



October 18, 2024

BOT Agenda Item II.B.

# *Rowing, Not Drifting 2030* Phase III



# 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.



# Where We Are Headed

2030 Outcomes				Phase III
Vision Element	Description	Qualitative Measures	University Strategic Metrics	Key Actions and Tactics
<b>Students First</b>	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.	<ul style="list-style-type: none"> <li>• UNC is student ready. We know and care about our students, we meet them where they are, and nurture their growth.</li> <li>• We eliminate institutional barriers to our students' progress.</li> <li>• We are known for excellence in career readiness evidenced by the professional achievements and adaptability of our alumni.</li> <li>• We empower students to make a difference through leadership, involvement, and advocacy.</li> <li>• We acknowledge that all staff and faculty are educators who contribute to our students' success.</li> </ul>	<ul style="list-style-type: none"> <li>• Fall-to-Fall retention rate</li> <li>• 4-year graduation rate</li> <li>• 6-year graduation rate</li> </ul>	<p><b>Key Action 1: Implement the Strategic Enrollment Management (SEM) Plan.</b>  <i>Lead: Provost and Executive Vice President for Academic Affairs</i></p> <p><b>1.1</b> Integrate career readiness competencies and skills into curriculum and co-curricular activities.</p> <ul style="list-style-type: none"> <li>• Improve student understanding of the role the Liberal Arts plays in career readiness.</li> </ul> <p><b>1.2</b> Increase the availability of High Impact Practices (HIPs).</p> <p><b>1.3</b> Implement/expand the use of measures that make college more affordable.</p> <ul style="list-style-type: none"> <li>• Increase the use of Affordable and Open Educational Resources.</li> <li>• Optimize the awarding for financial aid.</li> </ul>



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<b>Empower Inclusivity</b>	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.	<ul style="list-style-type: none"> <li>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.</li> <li>We reflect upon and learn from the experiences of historically marginalized communities.</li> <li>All individuals and perspectives are an integral part of our success and identity.</li> <li>Community members engage in robust discussions and share their experiences, viewpoints, and ideas in respectful ways.</li> </ul>	<ul style="list-style-type: none"> <li>Underrepresented Minority (URM) Fall-to-Fall retention rate</li> <li>Pell Fall-to-Fall retention rate</li> <li>URM 4-year graduation rate</li> <li>Pell 4-year graduation rate</li> <li>URM 6-year graduation rate</li> <li>Pell 6-year graduation rate</li> </ul>	<p><b>Key Action 3: Identify and pursue the opportunities associated with the federal Hispanic Serving Institution (HSI) designation.</b> <i>Lead: Chief Diversity Officer</i></p> <p><b>3.1</b> Maintain the federal HSI designation.  <b>3.2</b> Identify and implement necessary HSI infrastructure.  <b>3.3</b> Pursue external funding opportunities.  <b>3.4</b> Develop and deploy communications and messaging related to HSI initiatives.  <b>3.5</b> Build collaborative partnerships with a broad range of internal and external stakeholders.  <b>3.6</b> Develop and deliver professional development and programs related to being an HSI.</p>



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<b>Enhance &amp; Invest</b>	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.	<ul style="list-style-type: none"> <li>UNC is a desirable place to work where we attract and retain talented staff and faculty who feel their contributions are valued.</li> <li>We provide and support personal and professional development opportunities and recognize those who seek enrichment through learning on and off campus.</li> <li>Scholarship is an essential part of informed learning occurring in and out of the classroom.</li> <li>We share a responsibility to continuously improve campus climate and culture to ensure a collective sense of belonging.</li> </ul>	<ul style="list-style-type: none"> <li>Faculty Compensation</li> <li>Staff Compensation</li> <li>Turnover</li> </ul>	<p><b>Key Action 5: Continue development and implementation of faculty and staff recruitment, engagement, and retention plans.</b>  <i>Lead: Vice President for Finance and Administration</i></p> <p><b>5.1</b> Prioritize a minimum 3% annual compensation increase for faculty and staff in budget provisions with continued focus on achieving peer median parity by 2030.</p> <p><b>5.2</b> Review, revise, and establish human resources policies and practices to be consistent, equitable, and inclusive.</p> <p><b>5.3</b> Identify, benchmark, prioritize, and improve on the drivers of employee satisfaction at UNC.</p> <p><b>5.4</b> Create, expand, and promote professional development opportunities and identify pathways for career progression.</p> <p><b>5.5</b> 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.</p> <p><b>5.6</b> Create a plan for the comprehensive review and enhancement of institutional business processes.</p>





