people and communities.



UNIVERSITY OF  
**NORTHERN**  
**COLORADO**

**THANK YOU!**



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**UNC**

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# **Facilities Comprehensive Plan**

## Board Retreat Executive Summary

FALL 2023



## What is a Facilities Comprehensive Plan?

A Facilities Comprehensive Plan is a process that allows the University of Northern Colorado an opportunity to re-examine its needs with a 10-year outlook to prioritize near and long-term project goals. This Plan is an extension of *Rowing, Not Drifting 2030* and guides the physical development of the campus, providing a short and long-term framework that is clear, flexible, and implementable. The Plan intends to be a visionary document, adaptable to change, and enhances UNC's core values and principles.

## Has the Campus Ever Done This Before?

The University of Northern Colorado has a history of planning that is integrated with its strategic, academic, programmatic, space management, and enrollment plans. The last facilities plan was completed in 2003. In order to stay current with academic, research, and student life needs, the university's goal for a new Facilities Comprehensive Plan articulates the concepts that make the University distinctive and meaningful to the community and beyond.

## Why is This Important to UNC?

The Facilities Comprehensive Plan is important to UNC because it provides a structured approach to managing and developing its physical assets in alignment with its strategic goals. The benefits of this effort include but are not limited to:

- Improving Resource Allocation and Asset Management
- Increasing Space Efficiency
- Enhancing Culture of Sustainability
- Improving Functionality and Safety
- Providing Opportunities for Community Engagement
- Reducing and Mitigating Risk
- Prioritizing Financial Resources
- Increasing its Competitive Advantage

We embrace difference, bring together people with a diversity of ideas and experiences, and adapt to the evolving needs of our students.



UNC students are diverse and hard-working, and there is no one "label" that defines them.

# Strategic Plan Integration

Integration of UNC's Strategic Plan and Facilities Comprehensive Plan strengthens and unifies a collective vision for the next decade by providing a roadmap for future expansion, enabling UNC to respond to changing needs while maintaining a dynamic vision and a thriving campus.



# Guiding Principles

The Guiding Principles outlined from the Facilities Comprehensive Plan inform decisions about future campus investments and development. While the plan will continue to evolve over time, the principles shall remain constant and should be considered as part of a larger vision within future actions.

-  **Promote a Students First Plan**
-  **Enhance Learning Environments**
-  **Connect Campus**
-  **Promote a Resilient & Sustainable Campus**
-  **Strengthen Campus Identity**
-  **Right-Size the Campus**

# Recommended Projects

Recommended projects serve as actions within the plan, designed to address short and long-term solutions. Implementing these projects will create positive transformation on campus.

Throughout the Facilities Comprehensive Planning process, several areas of campus were prioritized for upgrades and improvements. This plan is a living document that should be periodically examined and updated as UNC continues to evolve.

Aside from many of UNC's facilities, outdoor spaces, and amenities being scattered and disconnected, there is still a deficit of quality social spaces.

Today, the Facilities Comprehensive Plan comes at an important time in UNC's history. It reflects the vision, mission, and values of the institution and the goals and objectives of a multitude of university stakeholders. It represents a unifying vision that aligns UNC's academic mission, strategic plan, and physical development goals into a single document that helps guide the future direction of the campus.

- ① New College of Osteopathic Medicine & Partnership District
- ② New Performing Arts Academic Building
- ③ University Center Upgrade
- ④ New Campus Indoor Practice Facility
- ⑤ New Athletics Locker Room
- ⑥ Harrison Hall Replacement
- ⑦ Lawrenson & Turner Hall Renovations
- ⑧ Potential Mixed-Use Development
- ⑨ Candelaria Hall Renovation
- ⑩ McKee Hall Renovation
- ⑪ Michener Library Renovation
- ⑫ Campus Paseo
- ⑬ Crabbe Hall Renovation
- ⑭ Wellness Garden
- ⑮ Campus Quad

## NOTES:

1. Campus Safety and Childcare Center facilities remain a need and shall be located on-or-near campus. Locations will be determined upon further study.
2. Ongoing maintenance to be applied to all campus facilities.
3. No major planned projects are recommended for East Campus, Loveland Centerra, and Denver locations.





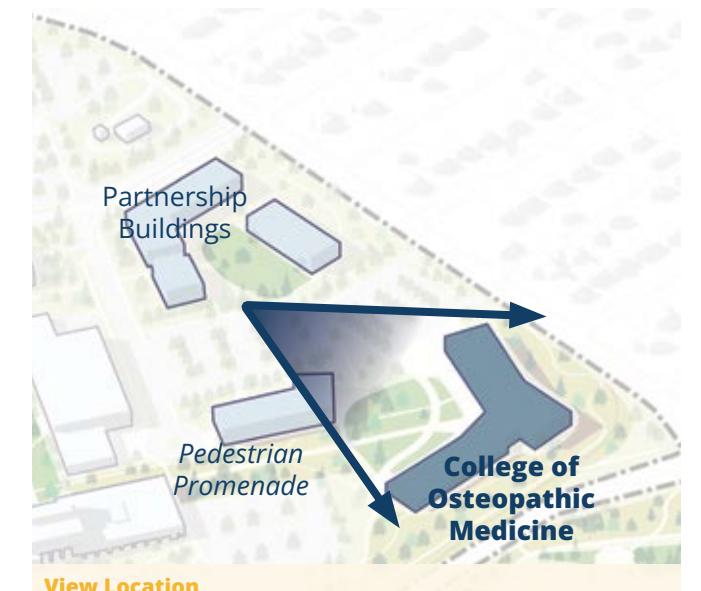
## College of Osteopathic Medicine & Partnership District

The new College of Osteopathic Medicine replaces Bishop-Lehr Hall which has been vacant since 2002 and sits on a prominent location at the intersection of 20th Street and 11th Avenue.

