



Rowing Not Drifting 2030

The University of Northern Colorado

Strategic planning process



Vision Elements

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.

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

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.

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.

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.



Students First

Teresa Castro (Co-chair, UG student, President of SGA)

Kim Medina (Co-chair, AVP of Enrollment Management)

Katrina Rodriguez (Co-chair, VP for Student Affairs)

Oluwagbenga Agboola (Graduate Student)

Andrea Arguello-Abramson (Graduate Student)

Stephanie Jones (Assistant Director of Community Standards)

Yvette Lucero-Nguyen (Director Women's Resource Center)

Adrina Pawlak (Coordinator of Outreach, Office Financial Aid)

Sami Roby (Graduate Student)

Jacob Sutton (International Advisor)

Gardiner Tucker (AVP Student Affairs)

Renee Welch (Director of Career Services)



Students First – alignment with Key Actions

1. Develop and implement a plan to ensure UNC is a student-ready campus at all academic levels
2. Complete the discovery phase of the Hispanic Serving Institution (HSI) 2025 plan



Empower Inclusivity

Tobias Guzmán (Chair, AVP Student Affairs & Chief Diversity Officer)

Sarah Chase (Assistant Director of Human Resources)

Susan Keenan (Faculty, School of Biological Sciences)

Cliff Leek (Faculty, Department of Sociology)

Stephen Loveless (Gender and Sexuality Director)

Yvette Lucero-Nguyen (Director Women's Resource Center)

Lyda McCartin (Director CETL)

Brittney Morgan (Graduate Student)

Kyle Nelson (Faculty, Department of Sociology)

LD Ortis (Associate Director Student Activities)

Dan Satriana (VP, General Counsel)

David Shimokawa (Graduate Student)

Grant Stephens (UG Student)

Jennifer Stokes (Assistant to AVP & Chief Diversity Officer)

Brenda Vargas (UG Student)



Empower Inclusivity– alignment with Key Actions

3. Create systems of accountability, effectiveness, and collaboration to prioritize diversity, equity, and inclusion across the university
8. 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



Enhance and Invest

Shawanna Kimbrough-Hayward (Co-chair, Director Center for Human Enrichment)

Oscar Levin (Co-chair, Faculty, School of Mathematical Sciences, Chair of Faculty Senate)

Lindsay Snyder (Co-chair, Program Assistant, Admissions; Chair of Classified Staff Council)

Lisa Grimes (State Authorization and Compliance Administrator, Chair of the Professional Administrative Staff Council)

Tyler Hajek (Graduate Student)

Bryson Kelly (Assistant Director of Recruitment, Admissions)

Lyda McCartin (Director of CETL)

Koreen Myers (Organizational Development Specialist, Human Resources)

Karina Sanchez (Graduate Student)



Enhance and Invest – alignment with Key Actions

4. Establish an infrastructure and set a foundation for a supportive culture of career-long professional development for staff and faculty
7. Establish a robust infrastructure to support research, discovery, and creative work that engages students and provides opportunities for faculty to contribute to the creation of new knowledge



Innovate and Create

Bret Naber (Chair, AVP for Information Technology)

Ruby Black (UG Student)

Jayne Blodgett (Assistant Dean of University Libraries)

SherRhonda Gibbs (Dean, Kenneth W. Monfort College of Business)

Letha Mellman (Graduate Student)

Nicholas Pullen (Faculty, School of Biological Sciences)

Michelle Quinn (Senior VP for Finance and Administration)

Chris Saxton (Director, Office of Research and Sponsored Programs)



Innovate and Create – alignment with Key Actions

5. Enhance and refine career readiness in the curriculum for all disciplines
6. Develop a new university-wide data infrastructure focused on improving strategy, organizational effectiveness, and student success



Connect and Celebrate

Nikki Troxclair (Chair, Assistant VP for Marketing)

Vijay Chalasani (Faculty, School of Music)

Lyndsey Crum (AVP for Alumni Relations)

Darren Dunn (Director of Athletics)

Kiki Gilderhus (Interim Dean, College of Performing and Visual Arts)

Alison Grant (IM&T Assessment)

Nicholas Harman (Graduate Student)

Kim Murza (Faculty, Department of Audiology and Speech-Language Sciences)

Allie Steg Haskett (VP for University Advancement)

Grant Stephens (UG Student)

Hadley Vogler (UG Student)



Connect and Celebrate – alignment with Key Actions

9. Develop and begin implementation of a data-driven strategic marketing and communications plan that showcases the university's important role on a local, regional, state, and national basis
10. Implement UNC's Rowing , Not Drifting 2030 Campaign including the creation of philanthropic investment opportunities, engagement and fundraising goals, feasibility study, and timeline for all campaign phases.



Summary

- The campus engaged in a collaborative process to identify Key actions in service to the 2030 vision
- Many synergies were found by the Vision Element subgroups, and all Key actions address outcomes from multiple Vision Element subgroups
- The draft Strategic Planning document is written with the goal that everyone at UNC can see how they can contribute to achieving the 2030 outcomes
- By dividing the Strategic plan into five 2-year phases, the strategic plan is a living document that requires the UNC community to regularly review the progress we are making toward the goals of each phase, and be accountable to the Key Actions.