Rowing, Not Drifting 2030
Phase III Development

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-driven 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

- Develop and implement a Strategic Enrollment Management (SEM) plan.

- Build on Phase I foundational work to ensure UNC is a Students First university.

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

- Create plans, structures, and programs that foster an inclusive environment at UNC where all individuals feel welcomed and supported.

- Create and implement an academic portfolio management plan.

Phase III: Development

The process for finalizing Phase III actions and tactics involved the following opportunities for engagement:

- Board of Trustees
  - ➢ Initial discussion at October 2023 retreat and final discussion in June 2024
- Cabinet
  - ➢ Multiple conversations with the Cabinet to finalize the tactics in summer 2024
- Division leadership teams
- Shared Governance Partners
  - ➢ Conversations with Faculty Senate, Professional Administrative Staff Council*, Classified Staff Council, and Student Government Association
- Campus and Community
  - ➢ Campus-wide survey and campus open forums
- Institutional Planning Group
  - ➢ Ongoing coordination of planning efforts

Phase III: Development

Questions to consider in planning for the next two-year phase (July 1, 2024-June 30, 2026):

- What key actions and tactics are needed in Phase III in order to build on the progress made in Phase I and Phase II?
- What work **must** occur during Phase III?
    - What key actions and tactics are non-negotiable?
    - What *new* ideas should we consider?
    - Are there any aspects of the work that can/should be de-prioritized?
- What is needed during Phase III to position ourselves to realize our 2030 vision, outcomes, and metrics?
    - What key actions and tactics are needed?
    - What investments are necessary?
    - Are any adjustments to structures or processes needed?

Where We Are Headed

2030 Outcomes				Phase III
Vision Element	**Description**	**Qualitative Measures**	**University Strategic Metrics**	**Revised 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 the advising process, course scheduling, and course/program delivery to create an educational environment that prioritizes student success • Integrate career readiness competencies and skills into the curriculum and into co-curricular experiences • Promote and expand student opportunities to participate in High Impact Practices (HIPs) • Enhance business processes and technologies to remove barriers from systems beginning with application through graduation • Focus on affordability (e.g., optimizing financial aid, expanding open educational resources, supporting basic needs)

Where We Are Headed

	2030 Outcomes			Phase III
Vision Element	**Description**	**Qualitative Measures**	**University Strategic Metrics**	**Revised 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 climate for all students, faculty members, and staff members by addressing findings identified in the campus climate survey • Maintain the federal Hispanic Serving Institution (HSI) designation by integrating DEI into all aspects of our work as an institution, including by pursuing external funding opportunities • 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 • Continue to make progress toward incorporating "Empower Inclusivity" into department level goals and individual staff and faculty goals

Where We Are Headed

	2030 Outcomes			Phase III
Vision Element	**Description**	**Qualitative Measures**	**University Strategic Metrics**	**Revised 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 workplace policies to be fair, equitable, and consistent with a shared philosophy and set of expectations • Identify, benchmark, prioritize, and improve on the drivers of employee satisfaction at UNC • Promote professional development opportunities and identify pathways for career progression • 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**	**Revised 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 related academic and non-academic programs • Define the identity and purpose of Extended Campus • Expand the resources and support for faculty professional development in the areas of curriculum and pedagogy including the use of technology in these areas • Achieve and maintain the classification of R2: Doctoral Universities – High research activity • Create a plan for the review and enhancement of institutional business processes

Where We Are Headed

	2030 Outcomes			Phase III
Vision Element	**Description**	**Qualitative Measures**	**University Strategic Metrics**	**Revised 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 strategic opportunities to deepen and build external connections and enhance partnerships with the growing local community • Make progress on goals for fundraising and alumni engagement as part of the Together, with Purpose campaign • 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 • Enhance the way we tell the story of UNC's people and programs in support of increased brand awareness

Phase III: Possible Tactics

Students First

Metrics: Retention and graduation rates both aggregated and disaggregated, new FTFT students.

- Implement the Strategic Enrolment Management Plan.
- Review and revise the advising process, course scheduling, and course delivery.
- Integrate career readiness competencies and skills into curriculum and co-curricular activities.
    - Improve student understanding of the role the Liberal Arts plays in career readiness.
- Increase student participation in High Impact Practices (HIPs).
- Revise processes and increase the use of technology to remove barriers from systems beginning with application through graduation.
- Implement/expand the use of measures that make college more affordable.
    - Increase the use of Affordable and Open Educational Resources (Academic Affairs).
    - Optimize the awarding for financial aid (Enrollment Services).
    - Increase the availability of scholarships and the number of existing scholarships awarded (Advancement).

Phase III: Possible Tactics

Empower Inclusivity

Metrics: Retention and graduation rates both aggregated and disaggregated, faculty and staff turnover rates, NSSE data. Other measures: campus climate survey, student experience survey.

- Identify and implement the needed actions from the campus climate survey.
- Maintain the federal HSI designation and identify and pursue the opportunities associated with the designation.
- Prioritize and sufficiently resource proactive efforts for diverse and inclusive recruiting, onboarding, and supporting of faculty, staff, and students.
    - Provide the resources necessary to recruit and retain a diverse student-body and a diverse faculty and staff.
    - Create/revise and implement an equitable hiring process.
    - Create and implement (or provide additional support to existing) programs to retain students, faculty members and staff members, particularly those from under-represented groups.
- Develop a comprehensive DEI equity plan to identify specific efforts to address equity gaps in outcomes for students, faculty, and staff.
- Increase the number of units and employees who address DEI in their goal(s).

Phase III: Possible Tactics

Enhance & Invest

Metrics: Cumulative dollars raised towards capital campaign, CFI, faculty and staff compensation.

- Invest in compensation for faculty members and staff members.
    - Bring all full-time faculty members to x% of parity (based in CUPA data for the NCHEMS 51).
- Develop a shared philosophy and set of workplace expectations and revise or establish policies accordingly.
- Establish a plan for systematically reviewing workplace policies and revising as necessary to ensure they are equitable.
- Identify, benchmark, prioritize, and improve on the drivers of employee satisfaction at UNC.
- Promote professional development opportunities and identify pathways for career progression.
    - Create career pathways for staff members.
    - Increase the availability of professional development opportunities for employees.
- Continue university-wide engagement opportunities (e.g., fireside chats, town meetings), both topic-specific and open-ended.

Phase III: Possible Tactics

Innovate & Create

Metrics: Retention and graduation rates both aggregated and disaggregated, research dollars, faculty and staff turnover.

- 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.
- Expand the resources and support for faculty professional development in the areas of curriculum and pedagogy including the use of technology and generative AI in these areas.
- Achieve and maintain the classification of R2: Doctoral Universities – High research activity.
- Create a plan for the review and enhancement of institutional business processes.

Phase III: Possible Tactics

Connect & Celebrate

Metric: Cumulative dollars raised toward campaign goal.

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

- Increase the amount raised as part of the Together, with Purpose campaign.

- Launch the updated UNC website.

- Increase brand awareness.