

A photograph of three students walking on a paved path on a university campus. On the left, a man with glasses and a beard wears a maroon button-down shirt and dark jeans. In the center, a man wears a grey hoodie with 'UNC' in yellow letters and light-colored pants. On the right, a woman wears a blue t-shirt with 'NORTHERN COLORADO' in white letters and blue jeans. They are walking past a large, colorful flower bed and a stone building with arches in the background. The bottom of the image has a dark blue gradient background with yellow geometric lines on the left side.

# ROWING, NOT DRIFTING 2030

STUDENTS FIRST



UNIVERSITY OF  
NORTHERN COLORADO



# TABLE OF CONTENTS

Letter from the President .....	5
Our Community .....	6-7
Setting Course.....	8-9
Vision for 2030 .....	10-13
From Vision to Action.....	14
Acknowledgments .....	15













# LETTER FROM THE PRESIDENT

The secret is out. Colorado is thriving. The quality of life, rapid economic growth, and natural beauty makes this a great place to live, learn, work, and play.

As Colorado's leader in education, UNC is committed to bringing together the state's diverse ideas, voices, and people to shape what it means to earn a college degree. We must empower our university to intentionally confront and define the future of higher education through creative and collaborative hard work.

When I joined UNC as its thirteenth president in July 2018, one thing was clear — UNC and our broader community desired direction and purpose. We are certainly committed to our students but many among us saw a university adrift in a changing higher education landscape. We all agreed that UNC's status quo must change.

We began by ensuring that more voices receive representation in institutional conversations. We opened our financial processes to broaden everyone's understanding of the budget. We developed campus-wide task forces and began to reorganize our work and strategies to better support strategic enrollment and student success. And most recently, we engaged our campus in identifying the elements that will define our future. Over many months of listening and dialogue with thousands of voices and perspectives, a new vision for UNC has emerged.

The vision for 2030 defines our direction through the decade ahead. We must row together, toward a destination where students come first. Where we embrace our differences. Where we share a high quality of life and work. Where creative and scholarly pursuits couple with ingenuity and collaboration. And where the geographic borders of our campus do not limit the extent of our influence.

UNC is ready to answer who we are, what we will become, and most importantly how we will serve our students in the future. I ask you to join me on this journey.

Rowing, Not Drifting



Andy Feinstein  
UNC President





# OUR COMMUNITY

The students of today, and those who UNC will recruit in the future, have high expectations for their education and careers. They are attuned to the social and cultural challenges facing society and through technology, are globally-connected and informed. They are as tenacious and resilient as they are intelligent and creative. Many are first in their family to attend college. Many hold diverse and intersecting identities. Many come to UNC with a goal to change the social and economic condition of their family and the world. All deserve to succeed.

No institution in Colorado is better suited to understand and provide the learning environment for these students to thrive than UNC. We share the traits and identity of our students in an authentic way. And yet, these students deserve an institution not just like them — but for them. An institution that puts their learning first in all aspects of the organization.

Rowing, *Not Drifting 2030* is the map to keep UNC on track over the next decade. It is the direction and accountability that will ensure UNC puts **students first**. We have the purpose and the people, now we have the plan.

➤ **Learn more about UNC's community and our students at [unco.edu/about](https://unco.edu/about).**

UNC is a community of students and scholars like Yessica Elena Rodriguez. Yessica came to UNC with the dream of becoming a pediatric pulmonologist, inspired by the health issues she faced as a child. A McNair Scholar, she is a first-generation Latina pursuing a degree in Biology with a pre-health emphasis, and a double minor in Chemistry and Sociology. In addition to her rigorous academic load, she serves as the President of Mortar Board; Vice President of TriBeta; is an Undergraduate Research Lab Assistant in the Ornithology (Bird) Lab; a Senator in Student Senate; an Ambassador; a Peer Mentor; and Secretary of the Chemistry Club, the Pre-Health Professionals Club, and the Society for Advancement of Chicanos/Hispanic and Native Americans in Science.





## SNAPSHOT OF OUR COMMUNITY

*\*Numbers taken from Fall 2019 census*

### FALL 2019 ENROLLMENT

**12,242**

undergraduate and graduate students

#### 9,326 UNDERGRADUATES

7,921 Colorado residents

1,405 non-residents

#### 2,916 GRADUATE STUDENTS

1,888 Colorado residents

1,028 non-residents

### CAMPUS COMMUNITY

**3,772 TOTAL EMPLOYEES\***

Faculty and Staff **1,803**

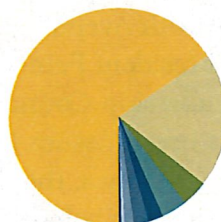
Students **1,969**

*\*as of October 2019*



**40% of UNDERGRADUATE** students identify as **FIRST-GENERATION** college students

### UNC'S COMBINED STUDENT POPULATION IDENTIFIES AS



- 65.7% White
- 20% Latinx
- 4% Multiracial
- 3.7% African American
- 2.4% Temporary U.S. Residents
- 2.1% Asian
- 1.5% Unknown
- .4% Native American
- .2% Hawai'ian/Pacific Islander

**24% of UNDERGRADUATE** students identify as **LATINX**

## PRIDE POINTS



UNC alumni have performed in more than **50 BROADWAY SHOWS**.



