



PRESIDENTIAL SEARCH

Institutional Profile



**BEST
COLLEGES**

U.S. News & WORLD REPORT

REGIONAL UNIVERSITIES

WEST

2022

What is UP Today?

University of Portland (UP) is a thriving community of more than 4,000 students who come from around the nation and the world, as well as over 1,000 faculty and staff. The University is located on a bluff in a residential neighborhood overlooking the Willamette River and the city of Portland. The school's location also is the inspiration for its nickname, "The Bluff."



University is currently led by Acting President and Provost Dr. Herbert A. Medina. Since our inception in 1901, the University has been guided by the Congregation of Holy Cross, a Catholic order of priests and brothers. The founder of the order, Blessed Basil Moreau, CSC, said, "The mind will not be cultivated at the expense of the heart." This commitment to educating the hands, heart, and mind are hallmarks of our belief in educating the whole person.

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, 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.

National Recognition

For 26 consecutive years, the University has earned a top-10 ranking by *US News & World Report* in the "Regional Universities – West" classification, including the **Number 3 spot in the 2021 rankings**. For nine consecutive years, University of Portland has been **the top Oregon school in Kiplinger's Personal Finance** annual ranking of best values in private universities. And for three consecutive years, *Bloomberg Businessweek* has named University of Portland the top

school in Oregon for “return on investment” in a state-by-state ranking of schools providing graduates with the most return for the price of their education.

Academics

University of Portland is Oregon’s only comprehensive university with schools of business, education, engineering, nursing, a college of arts and sciences, and a graduate school. There are more than 40 undergraduate programs and 30 minors, as well as 18 graduate programs, and more than 1,300 courses. The University features small class settings (12:1 student-faculty ratio) and award-winning faculty. The University was recognized as the top producer of Fulbright U. S. Students in the nation among master’s level institutions, according to an annual study by the *Chronicle of Higher Education*. University of Portland ranks first nationally in Fulbright U. S. awardees for academic year 2020-21, with 10 students receiving prestigious grants to study, conduct research, and/or teach English abroad.

The University offers a rich resource for the community through educational opportunities, research, and experts, in addition to a host of engaging events such as athletic games, cultural events, speakers, and lectures.

College & Schools

College of Arts & Sciences

The College of Arts and Sciences (CAS) provides the “core” education in the liberal arts for all students at University of Portland and offers 26 majors and 20 minors through 14 departments. Besides its responsibility for the core program, the College of Arts and Sciences supports the professional schools through courses in

mathematics, physics, biology, communication studies, English, and other disciplines. Graduate programs are offered in communication studies, drama, and theology.

[Discover the College of Arts & Sciences](#)



Pamplin School of Business

The Pamplin School of Business offers a collaborative learning environment that develops students' knowledge of effective business practices, enhances their analytic and interpersonal skills, and enables them to be successful and ethical leaders in their



communities and the changing world. The school offers majors in accounting, economics, finance, marketing, and operations & technology management, and all undergraduates participate in the Pamplin Professional Preparation Program (P4). Graduate programs include master's in business administration, nonprofit management, finance, and operations and technology management. [Discover the Pamplin School of Business](#)

School of Education

The School of Education offers degrees in both elementary and secondary education, as well as master's, doctorate, and professional licensure coursework. The school partners with over 100 local schools and 18 school systems, and undergraduates begin working in local



schools their first semester, ultimately completing more than 1,200 hours of field experience before graduation. [Discover the School of Education](#)

School of Nursing

The School of Nursing inspires nurse leaders of the future through academic excellence to create systems and environments that support optimal health and wellness. Both graduate and baccalaureate students gain skills

in assessment, promotion, maintenance, and restoration of health in the state-of-the-art Dean Terry Misener Learning Resource Center and its new groundbreaking Simulated Health Center. The School of Nursing offers baccalaureate, master's, and doctoral degrees in nursing.

