



UNIVERSITY OF
NORTHERN COLORADO

Rowing Not Drifting: 2020-2030

Strategic Plan

DRAFT Vision Elements for 10/14/19 Town Hall Discussion

Student-Ready Campus

UNC is a leading/premiere student-centered institution focused on learner success where educators make intentional decisions to meet the needs of a 21st-century student-ready campus.

Desired Outcomes:

1. We have a working definition and vision of student-centered/student-ready campus with a focus on an appreciative inquiry and an asset-minded framework that can serve as a guide to address cultural change at UNC. This concept and vision reflect the effort to make the campus “ready for students” of the 21 Century. We are explicitly clear and comprehensive for all segments of the campus community.
2. We have a campus-wide system to train and educate all members of the campus to know who our students are and will be. This informs our language, practice, pedagogy, decision making and all other functions of the university, so that the lens through which we do our work is student-centric.
3. We have identified, created and acknowledged existing belief systems to begin understanding the students who make up UNC’s ecosystem. To help create a campus ready for students, we have explored and dismantled implicit bias through various ways including intergroup dialogue.
4. We have a cross-functional/interdisciplinary team to systematically and systemically activate UNC’s common set of expected learning outcomes. This is incorporated into our pedagogy, student life programming and institutional practices.
5. UNC is a premier institution known nationally for excellence in career-readiness.
6. We have tools, workshops, forums and teaching resources for faculty on inclusive pedagogy, a method of teaching that is learner-centered and equity-focused.
7. We have aligned task force work recommendations related to student success to the strategic plan and specifically, active learning strategies to support all students regardless of learning capacity.
8. Faculty and staff have opportunities to review disaggregated data in order to determine how our most vulnerable student populations can be thriving in a student-ready campus.
9. Our policies and practices reflect and embrace the values associated with a student-ready campus. (I.e. the evaluation and reward structures of the institution are connected to being a student-ready campus; faculty/staff handbooks and policy practice manuals use language related to effective teaching strategies; course scheduling).
10. We have developed a concept like the University Innovation Alliance (a network of 11 major public institutions where learning from one another occurs to improve college completion rates, eliminate barriers and develop overall student success). When campuses work together students can and will succeed.
11. Students have opportunities to engage in structured academic, social and financial curriculum to develop learning skills.

12. We have created a campus commission to partner with local companies, organizations, non-profits, legislators and donors to increase access to services (e.g., food and housing insecurity and mental health support) to reduce burdens for students.

Focus on Diversity, Equity and Inclusion

UNC embraces inclusivity, equity and diversity as a core value.

Our diverse student-body, staff and faculty are the university's greatest asset. Diverse individuals and perspectives are desirable and necessary in order for UNC to flourish. All UNC students, staff and faculty feel that they belong in our university community and can express their ideas and varied viewpoints.

Desired Outcomes:

1. We celebrate the diverse backgrounds of our community members and recognize that we all benefit from the talent and energy of all of our students, staff and faculty.
2. Inclusivity, equity and diversity are part of every class, meeting and event, and diverse members of our community can see themselves and their experiences represented at all levels of the university. Diverse individuals and perspectives are part of the conversation and decision-making process at all levels within the university.
3. All UNC community members feel comfortable coming forward and see that their concerns are acted upon. The university recognizes and provides mechanisms for campus community members to deal with past trauma and encourages all community members to discuss their experiences, viewpoints and ideas so that there is meaningful dialogue resulting in solutions.
4. Professional development opportunities and education are provided to meet the needs of the campus community by ensuring that students, staff and faculty (1) keep abreast of strategies to promote inclusion, equity and diversity, (2) understand why it is in the university's best interest to be inclusive, equitable and diverse, and (3) have opportunities to create and maintain a strong knowledge of inclusion, equity and diversity through books, scholarship, blogs, workshops and other methods.

