



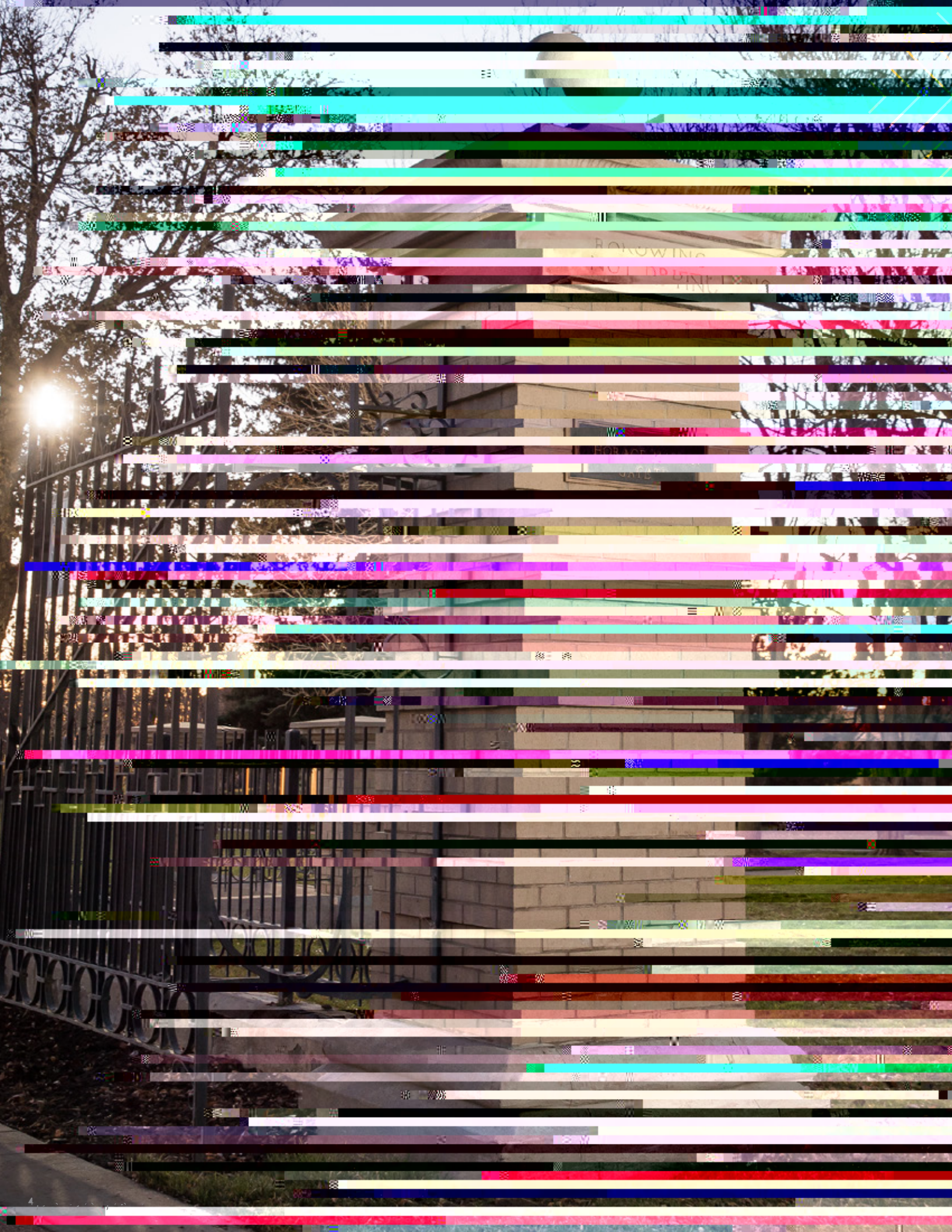
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Fellow Bears, partners, and friends:

Universities are by their very nature places where people and communities are empowered to realize their fullest potential. This fundamental mission is essential to everything that we do at the University of Northern Colorado — and have done since our founding as a normal school in 1889.

Today's UNC student has great expectations for what they will learn and accomplish in their lifetime. They are simultaneously globally connected and grounded in the betterment of their communities; they are driven to make a



**OUR VALUES: A STUDENTS
FIRST UNIVERSITY**

The university believes that its

VISION FOR 2030

The 10-year strategic plan—*Rowing, Not Drifting 2030*—was developed following an extensive, collaborative



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
- We foster an environment where individual well-being and sense of belonging are vital to our collective success





FROM VISION TO ACTION

Rowing, Not Drifting 2030 is a living document, divided into five two-year phases that will guide and establish a broad foundation for UNC to build upon. In 2020, the university transitioned from visioning work to establishing key actions and tactics for the first two years, ensuring institutional alignment with the strategic plan at all levels of the organization.



