










SUCCESS 2030

UCCS STRATEGIC PLAN 2030

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This is a dynamic strategic plan. For current status, see the strategic plan website.

www.uccs.edu/strategicplan



SUCCESS 2030

UCCS STRATEGIC PLAN 2030

Every university has a strategic plan to look to the future and guide change. So what's special about the UCCS 2030 Strategic Plan?

This strategic plan is for you – for our UCCS students, faculty, staff, alumni and community members. It's to give everyone the road map they need to transform lives for the better.

Success 2030 is about determining where UCCS will go in the next decade. What type of legacy do we want to leave? Let's think about this plan as far-reaching and know that we get to determine our destiny.

As you read through this plan, stop and think: How will this plan change my life, and the lives of others, for the better? What part can I play in this plan to transform lives?



THERE IS NO US WITHOUT YOU

Before we discuss the strategic plan, it's important for us to take a step back and remind ourselves why we write strategic plans in the first place. As a university, our purpose is to provide opportunities to transform lives for the better. And that's not just for students. Our purpose includes all of our stakeholders – students, faculty, staff, alumni and the community.

When the concept of a university started hundreds of years ago, it wasn't about a building, or even a collection of buildings. It was about the people.

A university is about students seeking knowledge and the faculty sharing and creating knowledge. It is about the mission-driven staff that help manage the complexity of the university system and propel its success. And it is about the alumni and community that grow around it.

If we take away any one of these groups of people, we would no longer have a university, because we would no longer be “whole.” It's this combination of unique individuals and groups in a culture of shared governance – that shapes our journey, our success and our shared future.

So, when we ask why we are doing all of this, the answer is very simple. We are doing this for all of us. To give students, faculty, staff, alumni and the community the opportunities to change their lives and the lives of those around them. That's why we're here.

Respectfully,

A handwritten signature in black ink that reads "Venkat Reddy". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Venkat Reddy
Chancellor of UCCS



OUR JOURNEY

When we set into motion the 2012-2020 Strategic Plan “Our Commitment to the Future,” UCCS was one of the fastest growing universities in the nation. As we reflected on the successes of the past decade, we were able to take a thoughtful look at where we have been, where we are today and where we want to be in 2030... and beyond.

The Success 2030 strategic planning process kicked off in the fall of 2018 with a semester of listening – over coffee and lunch, during Town Hall sessions, through surveys, emails and listening sessions. The goal was to create a process that was inclusive and transparent, where everyone had the opportunity to provide input.

After months of listening, it was time to distill the inspired ideas of our campus and community into aspirational – yet feasible – strategies. The best strategic plans don’t set out to accomplish everything. A strategic plan is designed to focus on priorities.

Seven core strategies emerged. Faculty, staff and students formed working groups to translate the vision of each core strategy into a plan for the future. These working groups identified each strategy’s priorities, initiatives, anticipated outcomes and measures of success.

Then we listened again. We asked our campus and the community, “What are we missing?” In the end, our stakeholders and our community agreed: we heard what they had said over the past year. Our visions were aligned.



A FOUNDATION IN OUR CORE VALUES

As we prepare for our future with this strategic plan, we are guided by our core values: student focused, integration, innovation, collaboration, inclusive diversity, dynamic responsible growth and integrity. These values inform every action we take, and each core strategy will be pursued within the context of these values.

We are **STUDENT FOCUSED** and never forget that students are our reason for being.

We value **INTEGRATION** of teaching with research and creative work.

We value **INNOVATION** and an entrepreneurial spirit.

We value **COLLABORATION** and teamwork as absolutely necessary for success in today's world.

We value **INCLUSIVE DIVERSITY** as a foundation for teaching and scholarship that prepares students, faculty, staff and community members for both local and global multicultural realities.

We value **DYNAMIC RESPONSIBLE GROWTH** while continuing to be financially responsible, academically sound and environmentally sustainable.

We value **INTEGRITY** and expect ethical behavior from each member of the campus community in all interactions.