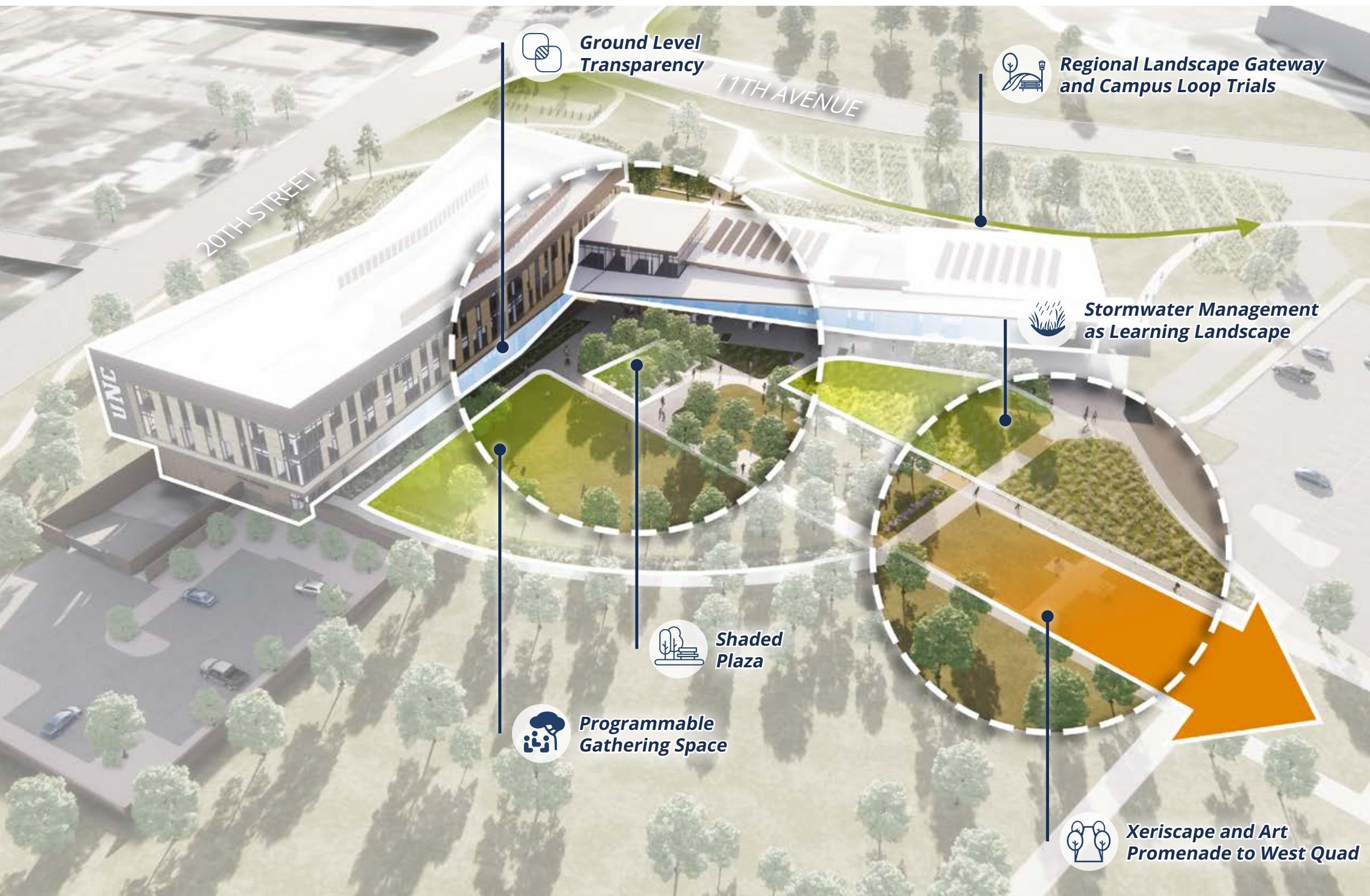
The new 100,000 GSF facility creates a memorable gateway to West Campus and activates the edge of campus.



Existing Conditions



View Location



### Site Amenities

A new pedestrian promenade connects the College of Osteopathic Medicine with the core of West Campus and includes a new plaza area as a gathering space near the main entrance and campus trail on the perimeter of the site.

A transparent ground level aids in the experience and promotes exploration and a sense of connection with the rest of campus.

### Program

UNC developed the Program Plan supported by SmithGroup and Dekker Perich Sabatini. The project intent is to increase the supply of primary care physicians to serve the State, leverage synergies among existing Health Sciences programs to enhance the osteopathic medicine curriculum, and to improve the health status of citizens in Northern Colorado and the region.

### Partnership District

A designated 9-acre area on the existing recreation fields allows for future expansion of allied programming related to the College of Osteopathic Medicine.

Partnerships could include leased buildings and additional academic facilities that enable an ecosystem of active learning and research. Future program and space needs will be determined at a later time.

## Campus Paseo

### West Campus

The Campus Paseo connects people to places and leverages UNC cultural heritage as a series of motifs throughout the campuses. This centralized campus spine provides safe pedestrian and multi-modal access while enabling a heightened sense of community that promotes interactive, artistic, and educational elements throughout.

The Paseo should be seen as an accessible campus link that can also serve as a wayfinding system, promote and showcase student work, communicate campus activities and resources.