PHASE I

July 1, 2020–
June 30, 2022

PHASE II

July 1, 2022–
June 30, 2024

PHASE III

July 1, 2024–
June 30, 2026

PHASE IV

July 1, 2026–
June 30, 2028

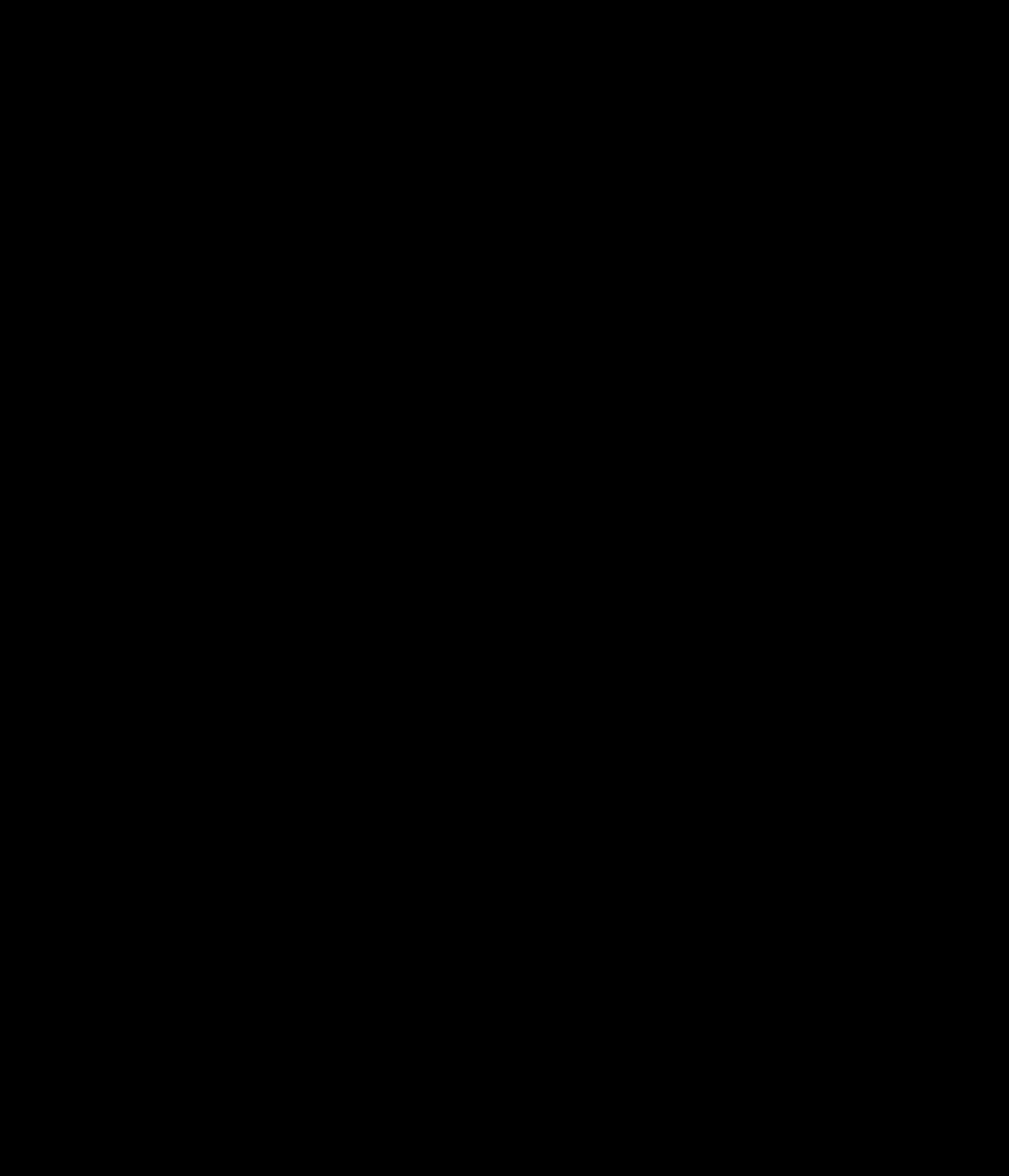
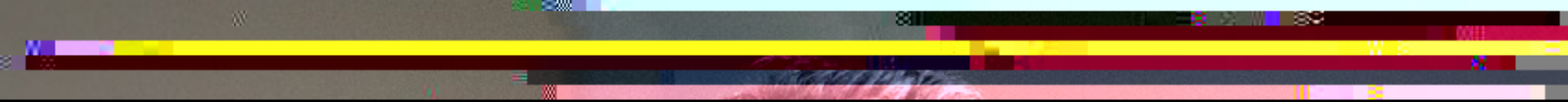
PHASE V

July 1, 2028–
June 30, 2030

The University of Northern Colorado is Colorado's leader in education. UNC sets the standard and models innovative strategies focused on the holistic growth, development, and lifelong success of our students — this is how we define a Students First university. Rowing, Not Drifting 2030 guides our direction and aspirations for the next decade of serving students and our community.”