THE CORE STRATEGIES

Out of hundreds of voices came seven strategies, which form our strategic plan. The strategies are not ranked – one is not more important than another. They are depicted in a circle because they work simultaneously, in concert, to guide us on our path to 2030.

All of the core strategies are interconnected. Our core values are at the center of the seven strategies, and each strategy is connected to the workstream of multiple other strategies.





Foster a Community of Learning, Engagement, and Inclusive Belonging to Nurture the Growth and Success of Faculty, Staff, and Students

HOW WILL WE ACCOMPLISH THIS? WE WILL...

1. Advance a culture of innovative and inclusive pedagogy that is relevant to the academic and professional needs of today's students.
2. Cultivate a culture of inclusive excellence that responds to the diversity of our campus community.
3. Deepen curricular and co-curricular experiences to foster global perspective, experiential engagement, and professional preparation.
4. Strengthen our culture of health, safety and wellbeing.

HOW WILL WE KNOW WE'RE SUCCESSFUL? WE WILL HAVE...

1. Expanded the diversity of faculty and staff.
2. Improved on key measures in the National Survey of Student Engagement (NSSE), ACHA-National College Health Assessment (NCHA), and ACHA-National Faculty and Staff Health Assessment (NFSHA).
3. Increased overall satisfaction and sense of belonging on campus as measured by periodic institutional assessments.
4. Expanded students' global awareness, co-curricular experiences, and experiential learning opportunities.

"When I became a faculty member of UCCS almost 50 years ago, I had a sense that this was a special place where faculty and staff could flourish and where there was a genuine love for students and their welfare and growth. My rich experience at UCCS has reinforced my perception that we are far more than just a university where you can get a quality education. We are truly a place where lives are changed and transformed."

Don, faculty



Enhance Enrollment, Retention and Graduation Efforts to Drive Long-term Stability

HOW WILL WE ACCOMPLISH THIS? WE WILL...

1. Integrate student service systems dedicated to recruiting, academic support, continuing enrollment, and graduation services.
2. Strengthen online program offerings to meet evolving academic and professional needs of students.
3. Expand the recruiting pipeline to include non-resident and international students and through K-12 outreach.

HOW WILL WE KNOW WE'RE SUCCESSFUL? WE WILL HAVE...

1. Increased retention, persistence, and graduation rates.
2. Increased the number of online programs and online enrollments.
3. Demonstrated significant growth in non-resident and international students.

"At UCCS, I believe that we do more than just fuel our student's success. We advocate, we inspire, we strengthen and we support our students. With the level of care and support that we all share for our students, I believe that we are truly making a difference in their lives."

Ray, staff



Promote Research and Creative Excellence that Generates New Knowledge, Benefits Society and Expands Transformational Experiences for Students

HOW WILL WE ACCOMPLISH THIS? WE WILL...

1. Increase the number of research-active faculty.
2. Improve support for student research and creative work.
3. Invest in research support and infrastructure.

HOW WILL WE KNOW WE'RE SUCCESSFUL? WE WILL HAVE...

1. Increased our national reputation for research and creative works.
2. Provided research-active faculty with reduced teaching loads.
3. Generated gains in research and creative outputs, funding, productivity and impact.
4. Invested in expanded resources for undergraduate and graduate student and faculty researchers.
5. Built a supportive, sustainable, and effective research organization.



"As a staff member, it's clear that this university is special. Our students come from diverse backgrounds and untraditional circumstances, and at the end of their college experience, they are equipped with the skills and confidence to achieve their dreams."

Samantha, staff



Strengthen Our Financial Position to Improve Student Access and Affordability

HOW WILL WE ACCOMPLISH THIS? WE WILL...

1. Plan and implement an incentive-based budget model.
2. Cultivate, build, and increase strong, steady streams of revenue from a more diversified collection of sources.
3. Improve student affordability and access across all student populations.

HOW WILL WE KNOW WE'RE SUCCESSFUL? WE WILL HAVE...