Existing Conditions University Center View



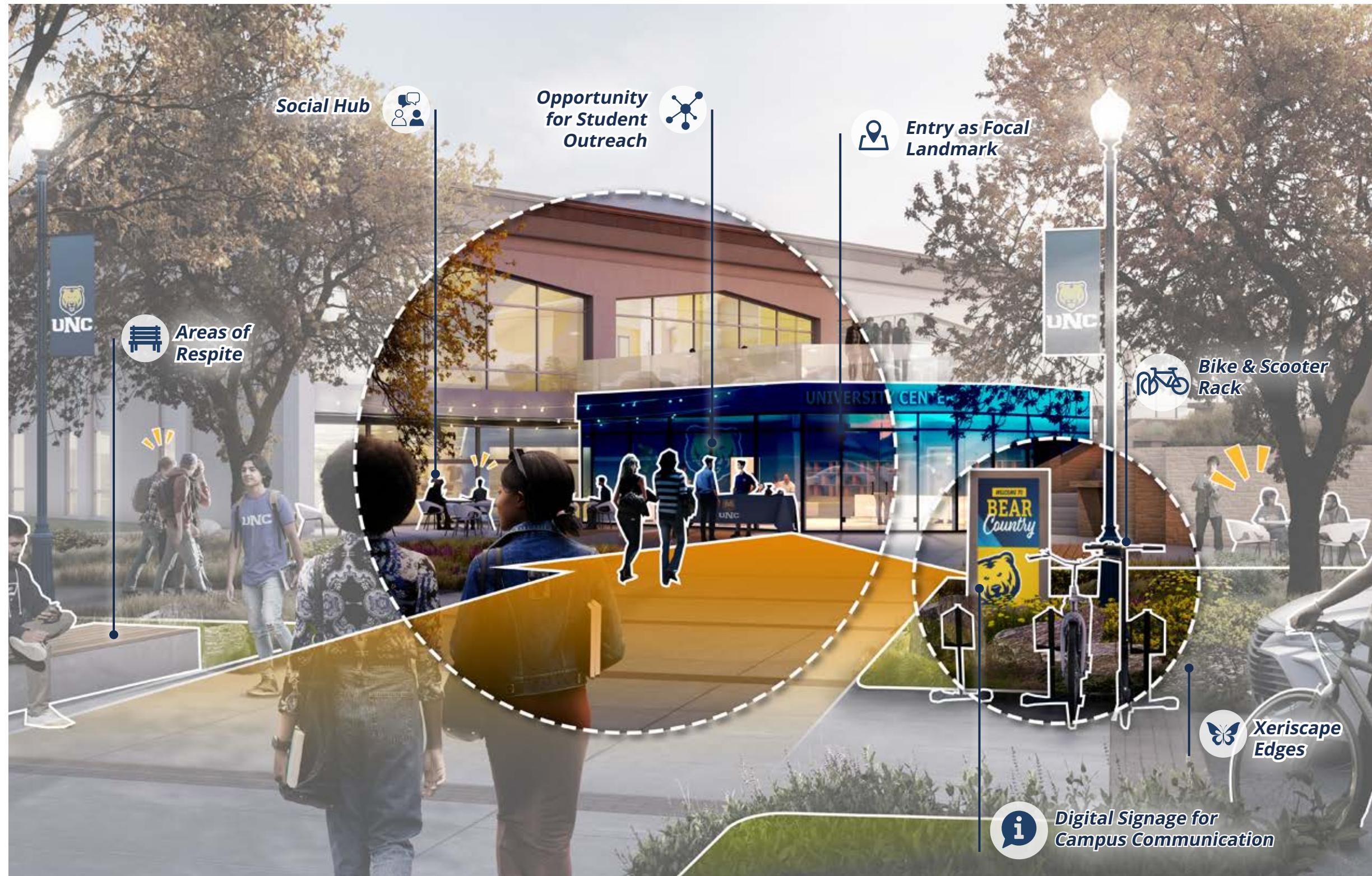
University  
Center  
View



## Program

The Paseo prioritizes pedestrians and creates an active social environment for students as a linear connector of Central Campus and West Campus. Newly activated first floor spaces (or program) at the University Center will provide re-energized social spaces that integrate or connect interior and exterior spaces. The Paseo continues as an interior pathway through the University Center as a vibrant space and the center of activity for campus.

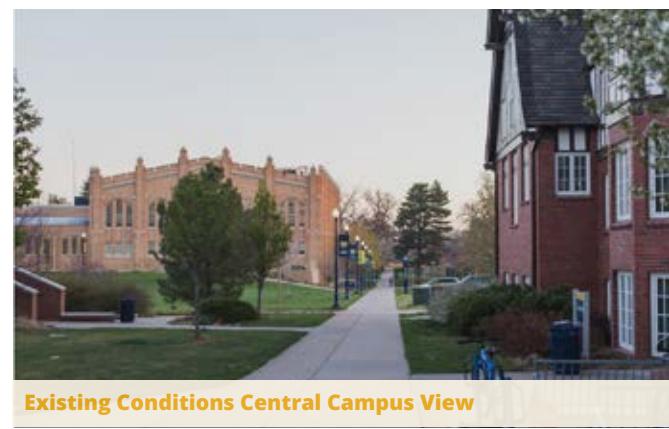
The University Center and Campus Commons is the starting point for many who experience UNC's campus for the first time. Existing conditions are described as dark, cold, and uninviting. Creating a distinct and identifiable landmark is vital to engaging campus locations. The new University Center landmark shown here creates a focal point that improves the entrance experience and provides expanded plaza space enabling what's typical a heavily used pedestrian path.



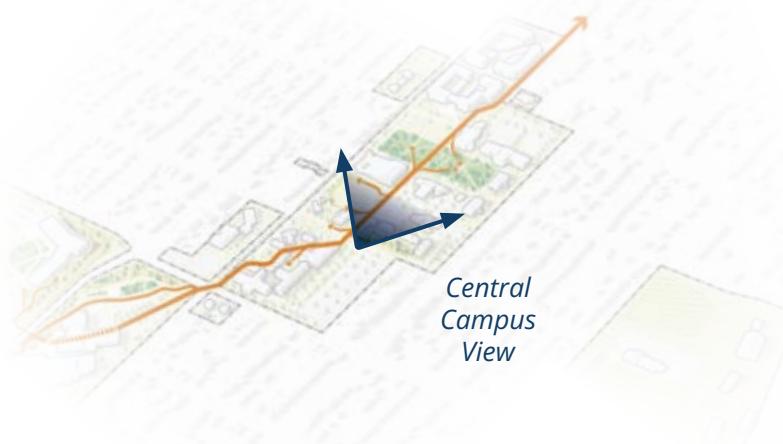
## Campus Paseo

### Central Campus

This concept of the Paseo addresses the desire for more amenities and expression of student identity throughout the campus while creating a safe, accessible, and engaging landscape feature that is distinguishable from other campus pathways. Consistent in materiality and character, the Paseo creates diverse outdoor gathering spaces that reflect the regional beauty and resiliency of Colorado while connecting students with each other and across campus.



Existing Conditions Central Campus View



## Program

On Central Campus, the interior courtyards of President's Row include an active and transparent mix of first floor uses and a variety of open space to encourage social interaction. Sustainable stormwater and renewable energy features are also incorporated into the design strategies for each courtyard.

The revived open space provides an opportunity to create a social hub on Central Campus while complementing nearby Gunter Green. A balance of hardscape and xeriscape enables a variety of activities off the paseo. This new outdoor hub is accessible and visible to all along throughout Central Campus.



## Paseo Character & Amenities

The Paseo is distinguishable from other campus pathways by its consistent aesthetic character and associated amenities. A set kit of parts for the Paseo ensures its ability to provide a safe, accessible, and engaging connection throughout campus while also providing the flexibility to complement the various spaces one encounters across West and Central Campus.

### Kit of Parts

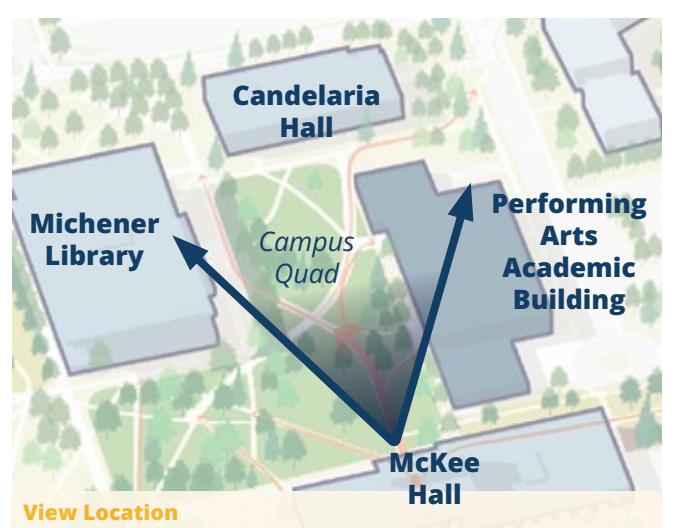
- Consistent hardscape patterning utilizing regional materials
- Shaded through tree canopies and/or shade structures where appropriate
- Xeriscape edges where appropriate to avoid irrigation of hardscape
- Accessible and shaded seating areas of various scales for respite and gathering
- Lighting and banners
- Waste and recycling receptacles
- Student display and communication features. Some examples include digital display panels and bulletin boards
- Focal points such as architecture, artistic expressions, and views





## Performing Arts Academic Building & Campus Quad

The future Performing Arts & Academic Building will be located adjacent to Michener Library, Candelaria Hall, and McKee Hall. This facility will define and enclose the existing Campus Quad. The Performing Arts Academic Building creates areas for seating along the lawn sections by introducing event spaces and flexible seating.