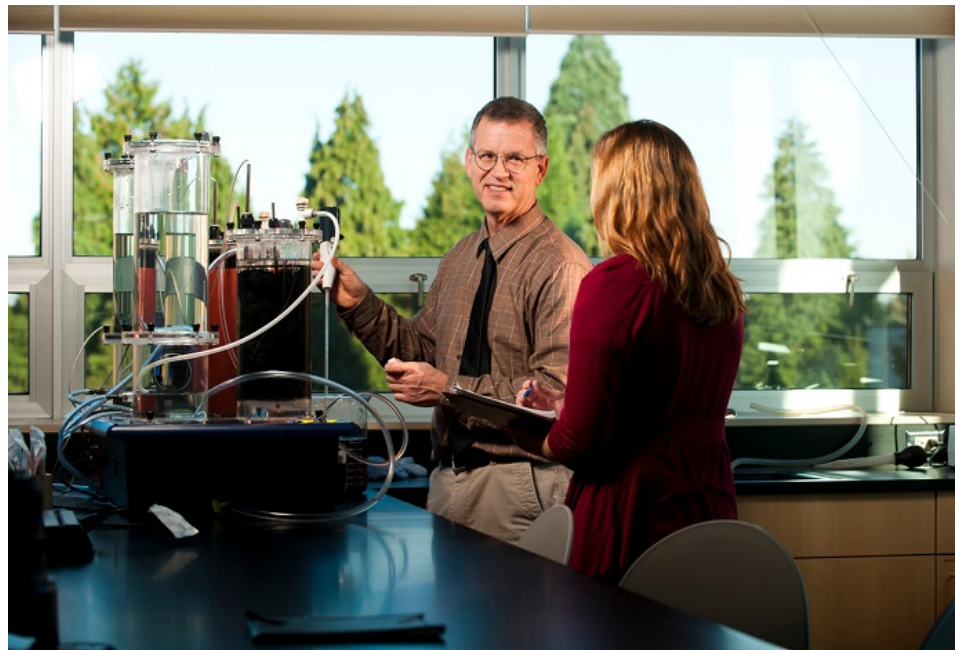
Discover the School of Nursing



Shiley School of Engineering

The Shiley School of Engineering prepares engineers and computer scientists to solve technical problems that affect society. The School offers undergraduate degrees in civil, electrical, and mechanical engineering, as well as computer science. Graduate degrees are offered in engineering and biomedical

engineering. Coursework and projects emphasize teamwork, experimentation, and innovation



integrated with theory, analysis, and design to prepare students to become technological leaders in the 21st century. [Discover the Shiley School of Engineering](#)

Academic Centers & Special Programs

Academic Centers

Dundon-Berchtold Institute

The Dundon-Berchtold Institute offers classes, sponsors public events, and provides stipends and scholarships for faculty-student team research projects related to professional and applied ethics. The center exists to ensure that the University meets its "aspirations both to form the moral



character of its students and to conduct sustained ethical reflection in applied aspects of business, science, engineering, education, health care, and the arts." [More about the Dundon-Berchtold Institute](#)

Franz Center for Leadership, Entrepreneurship, and Innovation

The Franz Center is dedicated to ensuring that all University of Portland graduates are prepared for the evolving challenges of the 21st century by supporting all students in the development of skills, knowledge, and mindsets in the areas of leadership,



entrepreneurship, and innovation. The Center hosts the Entrepreneurial Scholars program, the \$100K Challenge, innovation workshops and labs, and the Faith-Based Leadership Program and leadership certification. [More about the Franz Center](#)

Garaventa Center

The Garaventa Center for Catholic Intellectual Life and American Culture explores and deploys the fruits of faith, reason, and imagination that constitute the Catholic Intellectual Tradition to illuminate and enliven the working of grace in human communities.

