



# Hope, Renewal, Transformation

STRATEGIC PLAN • 2022-2027





## Introduction

University of Portland, a Roman Catholic, Holy Cross, comprehensive university, is building upon its 121 years of excellence to initiate a new strategic plan and advance its purpose of preparing people to bring hope to the world.

The plan's guiding vision is that **University of Portland Will Become the Nation's Transformative Catholic University.**

The plan will leverage the University's position as Oregon's only Catholic university, the largest private undergraduate institution in the state, and its location in the heart of the Pacific Northwest, to grow into a better version of itself. The University is already recognized for its well-rounded educational experience anchored in the liberal arts, excellent teaching, strong sense of community, high graduation rate, and the post-graduation success of its alumni. Indeed, in the 2023 *U.S. News & World Report* rankings, University of Portland is #1 Regional Universities West category.

At the conclusion of this plan in 2027, University of Portland will have strengthened its position as a premier Catholic comprehensive university excelling in ethics, experiential learning, athletics, service, health professions, engineering, business, education, and the liberal arts.

The six themes of this plan are rooted in the University's Catholic, Holy Cross charism and support the University's mission of Teaching and Learning; Faith and Formation; Service and Leadership. Each theme features both a set of tactics, and a long-range aspirational goal for the University to pursue.





At his Convocation Address on August 30, 2022, University President Robert D. Kelly, PhD, spoke of the themes of **hope**, **renewal**, and **transformation**.

He noted:

"Throughout my life, **hope**, **renewal**, and **transformation** have been north stars. They have been core, guiding themes for me, personally, and will be guiding themes for our institution."

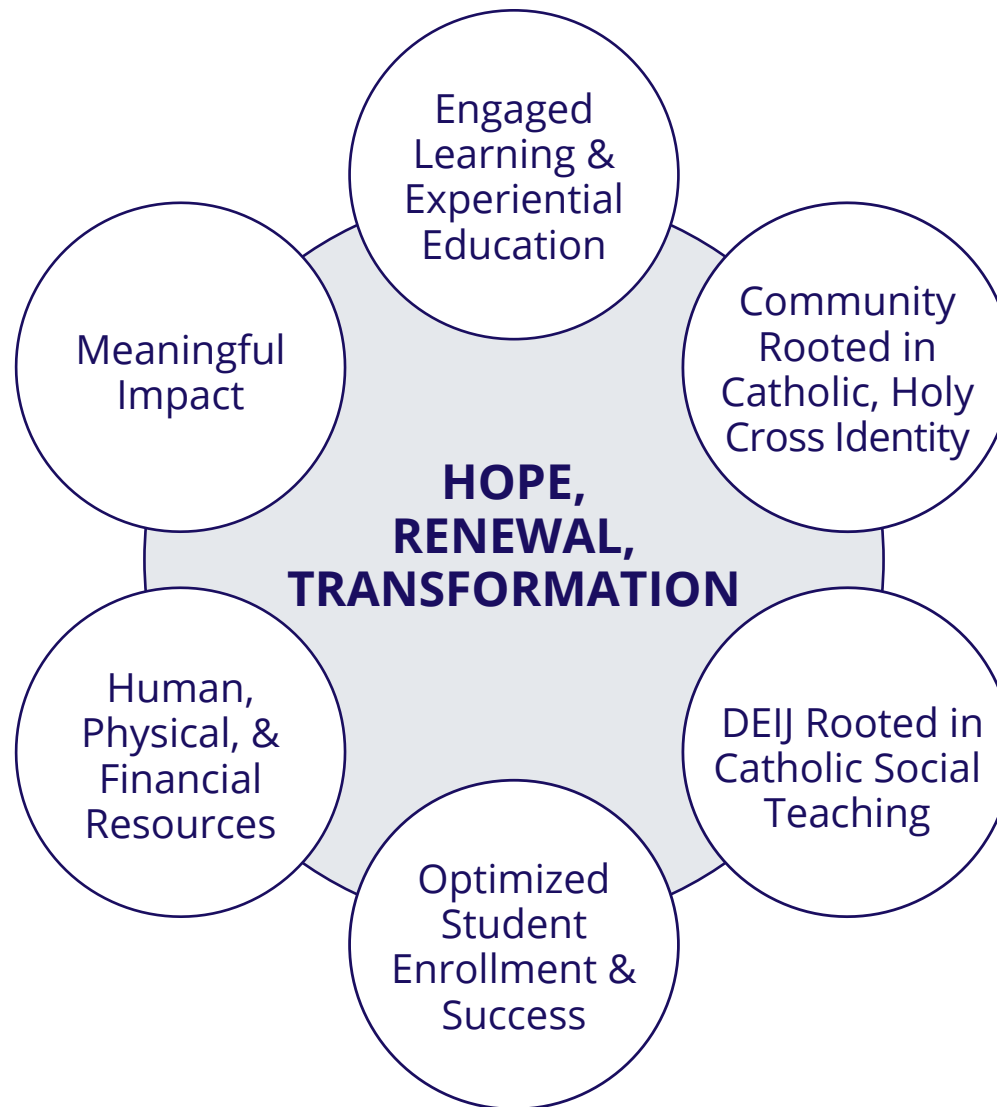
**Hope** is a quintessential aspect of our Holy Cross charism. At UP, hope connects us with our mission, sustains us in times of challenge, and leads us to the promise of a better future.

