Rowing, Not Drifting 2030
Phase III Development

April 2024 Town Hall

Town Hall Agenda

- Provide an overview of progress to-date

- Introduce Phase III

- Discuss proposed Phase III Tactics in small groups

- Share closing remarks

Timeline

Phase I
July 1, 2020–June 30, 2022
Infrastructure: Establishing a foundation for success

Phase II
July 1, 2022–June 30, 2024
Implementation: Building on foundational work

Phase III
July 1, 2024–June 30, 2026
Maturing: Deepening our impact

Phase IV
July 1, 2026–June 30, 2028
Attending: Ensuring continued progress

Phase V
July 1, 2028–June 30, 2030
Transitioning: Completing the plan and preparing for the next iteration

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

- **Key Action 1:** Develop and implement a Strategic Enrollment Management (SEM) plan.
- **Key Action 2:** Build on Phase I foundational work to ensure UNC is a Students First university.
- **Key Action 3:** Continue development and implementation of faculty and staff recruitment, engagement, and retention plans.
- **Key Action 4:** Create plans, structures, and programs that foster an inclusive environment at UNC where all individuals feel welcomed and supported.
- **Key Action 5:** Create and implement an academic portfolio management plan.

UNC Strategic Plan Progress Report

Phase 2 Implementation

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

Key Actions	5
Tactics	27
Completed	7
Late Stage	8
Midway	8
Early Stage	3
On Hold/Not Started	1
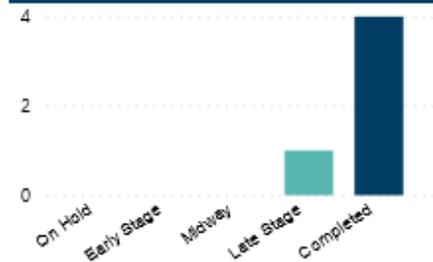
Key Action 1
Percent Complete — 96%
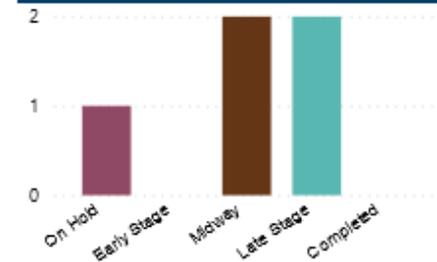
Key Action 2
Percent Complete — 60%

Click on any Key Action header to learn more.
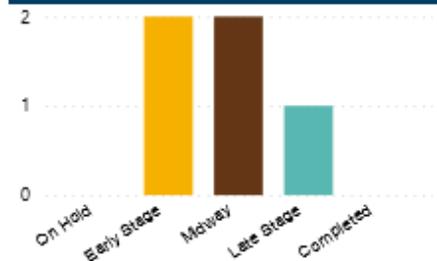
Key Action 3
Percent Complete — 56%
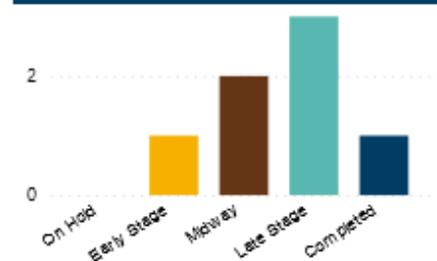
Key Action 4
Percent Complete — 71%
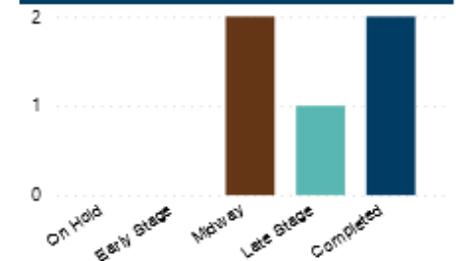
Key Action 5
Percent Complete — 80%

Created by Office of Institutional Research and Effectiveness (OIRE)

Last updated January 2024

Phase II: Progress

Category	Metrics	2024 Performance January 24, 2024	2030 Goal June 30, 2030
Vision Element 1: Students First	Fall-to-Fall retention rate[1]	74%	80%
	4-year graduation rate[1]	36%	45%
	6-year graduation rate[1]	51%	60%
Vision Element 2: Empower Inclusivity	URM Fall-to-Fall retention rate[1,2]	70%	80%
	URM 4-year graduation rate[1,2]	30%	45%
	URM 6-year graduation rate[1,2]	43%	60%
	Pell Fall-to-Fall retention rate[1]	70%	80%
	Pell 4-year graduation rate[1]	30%	45%
	Pell 6-year graduation rate[1]	46%	60%
Vision Element 3: Enhance & Invest	Faculty compensation[3]	*	Parity
	Staff compensation[3]	*	Parity
	Turnover	15%[8]	12-15%
Vision Element 4: Innovate & Create	Quality of Interactions[4,5]	43.60	44.40
	Supportive Environment[4,5]	29.00	33.20
	Total research expenditures	$9.1M	$6.9M
Vision Element 5: Connect & Celebrate	Cumulative dollars raised toward campaign goal	$74.2M	$150M
Resources	Composite Financial Index	1.94	3.5
	New First Time, Full-Time Undergraduate Enrollment[6,7]	1,214	1,750

[1]Freshman retention rates for IPEDS cohorts   [2]Includes African American, Native American, and/or Hispanic

[3]Relative to peer median   [4]National Survey of Student Engagement   [5]Reported by seniors

[6]Headcount   [7]At end of fall term   [8]Preliminary (unaudited)