Staff and Faculty Support and Development

UNC is a vibrant community in which students, staff and faculty dedicate themselves to continued personal and professional life-long learning. We provide support for our talented staff and faculty to grow as engaged community citizens, educators, scholars, mentors, advisors and professionals so they can better serve our students. We have a culture that nurtures and supports an outstanding quality of life for all of our Bears.

We are dedicated to our students. To further support their success, UNC is committed to providing personal and professional development opportunities and recognizes those who engage in this development.

Our faculty are teacher-scholars. By engaging in scholarship (including research and creative works), faculty inform their teaching in and out of the classroom. Thus, UNC dedicates resources for faculty to engage successfully in scholarship and adopt innovative pedagogical methods to improve student learning.

We adapt to changing demographics and new technologies. UNC is most effective when we seek to understand who our students are and how to connect with them, and this often requires us to push ourselves beyond our comfort zones.

UNC encourages collaboration between all campus community members to engage in this vital work, fostering a shared responsibility to improve campus climate and culture through an increased sense of belonging.

Desired Outcomes:

1. We invest more resources to incentivize and support professional development of our staff and faculty.
2. The majority of our staff and faculty participate in professional development opportunities.
3. UNC is a desirable place to work, and we attract and retain talented staff and faculty who feel their contributions are valued.
4. We support and reward career development.
5. UNC recognizes our employees' development in a variety of ways.
6. We incentivize, recognize and reward scholarship.
7. There is improved job satisfaction, organizational commitment, salaries and quality of life for all of our stakeholders.

Innovation

UNC is a leader in our delivery of education to meet the needs of today's students while being deliberate in our use of technology to prepare students for leading satisfying lives. Our engaged campus serves as a laboratory for how we approach and solve problems.

Desired Outcomes:

1. We provide the highest quality student experience in Colorado through intentional structured faculty-student interactions utilizing a personalized approach and small class sizes.
2. We provide affordable education credentials to the communities we serve through distinctive teaching pathways that address Colorado challenges.
3. We contribute to and benefit from local and regional industry to deliver a student experience comprised of innovative research and technology to best equip students to transition from campus to career.
4. We provide cutting edge training for K-12 teachers, principals and superintendents.
5. We leverage technology to enhance course delivery, expand student engagement and improve student outcomes.
6. Students benefit from our nationally recognized teaching philosophy and our reputation for being a campus prepared for the diverse students we serve.
7. We create a vibrant campus learning community by maximizing use of physical space for year-round education, events and revenue generating activity.
8. Students, staff and faculty benefit from our innovative environment through a purposeful approach to support creativity and expand discovery.

Connected, Collaborative and Committed to Our Community

UNC and Greeley's history have been intertwined since 1889, when the town's citizens came together to found the university. We maintain that connection by recognizing that our university and community must both contribute to and benefit from our symbiotic relationship. Our classifications as a research university, a Carnegie Engaged Campus, and an emerging Hispanic Serving Institution (HSI) uniquely position us to partner with our communities to enrich the lives of those on campus, throughout Northern Colorado and beyond. Over our 130-year history our community has grown far beyond our region and state and now includes students from across the nation and an alumni network of more than 130,000 graduates worldwide. Our community partnerships create opportunities for our students and return value back to those who have long invested in and supported UNC's success.

Desired Outcomes:

1. We are the first choice Institution for students from Northern Colorado because we build and leverage strategic relationships with community educational partners including Aims and District 6.
2. Our alumni community actively supports UNC through advocacy, volunteerism, philanthropy, and career advice and opportunities for students.
3. We enrich the lives of our students, staff, faculty and community by providing arts, athletics, entertainment, cultural and intellectual opportunities that are a hallmark of the UNC experience.
4. We contribute to and benefit from industry by demonstrating UNC's economic impact and leveraging local and alumni-owned businesses to provide opportunities for our students.
5. We celebrate UNC's roots as an educational institution connected to the community. We champion UNC's role as a public university that is preparing graduates to contribute to Colorado communities.
6. We leverage the collective voice of our community to promote UNC and Greeley with pride, without comparison and without apology.