**MORE THAN A QUARTER** of Colorado's Teacher of the Year awards have been given to a UNC graduate.



UNC is a **GOLD MILITARY FRIENDLY®** School, one of 40 in the nation, and one of two in the state of Colorado.



**95%** of recent first-year students said UNC's **VERY GOOD ACADEMIC REPUTATION** influenced their decision to come to UNC.



UNC is **ONE OF ONLY THREE** Colorado universities to be documented with a **CARNEGIE COMMUNITY ENGAGEMENT CLASSIFICATION**, which recognizes partnerships between institutions of higher education and local and global communities.



UNC's first-year students are **NOTABLY MORE ALTRUISTIC** when compared to freshmen at peer institutions. **82%** of recent first-year students reported feeling it is "very important" or "essential" to **HELP OTHERS** who are in difficulty.

According to the National Survey of Student Engagement, when compared to seniors at peer institutions, **OUR SENIORS REPORT MORE:**

- positive interactions with staff, faculty, and students
- experiences with effective teaching practices
- collaborative, higher order, and reflective and integrative learning

UNC also **LEADS PEER INSTITUTIONS** in **HIGH IMPACT EDUCATIONAL EXPERIENCES** reported by seniors. Our seniors report more experiences with learning communities, service learning, and internships or field experiences.



# SETTING COURSE

Setting a new university vision began September 18, 2018 when UNC's new 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.

Following the 2018 address, President Feinstein and the newly formed President's Leadership Council began regular conversations to address urgent issues facing the institution. Although challenging at times, the discipline to address short-term demands through collaboration and transparency laid the groundwork for UNC's long-term vision for the future.

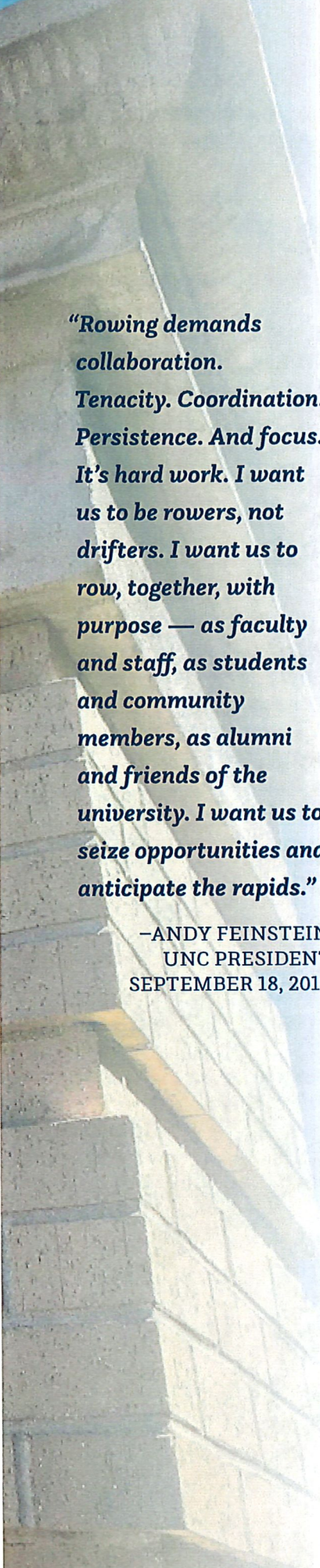
The theme of the 2018 address carried through President Feinstein's ongoing communication with campus and in the planning work led by the President's Leadership Council. By fall 2019, the motto was codified in the naming of UNC's new ten-year strategic vision, *Rowing, Not Drifting 2030*.



ROWING  
NOT DRIFTING

THE  
HORACE MANN  
GATE





***“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,  
UNC PRESIDENT  
SEPTEMBER 18, 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 campus-wide 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

## **JANUARY–MAY 2019**

- Campus receives task force reports and recommendations
- Campus 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 a campus planning committee

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## **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

## **SEPTEMBER 2019**

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

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## **OCTOBER 2019**

- Campus 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 campus
- Town hall and online survey collect campus feedback on draft vision
- President’s Leadership Council receives campus feedback summary to review and revise the draft vision now titled *Rowing, Not Drifting 2030*

## **NOVEMBER 2019**

- Planning co-chairs and President’s Leadership Council refine draft vision
- Board of Trustees and campus receive final draft ahead of November board meeting
- Board of Trustees discuss adoption of UNC’s new ten-year vision



## OUR VISION FOR 2030

The University of Northern Colorado will be the institution that Colorado looks to as the future of higher education.

Our students will experience a personalized liberal arts education infused with critical and creative inquiry; establish relationships with faculty and staff that nurture individual development; gain skills and knowledge that provide upward mobility among alumni; and share a commitment to the values of inclusion, equity, and diversity.