*Revised calculation under development

Where We Are Headed

	2030 Outcomes			Phase III
Vision Element	**Description**	**Qualitative Measures**	**University Strategic Metrics**	**Proposed Tactics**
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.	• 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.	• Fall-to-Fall retention rate • 4-year graduation rate • 6-year graduation rate	• Focus on recruitment and retention via implementing the Strategic Enrollment Management Plan • Review course scheduling and delivery to best support the student experience • Support and expand adoption of the Career Readiness Toolkit developed through the AAC&U Implementing Equitable & Inclusive Curriculum-to-Career Models grant • Expand student opportunities for participation in paid internships • Complete the Banner SaaS implementation, journey-mapping, and network/wireless improvement projects to remove barriers and improve student experiences with systems and processes from application through graduation • Expand the availability and accessibility of Affordable Open Educational Resources (AOER)

Where We Are Headed

2030 Outcomes				Phase III
Vision Element	**Description**	**Qualitative Measures**	**University Strategic Metrics**	**Proposed Tactics**
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.	• 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. • 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.	• Underrepresented Minority (URM) Fall-to-Fall retention rate • Pell Fall-to-Fall retention rate • URM 4-year graduation rate • Pell 4-year graduation rate • URM 6-year graduation rate • Pell 6-year graduation rate	• Foster an inclusive campus climate for all students, faculty members, and staff members • Maintain the federal Hispanic Serving Institution (HSI) designation • Integrate our HSI designation into all aspects of our work as an institution • Take advantage of increased external funding opportunities available based on HSI status • Prioritize and sufficiently resource proactive efforts for diverse and inclusive recruiting, onboarding, and supporting of faculty, staff, and students • Develop a comprehensive DEI equity plan to identify specific efforts to address equity gaps in outcomes for students, faculty, and staff

Where We Are Headed

2030 Outcomes				Phase III
Vision Element	**Description**	**Qualitative Measures**	**University Strategic Metrics**	**Proposed Tactics**
Enhance & Invest	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.	• 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.	• Faculty Compensation – % of parity • Staff Compensation – % of parity • Turnover	• Continue to prioritize and invest in compensation and benefit improvements for all employees • Review and enhance policies to be fair, equitable, and consistent with a shared philosophy on workplace expectations • Identify, benchmark, prioritize, and improve on the drivers of employee satisfaction at UNC • Expand professional development opportunities in the areas of leadership, DEI, and responding to student concerns • Develop and implement career ladder guidelines and opportunities for professional administrative staff • Continue university-wide engagement opportunities (e.g., fireside chats, town hall meetings), both topic-specific and open ended

Where We Are Headed

2030 Outcomes				Phase III
Vision Element	**Description**	**Qualitative Measures**	**University Strategic Metrics**	**Proposed Tactics**
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.	• 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.	• Quality of Interactions – National Survey of Student Engagement (NSSE) • Supportive Environment – NSSE • Total Research Expenditures	• Establish UNC's College of Osteopathic Medicine and explore opportunities to expand and develop programs in allied health sciences • Prioritize and seek to improve student interest, engagement, and enrollment in the Liberal Arts • Develop a shared understanding of the mission of Extended Campus • Enhance Extended Campus offerings • Create online pathways through the Liberal Arts Core • Provide resources and support for faculty on integrating new technologies into the curriculum, course redesign, effective pedagogy, etc. • Expand effective use of the Learning Management System (Canvas) • Fully integrate Degree Works, Degree Planner, Navigate, Slate, and AI communication tools into academic advising, enrollment, student success, and communication

Where We Are Headed

2030 Outcomes				Phase III
Vision Element	**Description**	**Qualitative Measures**	**University Strategic Metrics**	**Proposed Tactics**
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.	• UNC is the first-choice institution for students because of the quality of our programs, faculty, staff, and strategic relationships.	• Cumulative Amount Raised Toward Campaign Goal	• Identify opportunities to build connections and enhance partnerships • Make progress on the Together, with Purpose Campaign • Bolster support for the creation of community outside the classroom • Find additional ways to highlight and celebrate the small ways faculty, staff, and students achieve success and support others • Successfully launch the updated UNC website following best practices to prioritize external audiences and marketing purpose of the web and transition away from its use as an internal tool first • Use events on campus such as performing arts, athletics, and others combined with direct local marketing initiatives to encourage enrollment at UNC from students in the local community • Retain UNC's rank in Colorado media placements and share of voice results • Define, publish, and make progress on alumni engagement goals as part of the Together, with Purpose Campaign in preparation for public launch

Where We Are Headed

2030 Outcomes				Phase III
Vision Element	**Description**	**Qualitative Measures**	**University Strategic Metrics**	**Proposed Tactics**
Resources and Context			• Composite Financial Index • New First Time, Full Time Undergraduate Enrollment	• Balance the budget while providing for key investments in people, infrastructure, and strategic initiatives • Explore ways to modernize administrative tools and processes

Phase III: Development

Discussion Questions:

You are being asked to discuss each proposed tactic and rate it (low, medium, or high). These ratings, along with input from other meetings and a survey, will help determine the tactics on which we will work from July 2024 to June 2026.

In determining the ratings, please consider the following:

- How well do the proposed tactics for Phase III build on the progress made in Phase I and Phase II?
- What work <u>must</u> occur during Phase III? What tactics are non-negotiable?
- How well will the proposed tactics for Phase III help us position ourselves to realize our 2030 vision, outcomes, and metrics? What adjustments to the proposed tactics are needed?
- How financially and logistically feasible are the proposed tactics to implement? What investments are necessary? Are any adjustments to structures or processes needed?

Please also discuss:

- What *new* tactics would you propose for consideration?
- Taking into consideration your full discussion as a group, how would you rate each newly proposed tactic (low, medium, or high)?

Thank you!