1. Implemented an incentive-based budget model by 2023.
2. Increased institutional aid streams, measured by both dollars and employees.
3. Increased the total percentage of the education and general expenses budget funded by sources other than tuition.



"UCCS is a university that invests in humans, knowing that strong leaders and passionate advocates are the future of our world. As the first in my family to attend college, I was blessed to receive full tuition coverage through scholarships at UCCS. They have given me the opportunity to pursue my dream of becoming a teacher – and I will have the rest of my life to pay it forward to the students I will have the privilege of teaching."

Naomi, student



Invest Deliberately in Our People, Processes, and Infrastructure to Support Our Strategic Growth Plans

HOW WILL WE ACCOMPLISH THIS? WE WILL...

1. Create a transparent, collaborative, and cross-functional campus culture.
2. Improve infrastructure across campus divisions.

HOW WILL WE KNOW WE'RE SUCCESSFUL? WE WILL HAVE...

1. Implemented a comprehensive human resources operational plan.
2. Put a facilities operational plan into practice.
3. Put an information technology operational plan into practice.
4. Implemented a continuous process improvement initiative of university processes.
5. Integrated the above plans and processes for cross-functional alignment.



"At UCCS, our staff and faculty strive to provide the best possible learning experience for our students by leveraging our technology and resources both inside and outside the classroom. However, this isn't what makes us great. What makes us great is our shared sense of purpose and our drive to push forward continually. At UCCS, we aren't just here to work or here to learn. We're here to make a difference."

Cole, alumnus



Support Distinctive Programs, Both Existing and New, to Demonstrate the University's Unique Value and Identity

HOW WILL WE ACCOMPLISH THIS? WE WILL...

1. Develop a defined fast-track framework to identify, launch, and grow programs of distinction – programs that are innovative, distinctive, or nationally competitive.
2. Be preeminent in our provision of education and training in an interprofessional model, creating future employment opportunities for students and addressing the workforce needs of an evolving and creative economy.
3. Increase the visibility and awareness of programs of distinction.

HOW WILL WE KNOW WE'RE SUCCESSFUL? WE WILL HAVE...

1. Increased enrollment in identified programs of distinction.
2. Improved employment outcomes for graduates in interprofessional programs.
3. Increased national awareness of our programs of distinction.
4. Received positive feedback from stakeholders who used the fast-track framework.



"It is amazing how well the school has embraced Colorado Springs and the region. I have been a strong advocate for the MBA program as I apply coursework directly into current business processes. And as a veteran, I take great pride in how the school supports our vets and our military community."

Richard, student



Pursue Mutually Beneficial Partnerships and Outreach to Enhance the Communities We Serve

HOW WILL WE ACCOMPLISH THIS? WE WILL...

1. Increase the donor base to provide the resources necessary to accomplish the university's mission.
2. Invest in innovative partnerships that enable us to accomplish things we could not do alone and stimulate new opportunities for engagement.
3. Hold the reputation for being the first choice for partnerships in our region.
4. Create a culture of service within the campus community that benefits Colorado and the world.

HOW WILL WE KNOW WE'RE SUCCESSFUL? WE WILL HAVE...

1. Grown annual fundraising by 2023.
2. Initiated multiple effective and sustainable partnerships.
3. Received positive feedback on regularly-conducted market perception surveys.

"The positive impact of UCCS far exceeds students and extends into the business community. It's a joy to watch as students progress from the classroom to alumni with prominent careers. Through academic studies and experiential learning opportunities, students gain the vital skills needed to thrive in workforce. In turn, community business partners innovate and grow by utilizing students for internships and full-time positions. In this regard, UCCS is an economic driver for the Pikes Peak region and beyond."

Meghan, faculty



ALIGNED WITH THE CU SYSTEM

As one of four campuses in the University of Colorado system, our strategic planning doesn't happen in a vacuum. The CU system embarked on a strategic planning process in the summer of 2019 to determine how the entire university system will lean into the future from 2020-2025.