**Renewal** looks both forward and backward. It acknowledges inherent goodness; the presence of blessings; and a deep, abundant richness. But it calls upon us to lean even harder into these things; to ensure that we properly use all that we have been given.

**Transformation** recognizes that recent events have called upon us to stop, to reflect, and to reimagine. In some ways, and in some areas, change is needed so that UP's next 121 years are as bright as the 121 years that have come before."

As University of Portland boldly steps into the future, it shall do so with a spirit that is **hopeful**, committed to **renewal**, and ready for **transformation**.

## Six Themes







## Theme 1

Focus on engaged learning and experiential education grounded in ethics.

University of Portland is committed to offering excellent, relevant academic programs that prepare students for lives of meaning and purpose.

### A. Adapt our teaching methods and content to meet a changing market for higher education.

1. Complete successful implementation of the revitalized liberal arts-centered undergraduate core curriculum.
2. Expand opportunities for undergraduate research, internships, study abroad, mentorships, employment, and professional career-readiness experiences for all students.
3. Further integrate the University's leadership position in ethics into our educational programs and campus life through programming and scholarship.
4. Establish a faculty-driven Center for Teaching & Learning (CTL) that provides resources, facilitates collaboration across campus, and strengthens faculty development.



## B. Focus resources for continued excellence in academic endeavors.

1. Complete the Shiley-Marcos Center for Design & Innovation to facilitate the development of high-quality engineering and interdisciplinary programs involving creativity and invention.
2. Become a recognized educational and undergraduate research leader in environmental sustainability by developing and enhancing strategic multidisciplinary engineering and environmental programs (such as clean energy, electric and autonomous vehicles, and environmental engineering and ethics).
3. Evaluate facilities, staffing, and clinical-placement opportunities for optimal operation and possible expansion of health-science- related majors, and the development of new degree programs to respond to societal needs for more health professionals.
4. Explore the establishment of new academic programs in opportune, emerging areas such as business analytics, data science, artificial intelligence, sports analytics, sports management, and wellness.
5. Engage in review of academic programs to prioritize resource allocation within the Academic Division, and to identify optimal staffing ratios for faculty and academic staff positions within the University's academic programs.