Speakers and artists from every discipline are invited to share their work, missions, and insights with an audience comprising students, members of our neighborhood, and the broader Church to wrangle with questions that matter. [More about the Garaventa Center](#)



Shepard Academic Resource Center

The Shepard Academic Resource Center is a partner for academic needs beyond the classroom. Services include peer academic tutoring and learning assistance through the [Learning Commons, Accessible Education Services](#) for students requiring

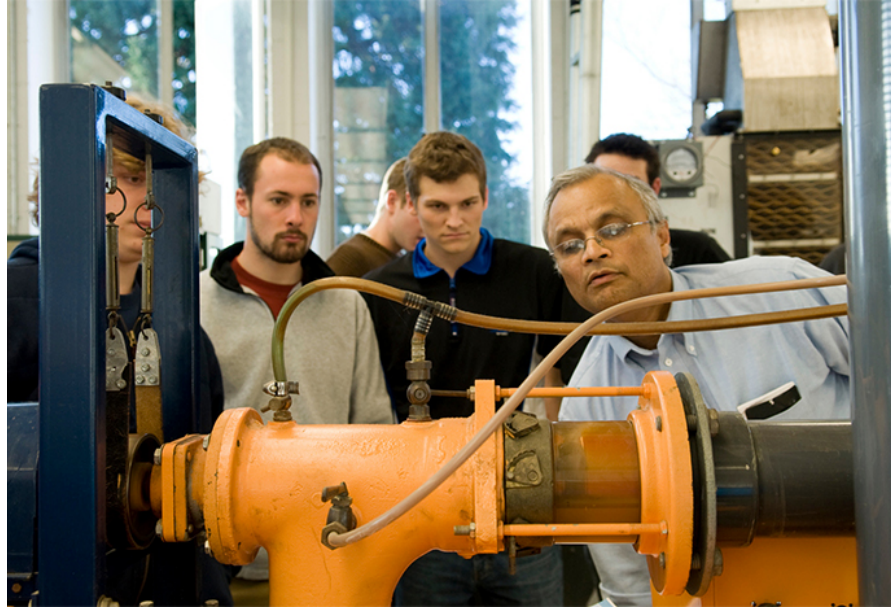
disability accommodation, [learning assistance counseling](#) for improved learning strategies and skills, and services for [first-year students](#), [parents](#), and [first generation college students](#). [More about the Shepard Academic Resource Center](#)



STEM Center

University of Portland's STEM (science, technology, engineering, and mathematics) Education and Outreach Center is a collaborative unit among the College of Arts and Sciences (CAS), the School of Education, and the Shiley School of Engineering. Its

mission is to strengthen STEM education in pre-K through higher education settings. [More about the STEM Center](#)



Special Programs

Study Abroad

Our study abroad programs offer students opportunities to explore the world and immerse themselves in new cultures and experiences. With full-year, semester-long, and summer study experiences, our programs offer student opportunities to fulfill core requirements or take part in courses carefully designed to complement their major areas of study. [More about study abroad](#)



Honors Program

The Honors Program offers small classes with rigorous coursework and exceptional intellectual stimulation, a personal faculty mentor for each student, a diverse array of social and cultural experiences, and a chance for students to be public intellectuals leading the way in changing the world.



Honors Program students typically have a minimum high school GPA of 3.8 and at least 1300 on SAT I (combined critical reading and math) with a minimum of 630 critical reading. [More about the Honors Program](#)

Air Force ROTC

The Air Force Reserve Officer Training Corps (AFROTC) program at University of Portland is an educational program designed to give men and women the opportunity to become Air Force officers while completing a bachelor's or master's degree. Air Force ROTC offers numerous programs



and scholarship opportunities for students, which lead to an academic degree and a commission in the Air Force as a second lieutenant. [More about Air Force ROTC](#)

Army ROTC

Army ROTC provides prerequisite leadership training qualifications for students desiring to earn appointments as second lieutenants in the United States Army, the United States Army Reserve, or the Army National Guard. The military science classes are elective courses that use a combination of academics and hands-on training to teach students leadership, responsibility, and teamwork. These classes add management training, practical experience, and personal growth opportunities to a student's education.

[More about Army ROTC](#)



Undergraduate Scholarly Engagement

The Office of Undergraduate Scholarly Engagement provides opportunities for students to develop as thinkers, researchers, and public intellectuals beyond the parameters of the classroom.



Whether learning about scholarship opportunities, receiving assistance when writing personal statements, searching for research opportunities, or developing through the Honors Program, students who use this office are assisted in discerning a possible future and a means to reach it. [More about Undergraduate Scholarly Engagement](#)

Student Life

Believing that education takes place both inside and outside the classroom, University of Portland places a strong emphasis on residential living with approximately 95 percent of first-year students and 55 percent of the total student body living in one of the University's 10 residence halls, including the newest hall, the Lund Family Hall, which opened in fall 2016.