The CU system strategic plan will not replicate or replace the UCCS 2030 Strategic Plan: it will inform and expand the scope of our work. The system plan's four strategic pillars – access, affordability and student success; discovery and impact; fiscal strength; and diversity, inclusion and equity – align with the core strategies of the UCCS Strategic Plan.

Our work to chart the next decade of success at UCCS will advance in tandem with the CU system strategic plan. Together, we will reimagine CU's place in the state, nation and world.



FROM STRATEGIC PLANNING TO STRATEGIC DOING

The planning is done and the work begins to achieve the core strategies. Work groups, comprised of faculty, students and staff, have been formed to drive multiple initiatives from each core strategy.

The world is rapidly changing, and we will continue to meet bi-annually to assess our progress and strategically adjust to new opportunities. This spirit of continuous adaptation was essential to the formulation of the plan and will be critical to making Success 2030 a reality.

Every three years we will participate in a plan renewal to test and assess our original assumptions and strategies. Have new issues emerged? Are the core strategies still relevant for UCCS? Are we meeting our measures of success? Success 2030 will not be a plan of aspirations that sits on a shelf, but rather an evolving, living document that mirrors our times and guides our actions into a thriving future.

To learn more, go to www.uccs.edu/strategicplan



BUILDING TOGETHER

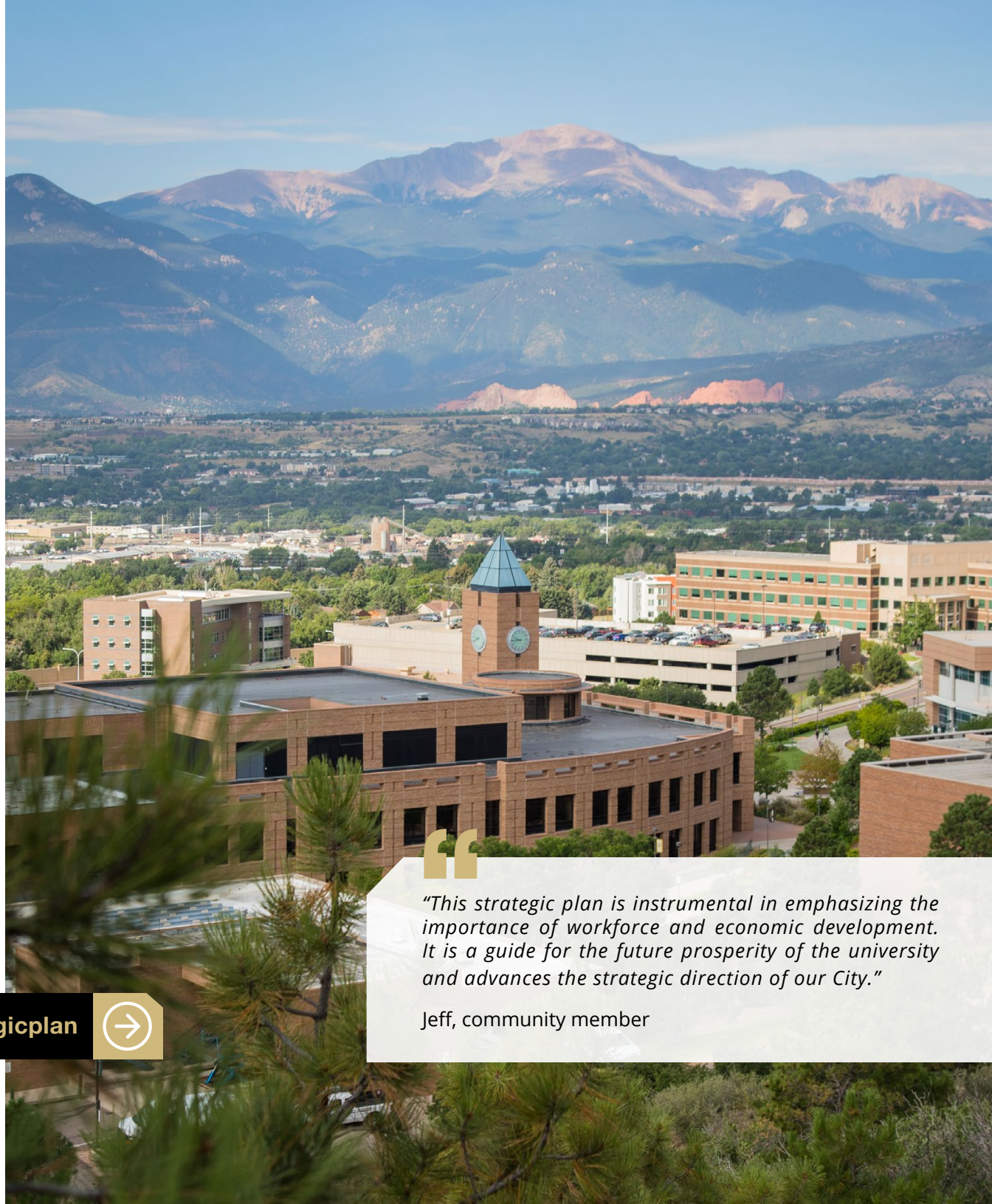
Each and every person at UCCS is unique – every student, faculty and staff member, alumni and community partner. We bring our own talents and abilities to this university. That’s what makes us whole. That’s what makes us UCCS.