—DICK MONFORT '76
CHAIR, UNC BOARD OF
TRUSTEES

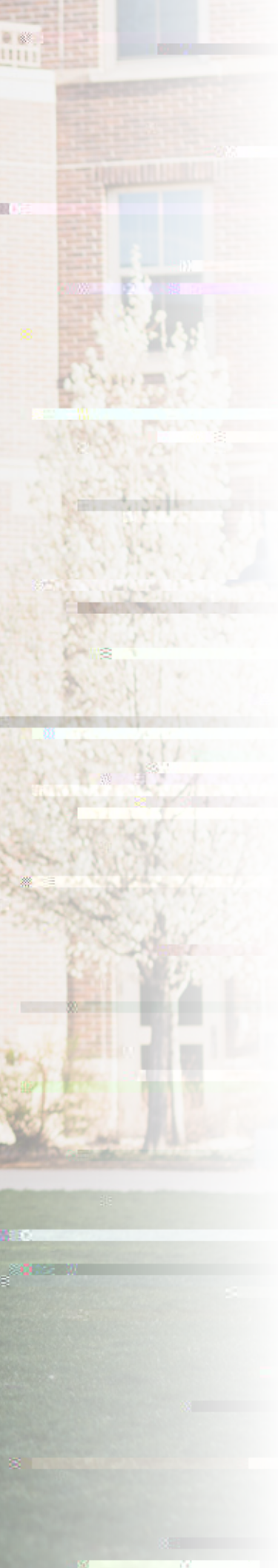




KEY ACTIONS

UNC will continually identify new opportunities, key actions, and tactics that support the mission of the university and the academic success and personal growth of students. Because of this commitment to serving our students, UNC continuously looks for ways to also enrich the experiences for students, faculty, staff, alumni, and our extended community. Diverse experiences, new programming, and engagement opportunities will be paramount to the work conducted throughout the next decade. UNC will progressively seek opportunities to demonstrate what a **S** **d** **e** **F** university means today and into the future by implementing strategies that support everyone at the institution.





In the fall of 2019, the UNC Board of Trustees adopted the *Rowing, Not Drifting 2030* strategic plan. Based on the collaborative nature of *Rowing, Not Drifting 2030*, additional key actions and tactics may be identified and completed by departments and individuals across the institution. UNC's progress will be compiled and measured throughout the course of the strategic plan and each phase.

1 Develop and implement a plan to ensure UNC is a student-ready university at all academic levels.

Student success is often connected to a student's sense of belonging, their quality of engagement, and how it impacts their progress toward graduation. From the traditional aim of

2 Complete the discovery phase of the Hispanic-Serving Institution (HSI) 2025 plan.

As the demographics of Colorado and the UNC student population change over the next decade, the university must take an intentional approach to becoming the first research university in Colorado to obtain the Hispanic-Serving Institution (HSI) designation. By working to secure this designation, UNC will establish structures and practices that enhance and expand the opportunities for Latinx students that also enrich the experiences of everyone at the university. Research shows that enhanced engagement leads to a student's sense of belonging and contributes to improved academic success, and higher retention and



4 Establish an infrastructure and set a foundation for a supportive culture of career-long professional development for staff and faculty.

UNC is a vibrant community in which students,



5 Enhance and refine career readiness in the curriculum for all disciplines.

As part of the Students First mission, UNC will establish new ways to connect curriculum to career pathways. The university will further enhance career opportunities for students by combining career-specific learning and high-impact practices with a strong liberal arts core.

The university acknowledges that the



6 Develop a new university-wide data infrastructure focused on improving strategy, organizational effectiveness, and student success.

UNC is an evolving organization, able to adapt to the changing environment of higher education. Developing a consistent data infrastructure allows for organized and functional systems thinking to inform decision-making, problem-solving, and overall improvements in service to student success. In support of this key action, UNC will implement the following tactics:

- Establish university data governance and usage standards
- Create dashboards for academic monitoring of trends in majors, student credit hours, retention, four-year graduation rates, and six-year graduation rates with the ability to disaggregate
- Integrate data training into chair and director workshops, and identify additional university-wide opportunities to better understand how to leverage data analytics in decision-making

“Providing a consistent data infrastructure along with training will be an important aspect of how we grow as a university. Having a centralized source for data will allow us to create more efficiencies while ensuring that everyone is utilizing the most up-to-date information and processes to inform decisions.”

–BRETT NABER



OUR PROCESS

AUG-NOV
2018



SEPT
2019

OCT
2019



SEPT-NOV
2020

DEC 2020-
FEB 2021





ACKNOWLEDGMENTS



NO