The University's commitment to an education outside the classroom means that University of Portland offers a wide variety of extracurricular programming including an inclusive Campus Ministry program; local, national, and international volunteer opportunities through the Moreau Center; fitness, intramurals, and outdoor activities through the recreation services program in the Beauchamp Recreation and Wellness Center; and an active student government, Associated Students of the University of Portland.

Athletics

The Portland Pilots are members of the West Coast Conference and compete at the NCAA Division 1 level. There are sixteen intercollegiate teams: baseball (M), basketball (MW), cross country (MW), rowing (W), soccer (MW), tennis (MW), indoor and outdoor track and field (MW), and indoor and beach volleyball (W). There are currently 276 student-athletes at University of Portland, with 57% of them being women and 43% men.

Alumni

University of Portland alumni are resources for research, internships, and full-time employment. More than half of University of Portland's 42,000 alumni reside in the Portland/Vancouver metropolitan area. There are currently 21 active alumni chapters (regional, academic, affinity, and online) in 10 states across the country that play vital roles in support of University of Portland's Catholic Holy Cross and academic missions. This includes serving as ambassadors for University of Portland and advocates of student recruitment in their respective areas.



KEY FACTS AND FIGURES AT A GLANCE

The University of Portland is an independently governed Catholic university guided by the Congregation of Holy Cross; with a mission focusing on teaching and learning, faith and formation, and service and leadership. Multiple national media platforms consistently rank the University among the top institutions of higher education in the American West. It is the only school in Oregon to offer a college of arts and sciences, a graduate school, and nationally accredited programs in the schools of business, education, engineering, and nursing.

Students

Undergraduate: 3,565

Graduate and doctoral: 428

States and territories represented: 46

Countries represented: 33

Undergraduates who identify as students of color: 56%

Full-time undergraduates who identify as first generation: 24%

Students living on campus: 55%

University Employees: 560 instructional faculty; 544 staff

University Footprint: 150 acres; 1.61 million square feet of office, instructional and event space

Tuition and Financial Aid

Total cost of attendance for first-time undergraduate students residing on campus: \$67,676

Percentage of 2021 full-time undergraduate students receiving financial aid: 99.1%

Learn more about the city of Portland: travelportland.com

Learn more about the state of Oregon: <https://traveloregon.com/>

University of Portland

The Leadership Opportunity

University of Portland, founded by the Congregation of Holy Cross in 1901, is a Roman Catholic, comprehensive university with a core curriculum rooted in the liberal arts. The Board of Regents and campus community are seeking nominations and applications for the Presidency of this outstanding University. Following the words of Blessed Basil Moreau, the Congregation's founder, who stated: "The mind will not be cultivated at the expense of the heart," the University has been educating students' hands, hearts, and minds for 120 years. The University offers a remarkable leadership opportunity for its next President. In faithfulness to its mission, institutional values, and the charism and traditions of the Holy Cross founders, the next President will set the stage for an even brighter future by executing the following leadership priorities:

Advance and Promote the Mission

In furtherance of the University's identity as a Roman Catholic, Holy Cross, comprehensive university with a liberal arts core and foundations in the Catholic Intellectual Tradition, our President will promote the integration of faith and reason as ways of knowing, encourage ethical reflection, and prepare people to respond with hope to the needs of the world and its human family. The President will be a champion and promoter of the spiritual, moral, and intellectual tenets of the University's mission, both on the University campus and beyond.

Maintain a Relationship with the Holy Cross Congregation

As director of a Holy Cross ministry, the University's President will maintain and advance the University's relationship with the Congregation of Holy Cross, and will further the values of building community, promoting social justice, maintaining solidarity with the poor, educating for the common good, and respecting the dignity of all people.