## Program

The Performing Arts Academic Building 'right-sizes' the Schools of Theatre Arts & Dance and Music including Langworthy Theatre, Skinner Library, Kepner Recital Hall, and Norton Theatre in Gray Hall. Art & Design is anticipated to remain on Central Campus.

The facility as shown accommodates a 88,000 GSF program while accounting for additional circulation and support spaces for events typically seen in performing arts facilities with academic programming.

Depending on the type of performance spaces desired, the volume and proportions of the massing may change. The building massing will be driven by performance types, level of flexibility desired, sightlines, seating capacity, and rigging requirements.

The front of house faces the open space shared by Candelaria, Michener, and McKee. This includes a small patio area for events for outdoor classrooms or small events.

Access from 14th Ave and 20th Street could include a drop off area while updating circulation patterns that create accessible parking on the existing Surface Lot Y. These circulation patterns would also provide access for deliveries, as well as touring shows.

An alternative option would be to renovate Frasier Hall, Music Technology, and the Skinner Music Library in place.



Balanced maintained lawn and native grasses



Various types of seating areas



Allocate existing green space for flexible use



View of The Quad in fall on West Campus facing Northwest



Artistic expressions provide focal areas to gather

## Site Amenities

The School of Theatre Arts & Dance and Music relocate to the New Performing Arts Academic Building. This brings programs in closer proximity to essential program facilities such as the Campus Commons. Evening performances and events may utilize surface parking lots and create an active West Campus.

The central quad of West campus is already home to a picturesque landscape with a generous canopy that creates a comfortable setting to gather and bring learning outdoors. A current need for places to gather is met by introducing various types and scales of seating opportunities. Hammocks, Adirondack chairs, benches, and movable furnishings provide a mix of fixed and flexible seating arrangements to meet the various needs of students, staff, and faculty.

Large expanses of maintained turf lawn are preserved to provide a flexible open space while smaller fragments of turf are converted to native grasses to keep the visual feel of a large “campus green” while being mindful of water use and maintenance.

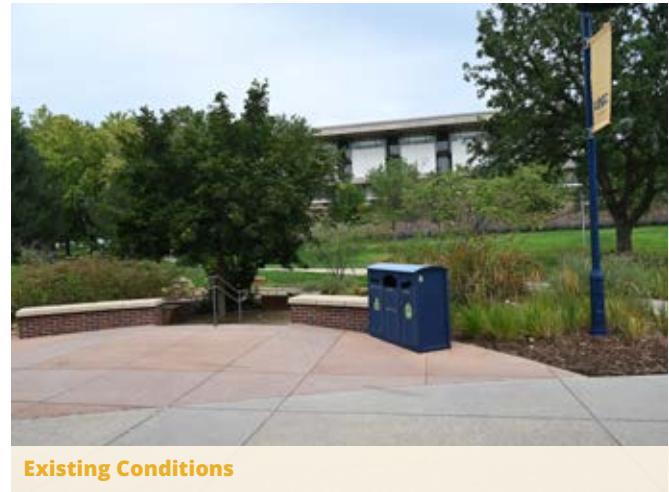
Taking inspiration from the mural at Candelaria, artistic expressions such as sculptures bring that artistic and colorful energy into the West Quad.

Power and cable passes should be provided and integrated into the site at designated points to allow for future activation of the spaces for performances, gatherings, and other events.

## Wellness Garden

The Wellness Garden can become a place where the campus community connects with nature that reflect the unique location and identity of UNC.

The garden works within its existing context to provide a holistic approach to health and well-being and is nestled between Butler-Hancock/Recreation Center and Michener Library.



Existing Conditions



View Location

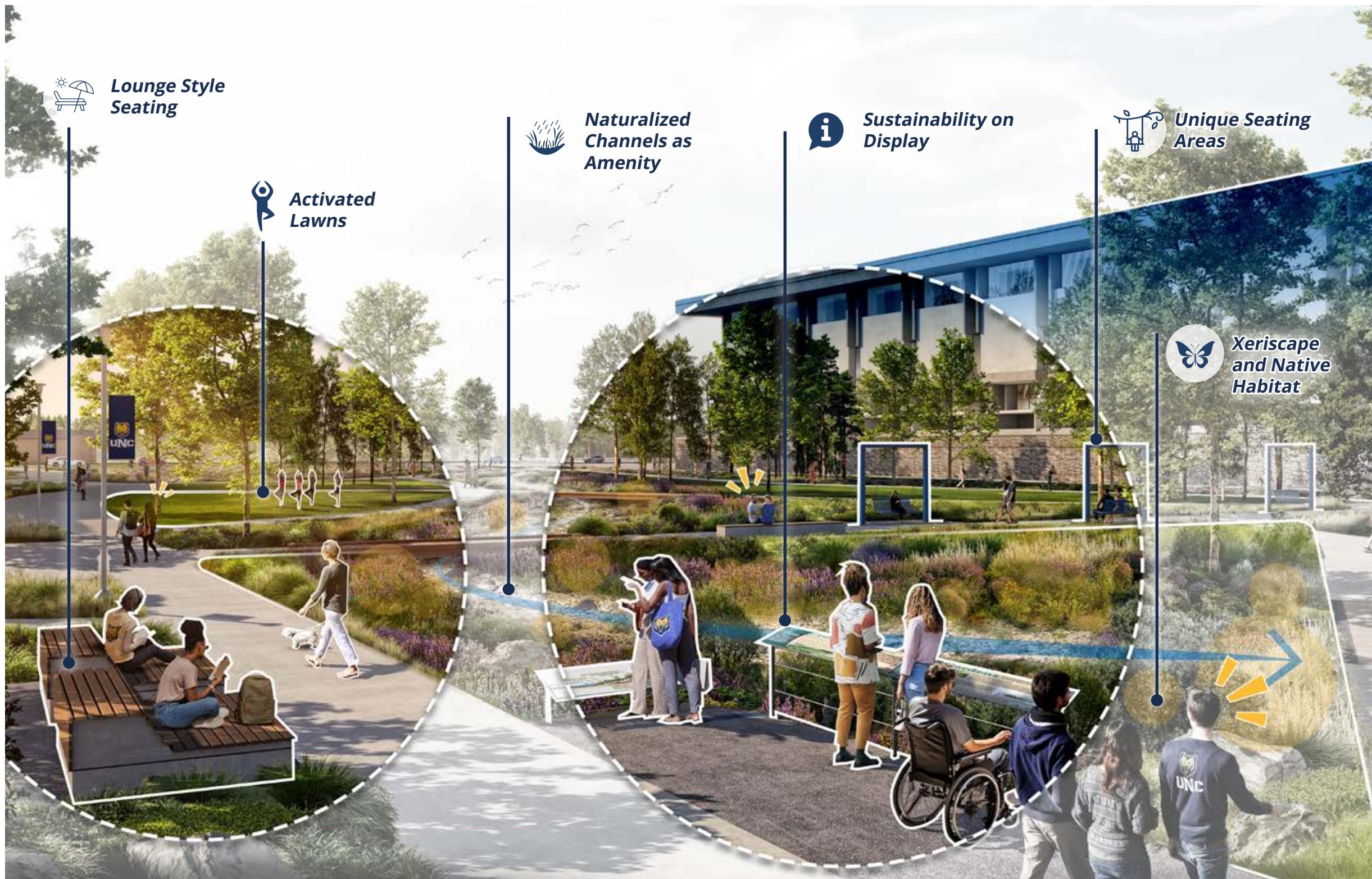


## Program

Functioning as both an outdoor recreation space and an educational tool for the campus, opportunities to artistically integrate health, sustainability, and ecological awareness are encouraged.

