



ROWING, NOT DRIFTING 2030

STRATEGIC PLAN | PHASE III

JULY 1, 2024 - JUNE 30, 2026



UNIVERSITY OF
NORTHERN COLORADO



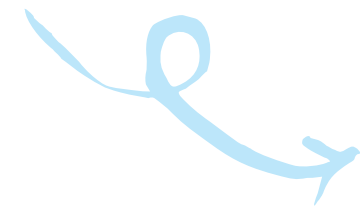
Rowing, Not Drifting.

Anything can be accomplished with fortitude and collaboration.

The University of Northern Colorado's *Rowing, Not Drifting 2030* strategic plan reflects a bold vision for the university that draws on our fundamental mission: empower people and communities to realize their fullest potential.

This plan will position the university to better serve our community, region and state over the next decade. Our community of talented, creative and dedicated people share a deep commitment to these priorities and continuously demonstrate that anything can be accomplished when we work together.

We are currently in the middle of our 10-year strategic plan that launched in 2020.



See our strides.





Moving Forward Together.

Rowing, Not Drifting 2030 is our blueprint for the kind of university we aspire to become. It lays out the major building blocks of our vision — Vision Elements — and identifies priorities in each area for how we get there.

5 VISION ELEMENTS



STUDENTS FIRST
We exist to transform the lives of our students.



EMPOWER INCLUSIVITY
We ensure learning happens through meaningful discussion of shared and different experiences, viewpoints and ideas.



ENHANCE & INVEST
Students' success relies on a talented, strong team of faculty and staff.



INNOVATE & CREATE
An exceptional student experience happens in a stimulating campus environment that is a creative laboratory for students to ask questions, solve problems and shape Colorado's future.



CELEBRATE & CONNECT
We raise the bar for authentic learning and strong relationships that connect our students, faculty, staff and alumni across our thriving arts, athletics, entertainment, cultural and intellectual experiences.

Where We've Been

Our Most Notable Accomplishments
Phase II, July 2022 - June 2024

See how we row.



JANUARY 2023

Invested in attracting and retaining the best faculty and staff by **prioritizing compensation** and implementing mid-year raises in addition to annual increases.



JUNE 2023

Committed to a healthy **work-life balance** for our faculty and staff with reduced summer hours and an extended winter break.



SEPTEMBER 2023

Our Students First approach demonstrates results as UNC sets a new high water mark with fall-to-fall persistence rates at

85%



MARCH 2024

UNC achieved federal designation as an

HSI

(Hispanic Serving Institution), allowing us to better support student success and cultural responsiveness.



APRIL 2024

Received

\$169 million

in state funding for the proposed **College of Osteopathic Medicine**.



SEPTEMBER 2022

Doubled down on keeping a college education within reach for students by launching the **Colorado First-Year Admissions Guarantee**.



APRIL 2023

Piloted a cohort of **Diversity, Equity and Inclusion Fellows** to deepen engagement across campus.



AUGUST 2023

Launched an interactive **Alumni Employment Dashboard** powered by alumni data that shows the impact of our worldwide Bear network.



JANUARY 2024

Launched the **UNC Tuition Promise** to keep a college education accessible and affordable.

APRIL 2024

Our annual **Bears Give Back** campaign raised about \$94,000 with more donors participating than the previous year, bucking the industry trend for number of donors.



JUNE 2024

Celebrated our best fundraising year ever with more than

\$38 million

in gifts and pledges given to UNC.



Engaging with Bears

2020-24

We've more than doubled the number of community members and local elected officials who engaged with UNC at events like the Colorado Legislative Preview and Greeley Day at the Capitol.

Alumni engagement nearly doubled in five years, going from 7.8% to 14.3%.

2022-24

Alumni engaged with more than 2,000 admitted students in the Bear to Bear campaign, mailing them personalized cards to support enrollment.



Right Here. Right Now.

Phase III: Deepening Our Impact

Colorado needs UNC to row upstream in search of transformative actions. With a rapidly changing world, students are coming to UNC with greater and different expectations and needs than they did 20 years ago. We need to anticipate how to best prepare our students and what to prepare them for.

Rowing, Not Drifting 2030 will not only meet these challenges, but it will also advance the University's mission, vision and values to define the UNC of the future.

In this next phase of our strategic plan, our focus will shift from laying the foundation to building upon it by implementing strategies and actions that deepen our impact.

Key Action 1:

Implement the Strategic Enrollment Management Plan.

- Integrate career readiness competencies and skills into our curriculum and co-curricular activities.
- Help students understand the importance of the Liberal Arts in career readiness and success.
- Increase High Impact Practices across campus to significantly enhance student recruitment, retention and overall success rates.
- Implement/expand the use of measures and metrics related to High Impact Practices.

Key Action 2:

Revise processes and increase the use of technology to remove barriers from systems beginning with application through graduation.

- Improve our advising process, course scheduling and course delivery.
- Improve and streamline the admissions to enrollment processes, including the tools and systems students use to engage with us.



BEAR ENRICHMENT

Our Center for Human Enrichment, or "CHE," provides services to support the academic, professional and personal success of 200 First Generation students.