## 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, 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

## 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

***“UNC holds teaching to a high caliber and holds research quality to a high caliber. I love to work with students and love to bring what we do with research into the classroom. It makes me a better teacher.”***

—SCOTT FRANKLIN, PH.D.,  
PROFESSOR, SCHOOL OF  
BIOLOGICAL SCIENCES



## 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, staff, and faculty 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, staff, faculty, 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

***"I continue to be inspired by my students. They help me to feel that our future is in good hands."***

—KEIKO KRAHNKE, PH.D.,  
DEPARTMENT CHAIR AND  
PROFESSOR, MANAGEMENT  
MONFORT COLLEGE OF  
BUSINESS

Elsa Yehdego was born and raised in Axum, Ethiopia. A first-generation student, she's majoring in International Affairs with an emphasis in the Middle East and Africa, and a double minor in Business Administration and Recreation, Tourism and Hospitality. She plans to pursue a master's degree in International Business. "My ultimate career goal is to create a non-profit organization that will assist families in securing housing, food, and educational opportunities," she says.







Quentin Choy, a Political Science major from O'ahu, has found a sense of community at UNC. "It's easy to build a personal community at UNC whether through clubs, classes, dorm neighbors, or people you happen to meet, because a strong sense of community is something UNC emphasizes and actively encourages," he says. As a first-generation and out-of-state student, Quentin credits his advisor in UNC's Academic Bridge program with helping him succeed academically.



# FROM VISION TO ACTION

Following the Board of Trustees review of *Rowing, Not Drifting 2030*, the President's Leadership Council will shift its attention toward defining measurable goals that operationalize the plan by the end of the 2019-2020 academic year.

A focus on actionable outcomes and institutional alignment at all levels of the organization will ensure that *Rowing, Not Drifting 2030* remains a living document that guides UNC's work to put **students first**.

➤ Visit [unco.edu/president/planning](https://unco.edu/president/planning) to follow UNC's planning progress.

"I absolutely would not be where I am now if it wasn't for my faculty mentors," says Jess Bachman '19. Her honors thesis explored Claude Debussy's work as a composer, and she presented her research at the American Musicological Society conference. She was also awarded the School of Music Outstanding Student for string performance, and is now pursuing a master's in musicology. "The Honors Program at UNC has provided me with the resources, space, support, and encouragement to pursue research, writing, and scholarship at the absolute highest level in my field."



## SPRING 2020

- President's Leadership Council convenes subgroups to draft goals for each of the five vision elements
- Draft goals shared with campus
- Campus feedback requested in town hall meeting and online survey
- President's Leadership Council reviews campus feedback and refines goals

## JUNE 12, 2020

- Board of Trustees reviews final *Rowing, Not Drifting 2030* goals for immediate implementation





# ACKNOWLEDGMENTS

*Rowing, Not Drifting 2030* incorporates voices and perspectives from across our university community.

We appreciate the many students, faculty, staff, alumni, and friends who participated in creating this vision 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 our **students first**.

Thank you to Josh Packard, Ph.D. and Megan Bissell from the UNC Social Research Lab along with 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.

## THANK YOU TO THE PRESIDENT'S LEADERSHIP COUNCIL FOR SERVING AS THE PLANNING COMMITTEE

- Andy Feinstein, President (co-chair)
- Mark Anderson, Provost and Senior Vice President (co-chair)
- Sean Broghammer, Interim Assistant Vice President of Strategic Enrollment
- Laura Connolly, College of Humanities and Social Sciences Dean
- Darren Dunn, Athletic Director
- Tobias Guzmán, Chief Diversity Officer and Assistant Vice President for Student Affairs
- Nate Haas, News and Public Relations Director
- Bryson Kelly, Professional Administrative Staff Council Chair
- Shawanna Kimbrough-Hayward, Center for Human Enrichment Director
- Britney Kyle, Anthropology Department Chair and Associate Professor
- Oscar Levin, Mathematical Sciences Associate Professor
- Stan Luger, Faculty Senate Chair
- Bret Naber, Chief Information Officer
- Michelle Quinn, Chief Financial Officer and Senior Vice President
- Gloria Reynolds, President's former Chief of Staff (former member)
- Lori Riley, Assistant to the President
- Katrina Rodriguez, Vice President for Student Affairs
- Dan Satriana, General Counsel and Vice President
- Eugene Sheehan, College of Education and Behavioral Sciences Dean (former member)
- David Shimokawa, Graduate Student Association Representative
- Lindsay Snyder, Classified Staff Council Chair
- Allie Steg Haskett, Vice President for University Advancement
- Michaella Tancayo, Student Senate President



### VISION PLANNING

4 faculty and staff forums	278 undergraduate students
2 student forums	222 faculty
Online survey	309 staff
899 total participants	30 other constituents
60 graduate students	



### 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

➤ **We invite you to visit the strategic planning website for a detailed account of the feedback collected during the 2018-2019 and 2019-2020 school years. [unco.edu/president/planning](https://unco.edu/president/planning)**





# ROWING, NOT DRIFTING 2030

STUDENTS FIRST



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