### LONG-RANGE ASPIRATIONAL GOAL.

*Expand health-science-related programs, and become an educational and research leader in multidisciplinary engineering collaborations that focus on the National Academy of Engineering's 14 Grand Challenges for Engineering the 21st Century, such as clean/solar energy, health informatics, urban infrastructure, and clean water technologies.*





## Theme 2

Embrace and renew our Catholic identity and Holy Cross charism to grow and enhance the University of Portland community, foster faith formation, and promote holistic community health.

University of Portland is committed to fostering a vibrant, welcoming community in which all participants feel a sense of belonging and have the opportunity to explore their faith.



### A. Comprehensively integrate Catholic mission into university life for all students, staff, and faculty in support of enhancing spiritual formation and faith development.

1. In collaboration with the U.S. Province of Holy Cross, task the University's Catholic Mission Committee with development of resources to articulate the University's mission and its intersection with the Holy Cross charism in a clear and operational manner.
2. Establish a Board of Regents Standing Committee on Mission & Identity to provide governance oversight of UP's efforts to live out its Catholic, Holy Cross values.
3. Further integrate mission into academics, student life, co- curricular requirements, and employee recruitment, hiring, and orientation.
4. Develop awareness of and collaboration opportunities with Holy Cross institutions and other faith communities, locally and globally.
5. Work with the U.S. Province of Holy Cross and other Holy Cross higher education institutions to develop a strong cadre of lay collaborators.



## B. Improve our ability to meet the wellness needs of our community.

1. Plan and fundraise for a new University welcome and student engagement center to support formation and community-building opportunities for students, prospective students, and alumni, with a goal of breaking ground on such a facility within the next five years.
2. Ensure that all students have timely, meaningful access to wellness and mental health services, support, and programming.
3. Through Campus Ministry, provide spiritual growth and support opportunities to enhance student wellness.
4. Create a structured welcome and orientation summer experience for incoming students; enhance follow-up programming and infrastructure for commuter, transfer, and graduate students to better integrate them into the community.
5. Enhance efforts to support the success and continued engagement of alumni after their departure from The Bluff.



### LONG-RANGE ASPIRATIONAL GOAL.

*Envision, plan, and fundraise for a University Welcome & Student Engagement Center.*





## Theme 3

Committed to the tenets of Catholic Social Teaching, the University community will strengthen its efforts in the areas of diversity, equity, inclusion, justice (DEIJ), and access.

University of Portland is committed to diversity, equity, inclusion, and justice, because this work is critical to both its mission and its belief in the God-given dignity of all people.



- A. Grow and build a more inclusive, respectful, and supportive University environment in which the dignity of every human person is valued, embraced, celebrated, and protected.
1. Amplify, clarify, and better articulate the strong, intertwined connections between the University's Catholic mission and DEIJ efforts.
  2. Improve the ability of the UP community to address DEIJ issues via educational workshops and training for DEIJ.
  3. Establish anonymous bias-reporting mechanisms and establish restorative justice responses, that includes transparent processes, guidelines, and yearly reporting for students, staff, and faculty of all backgrounds.
  4. Expand the Diversity Center physically and programmatically.
  5. Drawing upon our Catholic mission and identity, become a national leader in cultivating transformative discourse on DEIJ issues by fostering thoughtful, productive, unitive, and sustainable dialogue on cross-cultural matters.



- B. Strengthen and support the diversity of our faculty, staff, and student body by enhancing recruitment and support efforts and establishing aspirational representation parameters for populations historically underrepresented and marginalized in higher education, as well as first-generation college students.
1. Expand retention programs and initiatives for historically underrepresented students, and support student organizations that work with these populations.
  2. Develop concrete programs/awards/initiatives in which the University can embrace, celebrate, and appreciate our ever more diverse multicultural campus community.
  3. Develop a process to recognize and account for extraordinary DEIJ service for faculty and staff.
  4. Strengthen faculty and staff hiring procedures to support recruiting and retaining faculty and staff from a diverse array of identities including implementing the Search Advocates program across the University, overhauling inclusive hiring workshops to include evidence-based best practices, and supporting affinity groups as well as other employee retention initiatives.