Build Community & Articulate a Bold, Unifying Shared Vision

Our President will build community and a sense of belonging both on and off campus among faculty, staff, students, alumni, Regents, the Holy Cross

Congregation, and others by inspiring trust and articulating a bold and unifying long-term vision for the University. The shared vision will provide direction, inspiration, hope, and enthusiasm for a promising and progressive future in the ever-changing and uncertain higher education landscape. The vision will simultaneously build on traditions *and* embrace positive change, with the goal of enhancing the University's already sterling reputation for touching hearts, stimulating minds, and cultivating leadership as it prepares students for life, work, and service.

Further Long-Term & Comprehensive Financial Sustainability

The University occupies a position of financial strength. Nevertheless, it is not immune from financial challenges that are common among institutions matching its profile. This includes costs associated with the pandemic, demographic and corresponding enrollment challenges and opportunities, greater competition for students, and students' increased financial support needs. To assure future financial stability, our President will build upon and strengthen existing strategies, including optimizing enrollment, building the endowment, creating new revenue initiatives, and skillfully shepherding expense management.

Advance the University's Commitment to Diversity, Equity, Inclusion, & Justice

The University is proud to be a diverse community grounded in Catholic social and moral teaching, committed to social justice, and resolute in its belief that all people are deserving of dignity and respect. Our President will actively lead and support University partners in continuing to build a sense of belonging and furthering diversity, equity, inclusion, and justice by intentionally attracting, welcoming, and supporting an even more diverse and inclusive student body, faculty, administration, and staff. Our President will also actively engage an ever-more-diverse alumni community, ensuring that they, too, feel a true sense of support, fulfillment, and belonging.

Contribute to and Advance the University's Strategic Plan

Using a collaborative process and a steering committee comprised of individuals from across the institution, the University is presently creating a new, clear, and compelling Strategic Plan (the Plan). The Plan is expected to chart the University's direction for the next five years. Our new President will have the opportunity to contribute to the finalization of the Plan and set its execution in motion by working with the campus community to further develop and refine its strategic objectives,

implementation strategies, and accountability metrics. The President will also be charged with using imagination and creativity to anticipate and address future changes across higher education to enable the University to act quickly and expand its unique place in and beyond the Northwest.

Strengthen and Renew Our Commitment to Academic Excellence

Alongside faculty and University leadership, our President will imagine and embrace a shared academic vision that continues to focus on excellence, relevance, and potential opportunities for expansion. The vision will encourage innovation in academic programming to respond to regional, national, and global educational needs, and promote faculty development and greater effectiveness in instructional strategies. The President will collaborate with the Provost, faculty, and leadership to articulate a common understanding of what distinguishes a University of Portland education, and how it provides an exceptional, relevant, and student-centered transformational experience to a diversity of learners. The President will be an advocate for the indispensability of a faith-based college education that is rooted in the Catholic Intellectual Tradition, and that leverages the University's recently revitalized liberal arts core curriculum.

Stimulate Our Culture of Philanthropy Among Internal and External Constituencies

In partnership with the University's development professionals and others, fundraising will be an essential priority for our President. The President will lead and stimulate philanthropic initiatives across the University and create a culture of giving among Regents, parents, alumni, faculty, staff, students, friends, and external stakeholders. Partnering with development to raise money through donations, grants, the annual fund, and capital campaigns is essential. In addition to positioning the University to successfully undertake its next capital campaign, the President will establish new corporate and nonprofit partnerships in and around the Portland area, along the West Coast, throughout the country, and beyond.

Strengthen Student Enrollment, Retention, and Success

In order to sustain financial vitality, our President will position the University to reach optimal enrollment, retention, and student success goals. This includes promoting the University's distinct mission and the charism of the Holy Cross Congregation as that which differentiates the University from peer institutions. It also includes encouraging University-wide responsibility for intentionally attracting

a diverse student population and developing initiatives to inspire and assess student retention and success.

Strengthen University Culture and Unity

Community and solidarity are core institutional values at University of Portland. As the institution navigates a world filled with social unrest, a global pandemic, and increased focus on diversity, equity, inclusion, and justice, it is critical that the President strengthen and inspire a more resilient University community filled with hope, belonging, and purpose. This includes engaging a diverse group of stakeholders around mission-aligned institutional priorities, strengthening shared governance relationships, embracing transparency and communication, and promoting a unified commitment to institutional success.