We each have our own story. We have our own individual hills to climb, along with our own goals. But we should also recognize that we influence the lives of others and contribute to the whole. Like those generations that came before us, we are about to write our own story. And we get to write this chapter together.

When you think about the strategic plan, ask yourself: How is this plan going to transform my life – or someone else’s – for the better? How will I contribute to the story? How will I fuel success?

This plan was built for you – for all of us. It was created to give our campus community the tools they need to ensure UCCS continues to fuel success. Make it the foundation of your department’s decisions and use it to guide your daily work. When we are all in alignment – when we work together to accomplish what we said we would do – we will transform lives for the better. That’s why we are here.

To learn more, go to www.uccs.edu/strategicplan



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“This strategic plan is instrumental in emphasizing the importance of workforce and economic development. It is a guide for the future prosperity of the university and advances the strategic direction of our City.”

Jeff, community member

QUICK REFERENCE

This is an abbreviated version of the seven strategies that can be easily referenced and used as a decision tool.



FOSTER A COMMUNITY OF LEARNING, ENGAGEMENT, AND INCLUSIVE BELONGING

1. Advance a culture of innovative, inclusive, and relevant pedagogy
2. Cultivate a culture of inclusive excellence
3. Cultivate global perspective, engagement, and professional preparation
4. Strengthen a culture of wellbeing for students, staff, and faculty



ENHANCE ENROLLMENT, RETENTION AND GRADUATION EFFORTS TO DRIVE LONG-TERM STABILITY

1. Integrate our student service systems
2. Strengthen online program offerings
3. Recruit non-resident and international students



PROMOTE RESEARCH AND CREATIVE EXCELLENCE

1. Increase the number of research-active faculty
2. Support student research and creative work
3. Invest in research staff support and research infrastructure



STRENGTHEN OUR FINANCIAL POSITION

1. Implement an incentive-based budget model
2. Cultivate diversified streams of revenue
3. Improve student affordability and access



INVEST DELIBERATELY IN OUR PEOPLE, PROCESSES, AND INFRASTRUCTURE

1. Implement a comprehensive HR operational plan
2. Put a facilities operational plan into practice
3. Put an information technology operational plan into practice
4. Implement a continuous process improvement initiative of university processes
5. Integrated plans and processes for cross-functional alignment



SUPPORT DISTINCTIVE PROGRAMS, BOTH EXISTING AND NEW

1. Develop framework to identify and grow nationally competitive programs
2. Provide education for an evolving economy
3. Increase visibility for programs of distinction



PURSUE MUTUALLY BENEFICIAL PARTNERSHIPS AND OUTREACH

1. Increase the donor base
2. Invest in innovative partnerships
3. Become the first choice for partnerships in our region
4. Create a culture of service





University of Colorado

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