

STRATEGIC PLAN: VISION 2020



Advancing Our Mission; Transforming The World.





INTRODUCTION

MISSION

The University of Portland, an independently governed Catholic university guided by the Congregation of Holy Cross, addresses significant questions of human concern through disciplinary and interdisciplinary studies of the arts, sciences, and humanities and through studies in majors and professional programs at the undergraduate and graduate levels. As a diverse community of scholars dedicated to excellence and innovation, we pursue teaching and learning, faith and formation, and service and leadership in the classroom, residence halls, and the world. Because we value the development of the whole person, the University honors faith and reason as ways of knowing, promotes ethical reflection, and prepares people who respond to the needs of the world and its human family.

This mission focuses on three core themes: Teaching and Learning, Faith and Formation, and Service and Leadership. These core themes are the basis of this strategic plan.

The strategic foci are listed under each core theme.

TEACHING AND LEARNING

Further develop and sustain superb undergraduate education.
Expand relevant, excellent, and self-sustaining graduate education.

FAITH AND FORMATION

Enhance our Catholic identity and enrich our expression of faith.

SERVICE AND LEADERSHIP

Infuse our entire community with a sense of internationalization and diversity.
Continue to develop first-rate infrastructure, staffing, and services.

CORE THEMES AND VISION 2020 STRATEGIES

THEME I: TEACHING AND LEARNING

An education that is rooted in the tradition of the Congregation of Holy Cross is committed to the highest standards of excellence in the course of developing the whole person — mind, heart, and hands. Blessed Basil Moreau, who founded the Congregation of Holy Cross in 1837, wanted students to have access to a premier education that taught the complementary truths of faith and reason in the context of a secular culture while cultivating knowledge, values, and skills. At the University of Portland, faculty members are not only experts in their fields, but are also completely dedicated to the mission of the University and the formation of their students' minds, hearts, and hands.

THEME II: FAITH AND FORMATION

A Holy Cross education is founded on Blessed Basil Moreau's belief that educational formation that advances the mind should not come at the expense of the heart. He believed students should live together in residence with professional staff and Holy Cross pastoral residents so as to learn from conversations and situations outside the classroom. He also believed that faith contributes to formation. At the University of Portland, students are encouraged to develop their beliefs and values through worship, discussion, prayer, and service to others. We want to inspire students to be their best selves through the formation of values developed through instruction in the core curriculum and professional coursework; engagement with peers, faculty, and staff; residential living; and a spiritual and values-centered campus culture.

THEME III: SERVICE AND LEADERSHIP

Blessed Basil Moreau valued the practical advantage of “educating the hands” by offering training outside the classroom. At the University of Portland, this core theme is fulfilled through service-learning, practica, faculty-guided research, internships, studying abroad, and leadership opportunities on and off campus. Through service and practical experience, leadership is honed. Through leadership, skills and responsibilities grow. A Holy Cross education achieves its goal when students mature in wisdom and knowledge, serve the common good with zeal, and exercise leadership that transforms the world.

This strategic plan is based on these core themes and sets a direction for the next four years, allowing the University of Portland to best fulfill its mission. Change and innovation toward mission fulfillment have been guided by a series of strategic plans that have served the University over the years. This plan adds to that historic practice by emphasizing strategies to support the three core themes and the areas of focus.



A. FURTHER DEVELOP AND SUSTAIN SUPERB UNDERGRADUATE EDUCATION.

1. Provide a premier undergraduate education that reflects Catholic and Holy Cross values in a diverse world.

Tactics:

- A 1.1 Revitalize the liberal arts core curriculum to infuse Catholic and Holy Cross values of community formation and inclusion, ethical practices, and spiritual formation into courses across disciplines.
- A 1.2 Enhance the liberal arts core curriculum to embed diverse perspectives, especially of underrepresented populations, in courses across disciplines while promoting excellence in knowledge and skills needed for our graduates' successes in an ever-changing world.
- A 1.3 Initiate co-curricular programs that integrate Catholic and Holy Cross values and diversity perspectives, as articulated above.
- A 1.4 Increase the number of interdisciplinary co-taught courses.
- A 1.5 Expand community learning and service locally and regionally.
- A 1.6 Create student learning outcomes and assessment tools for all majors that produce meaningful and verifiable outcomes.

2. Increase recognition of the unique significance of a University of Portland experience.

Tactics:

- A 2.1 Collect qualitative and quantitative data on student and alumni outcomes and experiences in terms of community formation and inclusion, ethical practices, and spiritual formation.
- A 2.2 Develop and conduct exit interviews of graduates.
- A 2.3 Develop 5, 10, and 20-year post-graduate surveys.