Invigorate and Support the Alumni Community

The University is blessed to have an active, engaged, committed, and accomplished community of alumni. The President will work with campus partners to strengthen and sustain the ties between the institution and its alumni, view alumni as true partners in building a stronger University, and support practices and initiatives that engage and leverage alumni connections and perspectives for the betterment of the institution. Finally, our President will actively pursue strategies to support UP alumni, professionally and personally, even after their time on The Bluff has concluded.

Advance the University's Commitment to Being an Employer of Choice for Talented and Diverse Staff and Faculty

Our President will work closely with Human Resources, the Provost, and other campus partners to support and champion University employees. In a dynamic and challenging employment market, creative strategies must be implemented that make UP a true "employer of choice," where employees are fulfilled and supported, and where they feel that they are truly valued collaborators in advancing the University's mission. The President will also contribute to long-standing efforts to ensure that employees of diverse backgrounds are recruited, retained, nurtured, supported, and valued.

Sustain and Advance the University's Student-Centered Approach to Intercollegiate Athletics

The next President will believe in the power of intercollegiate athletics to improve the lives of students and contribute to community vibrancy and pride. The leader must adopt an approach to Division I athletics that centers student-athlete wellbeing and success. The President must collaborate with others to lead a compliant, competitive intercollegiate athletics program that serves as a positive and effective ambassador for the institution.

Desired Presidential Attributes

The University's President will be a committed Catholic who demonstrates a deep commitment to the institution's mission. The President will model servant leadership reflective of the charism of the Congregation of Holy Cross. A terminal degree and a record of distinction in progressively responsible leadership roles are required. The President will possess an astute understanding of the challenges facing twenty-first century Catholic higher education. Being an inspiring, collaborative, and visionary leader with emotional intelligence and an uncompromising work ethic are also essential.

The University's next President also will be:

VISIONARY AND MISSION-DRIVEN: A proven and mission-driven servant leader who will understand, embrace, and be energized by the University's mission and the charism of the Congregation of Holy Cross, and capable of effectively communicating both within and outside the University community. The President will encourage diverse groups of University stakeholders to consider new directions by promoting widespread understanding, inclusivity, trust, and support around a compelling and inspiring vision for the University's future.

STUDENT FOCUSED: An individual with a student-centered focus who genuinely enjoys campus life and is committed to the Holy Cross belief that education occurs in classrooms, in residence halls, in the community, and around the globe. The President must be a champion of the University's "Big Three": (1) teaching and learning; (2) faith and formation; and (3) service and leadership. The President also must be committed to student success and providing a transformative, values-centered academic experience that creates lifelong learners and prepares students to be ethical leaders who contribute to the betterment of society.

A PROVEN LEADER IN DIVERSITY, EQUITY, INCLUSION, & JUSTICE: A progressive and culturally aware leader with a proven track record that demonstrates a commitment to promoting diversity, equity, inclusion, and justice, and who will enthusiastically and dynamically further such initiatives at the University. Our President must be able to effectively articulate the University's DEIJ commitment, and how that commitment is linked inextricably to its Catholic, Holy Cross identity.

AN EXCEPTIONAL COMMUNICATOR: An exceptional listener and outstanding communicator, our President will have the ability to engage effectively with a diverse group of individuals and enthusiastically share the University's story. The President will be energized by serving as the University's chief spokesperson, have a comfortable and compelling public presence, and possess excellent written, oral, and interpersonal communication skills.

A SKILLED DECISION MAKER: A skilled and analytical decision maker capable of assessing the University's strengths and challenges, prioritizing competing needs, and envisioning new opportunities. The President will have the courage to ask hard questions and make difficult but sound and mission-aligned decisions consistent with strategic priorities and available financial resources.

PASSIONATE ABOUT EDUCATION & FACULTY WORK: A lifelong learner committed to the inherent value of a comprehensive university that possesses both a liberal arts focus and excellent professional programs, who welcomes engaging with faculty, values scholarship, and believes in the importance of shared governance for institutional effectiveness.