By providing more diverse recreational activities, the space leverages existing topography to create features that add a naturalistic character to the space while carving out areas for passive recreation and active recreation.

Users have the ability to partake in activities such as walking, biking, wildlife observation, yoga, jogging trails, and fitness through outdoor exercise equipment. The calming environment of the Wellness Garden provides a new outdoor space typology that has the potential to bring learning to the outdoors for everyone.



## Character & Site Amenities

Wellness Garden provides the campus community with a unique space that addresses the need for more diverse health and fitness opportunities while developing an appreciation for the regional ecosystem. The site amenities in the space play an important role to ensure the social and recreational needs of the UNC campus are met.

The existing concrete channels are reimagined as a naturalized channel that highlights sustainable and restorative stormwater mitigation strategies while providing a maintainable habitat for the local ecosystem. Students, staff, and faculty are immersed in a picturesque setting that highlights the beauty of the local ecology and natural systems.

A variety of accessible, playful, and regionally sourced furnishings complement the calming environment and bring diverse options for users to seek out and make their own. As a campus that prioritizes sustainability, integrated opportunities to showcase and educate about sustainable infrastructure and ecological diversity are highly encouraged as an additional layer of the Wellness Garden.



Educational Signage



Activated gathering spaces at various times of day



Hub for active and passive recreation



SmithGroup

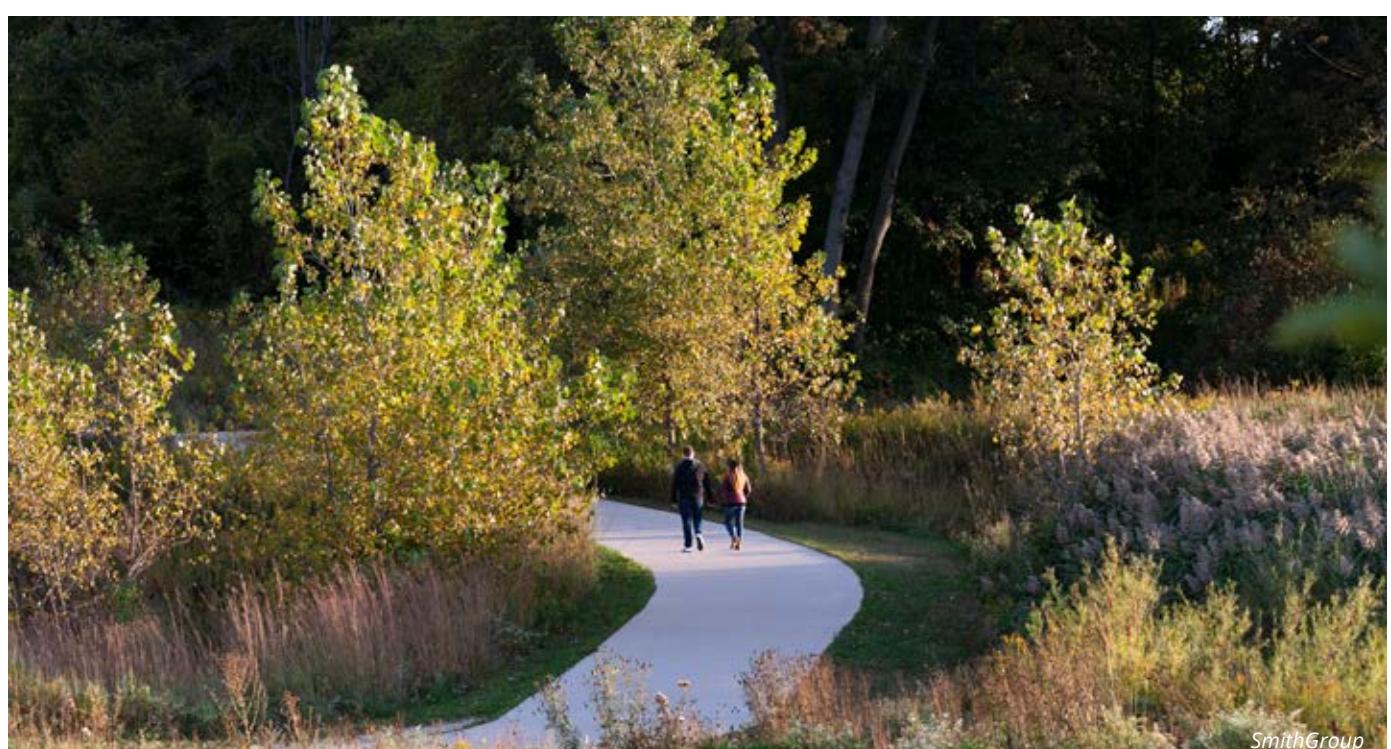


SmithGroup

Flexible gathering spaces that engage the outdoor environment

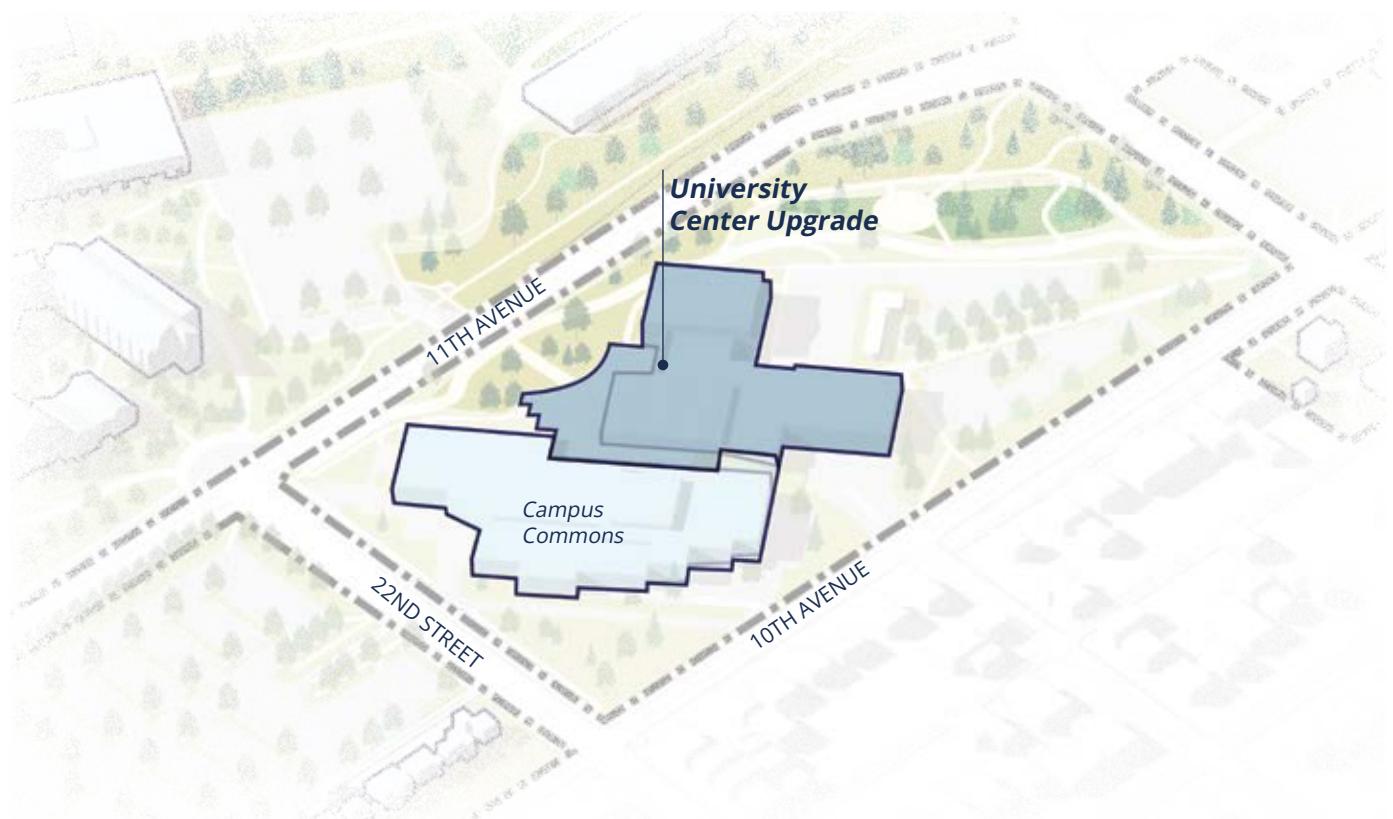


Naturalized channel creates unique moments throughout the garden.



The Wellness Garden leverages the regional landscape and ecology to create a calming outdoor environment.

## Student Services Upgrade



### UNIVERSITY CENTER/CAMPUS COMMONS INTEGRATION

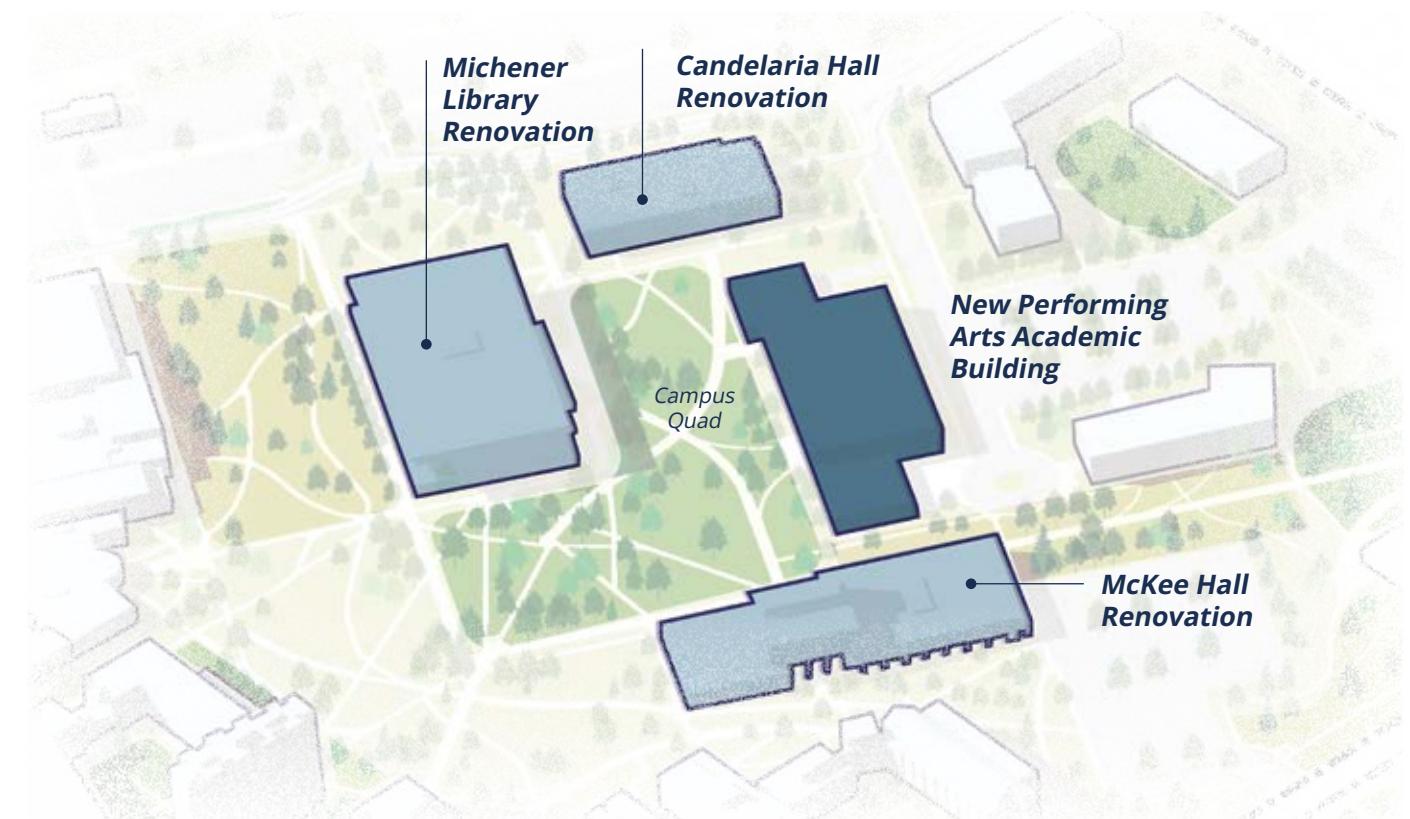
The University Center has been at the epicenter of student life at UNC while the Campus Commons provides state-of-the-art space for student services, performances, and events. The Campus Commons was completed in 2019 with the support of donors and alumni.

The need to improve the student services experience was expressed throughout the project. Improvements primarily to the University Center offers opportunities to repurpose antiquated spaces and create

efficiencies between the overall service experience. Opportunities to soften the Campus Commons are also suggested to minimize the perception that the facility is only for transactional usage and a place dedicated to cultural expression, socializing, and gathering of the broader community.

Additional studies exploring the relationship between University Center and Campus Commons are recommended, including follow up conversations with key academic and administrative support staff.