21

consecutive years in the top ten for Western regional universities (2015 *U.S. News & World Report*).

#4

in the nation among peer institutions for number of students awarded prestigious Fulbright grants.

#18

nationally as one of the "Top 21 STEM Colleges of 2016" by Forbes.com.



B. EXPAND RELEVANT, EXCELLENT, AND SELF-SUSTAINING GRADUATE EDUCATION.

1. Provide resources for targeted graduate programs that demonstrate competitive advantage.

Tactics:

- B 1.1 Evaluate the quality of and professional demand for our graduate programs.
- B 1.2 Develop cross-professional programs that serve career, corporate, organizational, and continuing education needs.
- B 1.3 Develop programs that bridge with undergraduate studies.
- B 1.4 Establish program-based advisory boards for curricular input, mentorship, and professionalization.
- B 1.5 Increase access to scholarships.
- B 1.6 Expand program delivery models based on needs analyses.
- B 1.7 Create student learning outcomes and assessment tools for all degree programs that produce meaningful and verifiable outcomes.

2. Increase recognition of the unique significance of a University of Portland graduate experience.

Tactics:

- B 2.1 Collect qualitative and quantitative data on student and alumni outcomes and experiences in terms of leadership, professional networks, ethical practices, and applied expertise.
- B 2.2 Develop and conduct exit interviews of graduates.
- B 2.3 Develop 5, 10, and 20-year post-graduate surveys.

18 graduate degree programs.

84% of UP's graduating seniors plan on earning a master's degree or higher (vs. 79% for comparative colleges and universities).

4+1 programs: biomedical engineering and business.



C. ENHANCE OUR CATHOLIC IDENTITY AND ENRICH OUR EXPRESSION OF FAITH.

1. Strengthen the visibility and articulation of the University's Catholic and Holy Cross character.

Tactics:

- C 1.1 Develop orientation and continuous formation opportunities for students, faculty, and staff to learn, respect, and contribute to the Catholic and Holy Cross traditions of the University of Portland.
- C 1.2 Emphasize the tenets of Catholic social teaching and the charisms of the Congregation of Holy Cross in academic and operational endeavors.
- C 1.3 Increase visual expressions of our Catholic identity and mission on campus through art and architecture.
- C 1.4 Enhance the articulation of our mission in all recruiting materials.

2. Promote spiritual growth, community service, ethical reflection, and integration of faith and intellectual inquiry.

Tactics:

- C 2.1 Integrate student formation learning goals into curricular and co-curricular programs.
- C 2.2 Continue to provide resources for programs that promote spiritual and ethical reflection.
- C 2.3 Increase community involvement in service learning.
- C 2.4 Create spiritual development opportunities for faculty and staff.

3. Engage the local and international needs of the Church and the world.

Tactics:

- C 3.1 Increase opportunities for the University to connect to the community beyond the boundaries of campus through: service learning, research, immersion trips, experiential learning, and additional connections to community-based, national, and international nonprofits.
- C 3.2 Develop closer ties to Holy Cross institutions around the world.

1837

founding of
the Congregation
of Holy Cross.

32

Holy Cross
priests and
brothers
at UP.

11%

increase in student
attendance in Campus
Ministry programs.



D. INFUSE OUR ENTIRE COMMUNITY WITH A SENSE OF INTERNATIONALIZATION AND DIVERSITY.

1. Centralize University-wide opportunities and curricula supporting internationalization.

Tactics:

- D 1.1 Create a position to lead and support existing campus-wide international and intercultural endeavors, and to expand opportunities.
- D 1.2 Introduce global and intercultural learning outcomes to existing and new study abroad and other co-curricular programs, in addition to undergraduate and graduate courses, and develop the assessment tools to measure meaningful and verifiable results.
- D 1.3 Analyze languages currently taught at UP to determine if they meet the ongoing needs of students in terms of breadth of languages and courses taught in each.
- D 1.4 Support faculty and staff development to enhance international and intercultural competencies, including opportunities for research and service.
- D 1.5 Increase access for all students to study abroad programs and related co-curricular activities by exploring possibilities for grants, endowments, and other forms of funding.
- D 1.6 Encourage development of non-traditional international academic experiences and study abroad opportunities for professional school students.

2. Increase diversity of students, faculty, and staff by fostering a supportive, inclusive community and an accessible campus culture.