A SKILLED FINANCIAL LEADER: A leader who understands the fiscal complexities of a comprehensive academic institution, including the need for careful management of annual operations, oversight of endowment and treasury functions, and holistic resource stewardship. The President will have experience working successfully with budgets comparable in size and complexity to that of the University, and with long-term financial planning. To ensure financial sustainability, the President will be fiscally responsible, action-oriented, forward thinking, creative in considering alternate revenue sources, and a data-informed decision maker who is capable of allocating finite resources among competing needs in a transparent and unifying manner.

A PROVEN FUNDRAISER: A proven and eager fundraiser who will partner well with the University's development team to energize future capital campaigns, build new relationships, represent the University in and beyond Portland,

motivate a diverse group of stakeholders, and stimulate a robust culture of philanthropy on and off campus.

COMMITTED TO SHARED GOVERNANCE: A visible and collaborative leader, the University's next President will have experience leading in an environment of shared governance and will demonstrate an authentic understanding of the value communication, open-dialogue, collaboration, and transparent decision-making brings to relationship building and trust.

AN EMPOWERING EXECUTIVE: A knowledgeable administrator with the organizational leadership skills, experience, and insight needed to effectively lead the University by building and empowering successful teams and direct reports; appreciating, supporting and strengthening faculty and staff; developing talent; encouraging mutual respect through transparency; hiring well; and, incorporating administrative and governance "best practices" and procedures into leading the University community.

A TRUSTED PARTNER WITH THE BOARD OF REGENTS: The Board of Regents is deeply committed to the University's mission. The President will share an open and trusted partnership with the Board, further Regent mission formation, and be committed to "best practices" in Regent relations and the conduct of the Board.

A COMMUNITY LEADER BEYOND CAMPUS: In addition to a strong internal presence, our President will be a community focused individual and will cultivate the public role of the Presidency by building meaningful relationships within the Portland community and beyond, all in order to promote opportunities for the University and support the institution's commitment to engage with and serve the world.

THE APPLICATION PROCESS

The Search Committee will begin to review applications immediately. To assure full consideration, applications should be received by **Wednesday, February 16, 2022**, and must include the following documents:

- Letter of interest addressing the key priorities of the desired presidential attributes described in this search profile
- Curriculum vitae
- List of five professional references with email addresses and telephone numbers. References will not be contacted without prior authorization from the candidate.

Application materials should be sent electronically (PDF format) to:
PortlandPresident@agbsearch.com

PLEASE DIRECT NOMINATIONS AND INQUIRIES TO:

Shannon McCambridge, J.D., LL.M.

Executive Search Consultant, AGB Search
206.310.7560; shannon.mccambridge@agbsearch.com

OR

James P. Ferrare, Ph.D.

Executive Search Consultant, AGB Search
202.285.6105; james.ferrare@agbsearch.com

Additional information about University of Portland may be found at up.edu.

Equal Employment and Nondiscrimination Policy:

University of Portland does not discriminate in its educational programs, admissions policies, scholarship and loan programs, athletic and other school-administered programs, or employment on the basis of race, color, national or ethnic origin, sex, disability, age, or sexual orientation. The University expressly reserves its rights and obligations to maintain its commitment to its Catholic identity and the doctrines of the Catholic Church.

Statement of Inclusion:

At University of Portland, a Catholic University guided by the Congregation of Holy Cross, all dimensions of our communal life—teaching and learning, faith and formation, and service and leadership—are informed and transformed by prayer, scripture, and the Christian tradition. Our belief in the inherent dignity of each person is founded upon the social teaching of the Catholic Church. At the center of that teaching is the fundamental mandate that every person, regardless of race, color, religion, gender, sexual orientation, social or economic class, age, or disability, shall be treated with respect and dignity.

Moreover, we seek to create and sustain an inclusive environment where all people are welcomed as children of God and valued as full members of our community. We condemn harassment of every kind, and assert that no one in our community should be subject to physical or verbal harassment or abuse. Further, no one shall be denied access to programs, services, and activities for any unlawful reason. We provide all who live, learn, and work at the University the opportunity to actively participate in a vibrant, diverse, intellectual community that offers a broad range of ideas and perspectives, so that we may all learn from one another.