## Academic Facility Renovations

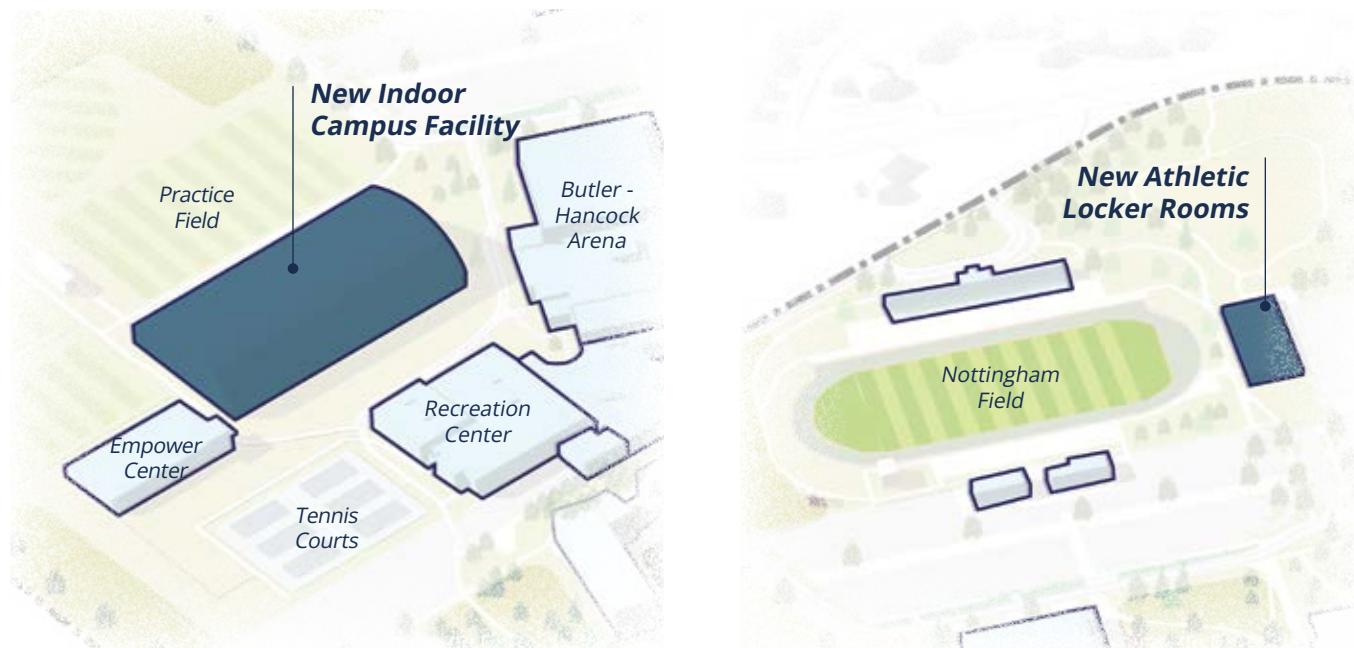


### MICHENER LIBRARY, MCKEE AND CANDELARIA HALL RENOVATIONS

These facilities form the essence of UNC's academic experience and are some of the most widely used buildings on campus. However, numerous upgrades are needed to improve the overall function, efficiency, and educational adequacy of the buildings. Ongoing programmatic studies for these facilities should be considered as part of the overall campus plan strategy.

The New Performing Arts Academic Building brings programs in closer proximity to essential program facilities such as the Campus Commons. The presence of this facility also helps define the fourth edge of the Campus Quad. Evening performances and events may utilize surface parking lots and create an active West Campus.

## New Indoor Campus Facility & Athletic Locker Rooms



### INDOOR CAMPUS FACILITY

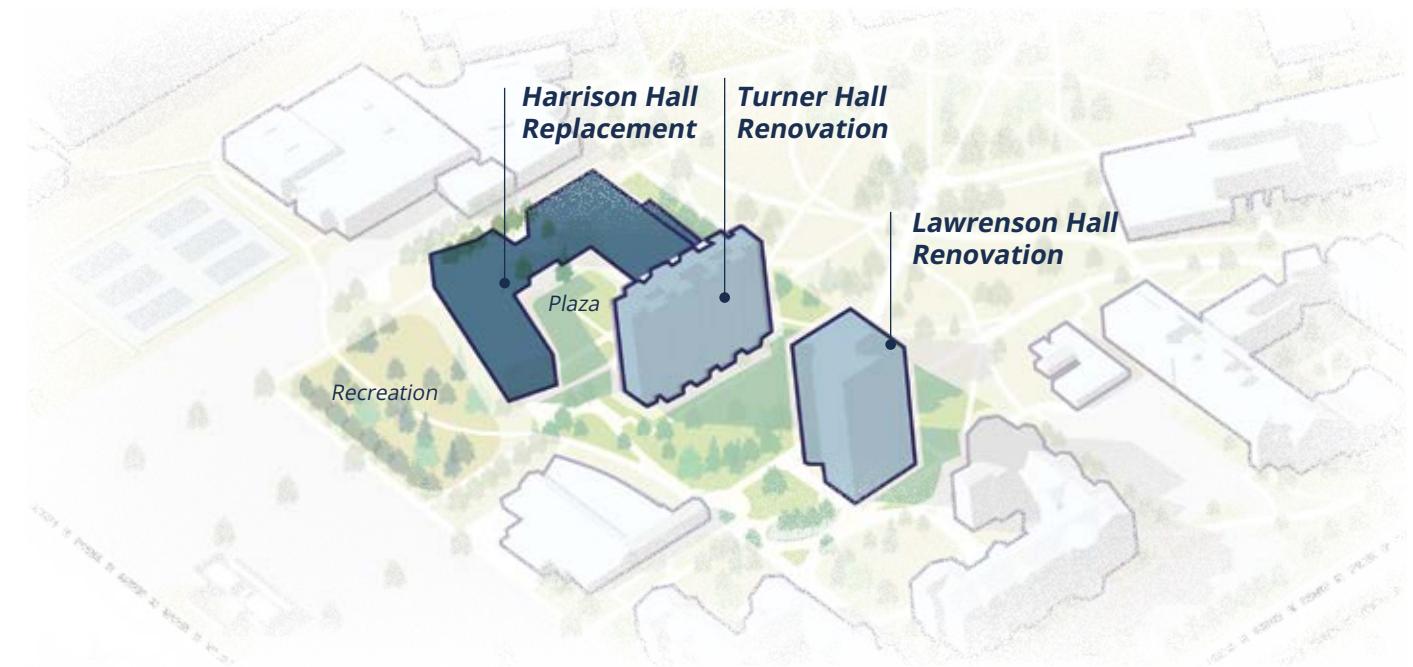
Given the projected deficit of recreational programs on campus, a shared indoor campus facility is proposed next to the Empower Center, Butler-Hancock Arena, and Recreation Center, providing synergy between existing athletic and recreational program.

This facility is envisioned as a 60,000 GSF indoor practice facility that would provide access to all students for recreation, club sports, and athletics.

### ATHLETIC LOCKER ROOMS

A 10,000 GSF locker room adjacent to Nottingham Field provides additional support and storage space for athletics programs, and a potential expanded area for additional seating.