Tactics:

- D 2.1 Enhance hiring practices to increase the number of candidates for faculty and staff positions from historically underrepresented groups.
- D 2.2 Identify resources to aid academic departments and administrative units in the recruitment and retention of outstanding new faculty and staff members representing diverse backgrounds, perspectives, and experiences.
- D 2.3 Enhance recruitment, inclusion, and retention of students from historically underrepresented groups.
- D 2.4 Expand faculty and staff development to enhance knowledge, skills, and dispositions for supporting the success of students and colleagues from diverse backgrounds.
- D 2.5 Promote culturally-engaging and high-impact curricular and co-curricular opportunities for students to develop knowledge, skills, and dispositions for successful interaction in diverse environments.
- D 2.6 Provide opportunities for intercultural and interfaith engagement for faculty, staff, and students.

42

countries
represented
by our student
population.

#14

nationally among peer institutions
for number of students studying
abroad for more than one semester.

35%

of full-time
undergraduates
in 2015 identify as
minority students.



E. CONTINUE TO DEVELOP FIRST-RATE INFRASTRUCTURE, STAFFING, AND SERVICES.

1. Develop and maintain facilities and technology infrastructure that support our mission priorities.

Tactics:

E 1.1 Develop additional facilities that include:

- **Academics:** Dundon-Berchtold Hall, innovation and interdisciplinary laboratory space, event and meeting spaces;
- **Campus Facilities:** additional parking, Chiles/Beauchamp plaza, additional food service location;
- **Student Affairs:** expanded mental health facilities, residence hall, student center, and more intramural fields;
- **Athletics:** boat house/dock.

E 1.2 Move the Louisiana Pacific Tennis Center and the physical plant building to the river campus.

E 1.3 Assess laboratory practices and usage to determine the composition and optimization of any additional laboratory space.

E 1.4 Create long- and short-term plans for enhancement of technological infrastructure, services, and related professional development.

2. Recruit, develop, promote, and retain a highly qualified, diverse, and mission-centered faculty and staff.

Tactics:

E 2.1 Review and update the Enrollment Management Report to determine appropriate size of faculty and staff relative to the size of the student body.

E 2.2 Develop a sustainable way to provide appropriate research startup funds for new faculty, expand resources for faculty research, especially in the summer, and increase the faculty development funds available for conferences.

E 2.3 Review, monitor, and maintain appropriate compensation levels for faculty and staff.

98%

classroom usage in
2015 from 8:00 a.m.
to 4:00 p.m.

35

acres, including 2,250 linear
feet of riverfront property,
added to campus in 2008.

17

buildings were built
or had extensive ren-
ovations since 2007.



E. CONTINUE TO DEVELOP FIRST-RATE INFRASTRUCTURE, STAFFING, AND SERVICES.

3. Continue to develop and provide services that support mission priorities.

Tactics:

- E 3.1 Increase capacity within the Career Center to maintain opportunities for individualized attention for current students and UP alumni.
- E 3.2 Increase capacity to serve mental health needs of students through implementation of the recommendations of the Ad Hoc Mental Health Panel while expanding support for physical health needs.
- E 3.3 Promote employee wellness to all members of the community.
- E 3.4 Provide additional professional development for all faculty and staff focused on student mental health.

4. Continue to promote a culture of enhanced communication and collaboration across academic and administrative units.

Tactics:

- E 4.1 Effectively message institutional priorities and share success stories from across the University with external audiences.
- E 4.2 Improve building directories and campus way-finding signage.
- E 4.3 Develop a new University website and redesign the portal.
- E 4.4 Enhance communication by helping faculty and staff to use internal and external data for benchmarking performance and informing decision-making.

739

full-time
faculty
and staff.

84%

of 2016 graduates
participated in a
work-integrated
learning experience.

38,250

average library
visits per month
in 2015.

ABOUT THE PROCESS AND PARTICIPANTS

At the 2015 Faculty and Staff Convocation, University President Rev. Mark L. Poorman, C.S.C. charged the University community to develop a new strategic plan. Over the next several months, a steering committee chaired by the Provost and the Vice President for Financial Affairs led five subcommittees in developing the plan. Internal input was solicited through an electronic survey (over 200 responses), public subcommittee meetings, twenty-three listening sessions (about 600 participants including students, faculty, staff, regents, and alumni) and a review of related assessment data. The Board of Regents offered input at its winter retreat. Externally focused environmental scans included research and readings as well as reviews of other institutional strategic plans. The steering committee processed all internal and external input and developed Vision 2020.

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