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<b>Innovate &amp; Create</b>	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.	<ul style="list-style-type: none"> <li>• UNC delivers the highest quality student experience in Colorado through our personalized approach to instruction.</li> <li>• We provide distinctive educational experiences that address workforce, environmental, and societal opportunities and challenges.</li> <li>• 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.</li> <li>• Students, faculty, and staff engage in a purposeful approach to supporting creativity and discovery.</li> </ul>	<ul style="list-style-type: none"> <li>• Quality of Interactions – National Survey of Student Engagement (NSSE)</li> <li>• Supportive Environment – NSSE</li> <li>• Total Research Expenditures</li> </ul>	<p><b>Key Action 6: Address the evolving expectations and needs of our campus community, local community and state through the curriculum and scholarship.</b>  <i>Lead: Provost and Executive Vice President for Academic Affairs</i></p> <p><b>6.1</b> Establish UNC's College of Osteopathic Medicine and identify opportunities to expand and develop related academic and non-academic programs.</p> <p><b>6.2</b> Define the identity and purpose of Extended Campus.</p> <p><b>6.3</b> Achieve and maintain the classification of R2: Doctoral Universities – High research activity.</p>



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<b>Connect &amp; Celebrate</b>	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.	<ul style="list-style-type: none"> <li>UNC is the first-choice institution for students because of the quality of our programs, faculty, staff, and strategic relationships.</li> </ul>	<ul style="list-style-type: none"> <li>Cumulative Amount Raised Toward Campaign Goal</li> </ul>	<p><b>Key Action 8: Identify strategic opportunities to deepen and build external connections and enhance partnerships with the growing local community and beyond.</b>  <i>Lead: Vice President for University Advancement</i></p> <p><b>8.1</b> Make progress on goals for fundraising and alumni engagement as part of the Together, with Purpose campaign.  <b>8.2</b> Launch and maintain the updated UNC website.  <b>8.3</b> Increase brand awareness.  <b>8.4</b> Increase community outreach and engagement through athletics, arts, and other campus programs.  <b>8.5</b> Increase the availability of scholarships and the number of existing scholarships awarded.</p>

## Academic Affairs Tactics of High-Impact Practices & Career Readiness

Academic Year(s)	Description	Area(s)
25-26	Determine if we should require applied experience for all students, whether this is viable, if so how many, what counts as an applied experience, how to implementation, how to track etc.	Undergraduate Council
25-27	Implement an apprenticeship program for pre-service teachers through UNC's Center for Urban Education undergraduate early childhood education, elementary education and, speical education programs	College of Education and Behavioral Sciences
25-27	Increase the number of Study Abroads to x per year	Office of Global Engagement
24-26	Explore increasing participation in UNIV 101, including participation by students in the honors program	Undergraduate Studies, Liberal Arts Council, Academic Engagement and Student Academic Success
24-26	Grow the impact of entrepreneurship both in the arts and business	Monfort College of Business and the College of Performing and Visual Arts
24-25	Implement the career fellows program (nine faculty fellows from five colleges). The fellows will implement career readiness assignments into their courses.	Humanities and Social Sciences, Center for the Enhancement of Teaching and Learning
24-26	Increase the understanding of the value of a liberal arts education in career readiness. Consider using the Foundational Skills Award to help students understand the career value of the Liberal Arts Curriculum requirement embedded in every undergraduate degree.	Humanities and Social Sciences, Undergraduate Studies, Liberal Arts Council
24-26	Implement a co-op program	Natural and Health Sciences
25-26	Offer internship programs in the library	University Libraries
25-26	Fund Community Engagement fellows to coordinate service learning	Academic Affairs