

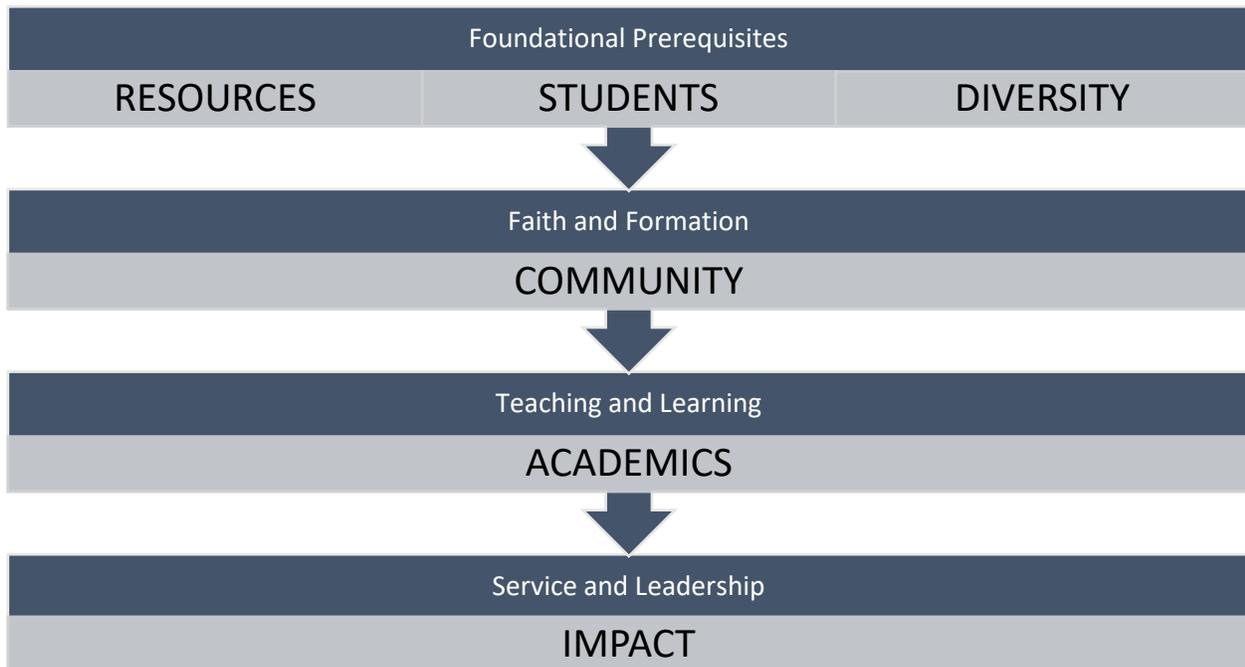
# University of Portland

## Strategic Plan: 2022-2027

*"Building on Tradition; Embracing the Future; Bringing Hope"*

University of Portland, a Catholic, comprehensive teaching institution guided by the Congregation of Holy Cross, is building upon its recently completed strategic plan and its more than 120 years of success to initiate a new strategic plan and advance its mission of preparing people to serve and bring hope to the world.

University of Portland brings together STUDENTS and RESOURCES, human and otherwise, into a DIVERSE and inclusive Holy Cross COMMUNITY to provide a high quality ACADEMIC experience and to prepare students to make a positive IMPACT on the world. These key themes form the core of our strategic plan and align (as per the chart below) with the University's mission of Teaching and Learning; Faith and Formation; Service and Leadership.



**Theme 1: To enhance and expand the University's ACADEMIC programs to meet a changing future, and to do so in a fiscally sustainable manner.**

*University of Portland is committed to offering excellent, relevant academic programs that allow students to pursue their passions and position themselves for lives of meaning and purpose.*

1. Enhance training for, adjust the balance of, and refine modes of instruction to best serve the needs of existing students and broaden opportunities for new students.
2. Complete and equip the Shiley-Marcos Center for Design & Innovation to enhance our ability to deliver high quality engineering programs and nurture the innovative spirit of our academic community.
3. Review, set goals, and make necessary adjustments to the staffing of course offerings by faculty type (i.e., tenured/tenure-track, full-time non-tenure-track, adjunct).
4. Work towards enhancement/expansion of facilities for health-sciences related programs (e.g., nursing, anatomy & physiology).
5. Complete the successful implementation and continue support of the revitalized liberal arts centered undergraduate [core curriculum](#).
6. Better support the production of scholarly research and creative work by faculty and students.