Key Action 3:

Identify and pursue the opportunities associated with the federal Hispanic Serving Institution (HSI) designation.

- Maintain our federal HSI designation.
- Identify and implement necessary HSI infrastructure.
- Pursue external funding opportunities.
- Develop and deploy communications and messaging related to HSI initiatives.
- Build collaborative partnerships with a broad range of internal and external stakeholders.
- Develop and deliver professional development and programs related to being an HSI.

Key Action 4:

Develop a comprehensive DEI plan to identify specific efforts to address equity gaps in outcomes for students, faculty and staff.

- Identify and implement the needed actions identified in the campus climate survey.
- Prioritize and resource proactive efforts for diverse and inclusive recruiting, onboarding and support of faculty, staff and students.
- Increase the number of departments and employees who address DEI in their goals.
- Continue university-wide engagement opportunities like fireside chats and town hall meetings.

Key Action 5:

Continue development and implementation of faculty and staff recruitment, engagement and retention plans.

- Prioritize a minimum 3% annual compensation increase for faculty and staff in budget and continue to focus on achieving peer median parity by 2030.
- Develop and/or improve human resources policies and practices so they are consistent, equitable and inclusive.
- Identify, benchmark, prioritize and improve drivers of employee satisfaction.
- Create, expand and promote professional development opportunities and identify ways faculty and staff can progress in their careers at UNC.
- Expand the resources and support for faculty professional development in the areas of curriculum and pedagogy, including the use of technology and generative AI.
- Create a plan for the comprehensive review and enhancement of institutional business processes.

¡EXCELÊNCIA!



Our Cumbres teacher preparation program helps UNC recruit, support and mentor students who want to become English as a Second Language teachers focused on **Culturally and Linguistically Diverse K-12 education**. The program is nationally recognized by Excelencia in Education, an organization that seeks to accelerate Latine student success in higher education.

Key Action 6:

Address the evolving expectations and needs of our campus, local community and the state through our curriculum and scholarship.

- Establish UNC's College of Osteopathic Medicine and identify opportunities to expand and develop related academic and non-academic programs.
- Define the identity and purpose of Extended Campus.
- Achieve and maintain the classification of R2: Doctoral Universities – High Research Activity.

Key Action 7:

Develop and begin the implementation of a comprehensive plan for being an environmentally sustainable campus.

- Form a sustainability committee comprising faculty, staff, students and facilities management.
- Complete a comprehensive assessment of energy efficiencies and sustainability improvement opportunities in our campus operations.
- Ensure our policies, practices and budgets focus on and consider environmental stewardship and responsibility.

Key Action 8:

Identify strategic opportunities to deepen and build external connections and enhance partnerships with the growing local community and beyond.

- Make progress on fundraising and alumni engagement goals as part of the *Together, with Purpose* campaign.
- Launch and maintain a state-of-the-art, reimagined UNC website that enhances the brand and drives enrollment, philanthropy and engagement.
- Increase brand awareness across Northern Colorado and beyond.
- Enhance community outreach and engagement through Athletics, the Arts and other campus programs.
- Increase the availability of scholarships and award more of our existing scholarships.



STUDENTS FIRST

- We are student ready. We know and care about our students, meeting them where they are.
- We eliminate internal barriers to our students' progress.
- We are recognized for excellence in career readiness by our alumni's professional achievements and adaptability.
- We empower students to make a difference in the world through leadership, involvement and advocacy.
- We recognize that all faculty and staff are educators contributing to students' success.



EMPOWER INCLUSIVITY

- We celebrate the diverse backgrounds and intersecting identities of our community and recognize how the university benefits from the talent and energy of all students, faculty and staff.
- We learn from the experiences of historically marginalized communities.
- We see individuals and perspectives as integral to our success and identity.
- People in our community engage in robust discussions and share their experiences, viewpoints and ideas.



ENHANCE & INVEST

- UNC is a workplace destination of choice.
- We provide opportunities for personal and professional development through learning on and off campus.
- We view scholarship as essential to informed learning that happens in and out of the classroom.
- We continuously improve campus climate and culture to ensure a sense of belonging.



INNOVATE & CREATE

- We deliver the highest quality student experience in Colorado through our personalized approach to teaching and learning.
- We provide distinctive educational experiences that address workforce, environmental, and societal opportunities and challenges.
- We partner with local and regional organizations to deliver an educational experience that prepares students for success throughout their careers.
- Students, faculty and staff support creativity and discovery through purposeful engagement.



CONNECT & CELEBRATE

- UNC is a first-choice institution for students because of the quality of our programs, faculty and staff, and strategic relationships.
- Our alumni actively support UNC through advocacy, volunteerism, philanthropy, career guidance 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.

Where We Are Going



2030 Outcomes

Dream with us. This is the university we imagine for ourselves and for the people of Colorado.



Surging Ahead.

The University of Northern Colorado is setting the standard for how engaged public universities enrich the lives of its people no matter where or how they study.



Come row with us.



unc.link/CurrentStratPlan