## Housing Renovations & Upgrades



Projected housing demand is subject to enrollment trends and the potential of evolving live-on requirement policies and practices. Currently, assumptions include a first-year live-on requirement, and the desire for updated unit types which may impact overall capacity. The current surplus of beds enables flexibility in temporarily consolidating beds while ongoing upgrades, renovations, and/or replacements are being made on campus.

### HARRISON HALL REPLACEMENT

#### Preferred Scenario

Replace Harrison Hall and construct new residence hall on site as target enrollment and demand for on campus housing increases.

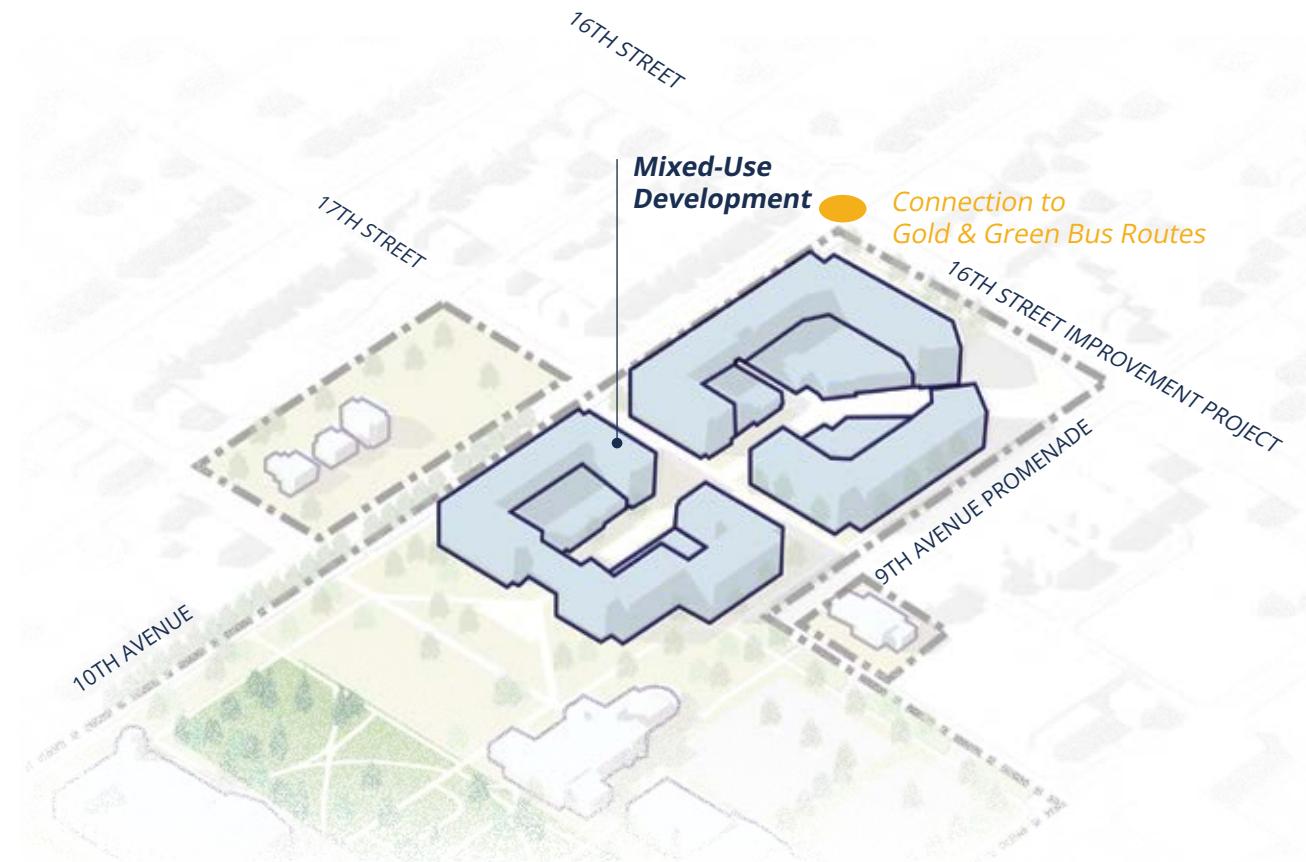
#### Alternative Scenario

Renovate Harrison Hall to add air conditioning and other student life related upgrades.

### TURNER AND LAWRENSON HALL

Complete or partial renovation of existing buildings.

## Central Campus Redevelopment



### FRASIER HALL REMOVAL

After the Schools of Theatre Arts & Dance and Music and Skinner Library have relocated to West Campus, Frasier Hall may be removed.

The site offers an opportunity to redefine the campus edge with a thoughtful approach to redevelopment. Ideally, this project would define the campus edge and strengthen the relationship between campus and downtown.

Other mobility improvements could include connecting the Campus Paseo with proposed 9th Avenue Promenade (Downtown 2023 The Path Forward Plan) and extending the street grid at 17th Street.

### MIXED-USE DEVELOPMENT

The diagram above shows a speculative, potentially phased, development. The 5-acre site roughly north of Carter Hall, in between 10th and 9th Avenues could feasibly redefine the northern edge of Central Campus.

The site sits at the confluence of numerous improvement projects, including Greeley's transit routes that provide access to-and-from Downtown Greeley, the GET Transit Center, and Greeley Mall.

## Other Recommended Projects

### CAMPUS SAFETY FACILITY

A new 10,000 GSF facility should be centrally located between the Central and West Campuses. It provides efficient vehicular access. At the new site, a surface lot will be required to store fleet vehicles. Any displacement of existing parking spaces should be considered as well as adequate infrastructure and visibility.

### CHILDCARE CENTER

A new 4,000 GSF facility should be located at the edge of campus, ideally on West Campus, and have safe vehicular access for convenient drop-off and pick-up. Multiple, age appropriate playgrounds are required.

### CENTRAL CAMPUS RECREATION OUTPOST

With the reinstatement of dining at Tobey-Kendel Hall, a rebalancing of student life amenities should also include a presence of recreation on Central Campus in a dedicated flexible space. The recreation program could include the following elements:

- Dedicated martial arts room
- Indoor cycling studio
- Functional training space
- Improved indoor climbing / bouldering wall
- Outdoor courts: basketball, volleyball, pickleball
- Outdoor training court
- Recreation services in Central Campus

### UNC LOVELAND AT CENTERA

The UNC Loveland Center at Centerra provides convenience from I-25 and US Highway 34 and is located approximately 30 minutes west of the Main Campus in Greeley along the Front Range. The facility currently contains classrooms and amenities intended for Extended Campus students.

Maintaining a presence in this location will enable opportunities to imagine future collaborations for intellectual and operational collaboration between extension programs, the rest of the campus, and the broader region.

### CENTER FOR URBAN EDUCATION

The Center for Urban Education is located at UNC's Denver Center at Lowry. It provides space for early childhood, elementary, and special education programs. Currently, alternative locations are being explored within the Denver Metro Area to better accommodate students, particularly those who may be traveling between campuses.

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