**Theme 2: To build upon our Holy Cross principles and traditions to grow and enhance the University of Portland COMMUNITY to foster faith, formation, and inclusion.**

*University of Portland is committed to fostering a vibrant, welcoming community in which all participants feel a sense of belonging.*

1. Integrate mission into all aspects of University life for students, staff, and faculty and enhance opportunities for spiritual formation, faith development, and mission formation.
2. Collaborate with the Congregation of Holy Cross to enhance lay partner formation for staff and faculty, regardless of faith identity.
3. Establish and support a staff council to enhance connections between staff employees and consult with leadership on matters related to University staff.
4. Ensure that all students have timely, meaningful access to wellness and mental health services.
5. Focus attention on and investment in the undergraduate student experience, including the development of resources towards a new student center to enhance our Holy Cross hospitality and community building efforts, and provide all students spaces that enhance their community experience.
6. Strengthen our culture of shared governance as it enhances institutional effectiveness.

**Theme 3: To grow and diversify the University's STUDENT enrollment while maintaining or improving graduation and retention rates.**

*University of Portland is committed to sustainable enrollment management, so that it can flourish as a teaching institution with an emphasis on community and individualized attention.*

1. Increase the number of transfer students, make our curricula more “transfer friendly,” and provide support systems to ensure that transfer students graduate in an appropriate timeframe.
2. Enhance the University’s student recruitment in new geographical areas, including states where there are projections of growth in high school population (e.g., Texas); as well as internationally.
3. Enhance efforts to recruit and enroll students who identify as Catholic as well as students of other traditions who seek an educational experience grounded in faith.
4. Utilize our newly-developed capabilities to deliver instruction in online and high-flex formats to grow graduate programs.
5. Continue focus on and improvement of the University’s retention, persistence, and graduation rates.
6. Establish aspirational parameters for mitigating student debt upon graduation and plan a strategy to achieve those parameters.

**Theme 4: To build upon Catholic social teaching and our programs to ensure that the University, its students, and its alumni make a positive IMPACT on the world.**

*University of Portland is committed to the belief that, through education, research, and service, its students, staff, faculty, and alumni can serve as a force for good locally, nationally, and globally.*

1. Strengthen undergraduate research, internships, academic, co-curricular, professional, and career-readiness growth experiences for students.
2. Enhance our efforts to serve as an intellectual hub for the City of Portland, so that University students, staff, faculty, and alumni are engaged in solving the most pressing challenges facing our local community.
3. Increase opportunities for student participation in service and leadership roles on campus and in the world.
4. Leverage and support our Division I athletics programs to showcase our campus community and increase the visibility of the University locally and nationally.

**Theme 5: To enhance and expand our human, physical, and financial RESOURCES while maintaining an ethos of sustainability.**

*University of Portland is committed to optimizing the use of its resources to ensure institutional effectiveness, promote staff and faculty well-being, and enhance UP’s standing as an employer of choice.*

1. Engage in a comprehensive review of staff salaries and benefits and commit to a plan to make any necessary adjustments.
2. Develop a University program for employee wellness.
3. Fully implement recommendations of Faculty Compensation Task Force and, through the Faculty Compensation Committee, continue to monitor and adjust faculty salaries as necessary.

4. Develop career development, enhancement, and advancement opportunities (both vertical and horizontal) for University employees.
5. Align fundraising efforts to strategic plan priorities.
6. Enhance focus on sustainability and other environmental priorities as considerations in decisions made on operational and infrastructure matters.
7. Leverage and enhance existing University resources to increase ancillary sources of revenue, and, specifically, increase revenue not derived from academic-year tuition, gifts, or endowments by 50%.

**Theme 6: Consistent with the tenets of Catholic Social Teaching, increase our efforts to improve DIVERSITY, equity, and inclusion at the University of Portland.<sup>1</sup>**

*University of Portland, as a Catholic institution, is committed to diversity, equity, inclusion, and justice, and views this commitment as critical to both its mission and its belief in human dignity.*

1. **(ACADEMICS)** Support the development and enhancement of curricula to better serve an ever-more diverse student body.
2. **(COMMUNITY)** Grow and build a more inclusive, respectful, and supportive University environment in which diversity is valued, embraced, celebrated and protected.
3. **(STUDENTS)** Improve the diversity of the student body by enhancing recruitment and support efforts of populations historically underrepresented in higher education, as well as first-generation college students.
4. **(IMPACT)** Enhance opportunities for community member engagement in cross-cultural settings.
5. **(RESOURCES)** Strengthen and support efforts to recruit qualified and diverse candidates for staff, faculty, and leadership positions, and enhance efforts to promote the retention of diverse employees.

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<sup>1</sup> Critical to UP's Catholic, Holy Cross identity is a commitment to diversity, equity, inclusion, and justice (DEIJ). While DEIJ is presented as its own strategic theme, it is also a thread that runs through all elements of this plan, as noted parenthetically in red.