#### **LONG-RANGE ASPIRATIONAL GOAL.**

*Develop a DEIJ plan that will allow the University to become a national leader in cultivating discourse and rhetoric on DEIJ issues by fostering thoughtful, productive, unitive, and sustainable dialogue on cross-cultural matters.*





## Theme 4

**Optimize student enrollment and support student success outcomes across the University.**

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

### A. Diversify our sources of new students.

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, nationally and internationally.
3. Enhance efforts to recruit and enroll students who identify as Catholic and those non-Catholics who seek an educational experience intertwined with faith formation.
4. Utilize our newly developed capabilities to deliver instruction in online and high-flex formats to grow graduate, certificate programs and summer session enrollment.
5. Develop academic enrichment programs for high school students that showcase the University’s distinctive programs.
6. Establish a new Division of Enrollment Management.



**B. Increase access to the University ensuring that it remains a vehicle for social mobility.**

1. Create a standing University committee on retention, persistence, and graduation to ensure that those rates match or exceed those of competitor institutions.
2. Establish aspirational parameters (e.g., funding on average a certain percentage of unmet need) for mitigating the average amount of student debt upon graduation and plan a strategy to achieve those goals.
3. Fundraise for and develop multi-year renewable scholarships to supplement first-year-only scholarships.
4. Encourage and provide coordinated support for on-campus work, FAFSA completion, outside scholarship searches, and other best practices to improve retention and persistence to graduation.



**LONG-RANGE ASPIRATIONAL GOAL.**

*Meet 100% of demonstrated financial need for first-year students.*





## Theme 5

Enhance and expand our human, physical, and financial resources.

Consistent with its Catholic identity, 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.



### A. Become an employer of choice in the community and industry.

1. Engage in a comprehensive review of staff salaries and benefits (and employment policies) informed by a workload audit.
2. Fully implement recommendations of Faculty Compensation Task Force and, through the Faculty Compensation Committee, continue to monitor and adjust faculty salaries based on external competitiveness and benchmarking.
3. Enhance University programs for employee wellness, implement flexible and innovative working conditions, and promote opportunities for community building across campus.
4. Provide professional development and advancement opportunities (both vertical and horizontal) for University employees.
5. Establish and support a Staff Senate to foster community- building and to provide a mechanism for two-way communication between staff and administration.
6. Develop partnerships with business and non-profits that provide formation and other opportunities for members of our University community.



**B. Enhance our non-human resources, restore financial reserves, and ensure that our campus is well-maintained for the next generation of students and employees.**

1. Establish goals for endowment growth that will allow UP to meet full student financial need and develop strategies for achieving those goals.
2. Increase external grant funding to support faculty scholarship, student academic and co-curricular activities, and staff development.
3. Expand alumni engagement and involvement in all University endeavors.
4. Conduct a comprehensive facilities condition assessment and identify capital deferred maintenance priorities.
5. Develop a comprehensive master plan to guide campus development over the next 20 years.
6. Integrate sustainability principles throughout all University operations.
7. Expand and diversify the University's revenue from auxiliary operations (e.g., housing, dining, retail, parking, recreation, athletic, sales, events, and facility usage outside of core academic activities especially in summer)



**LONG-RANGE ASPIRATIONAL GOAL.**

*Become a destination for Catholic higher education professionals and educators on the West Coast.*



## Theme 6

Expand and communicate the ways in which the University's Catholic mission and identity animate its students and alumni to make a meaningful impact on the world.

The 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.

- A. Enhance our efforts to market UP as an intellectual/creative/artistic hub and resource of community engagement, especially in the City of Portland, so that our students, staff, faculty, alumni, and donors are engaged in solving the most pressing challenges facing our society.
1. Establish a centralized department to define, identify, and communicate opportunities for joint University-City projects, coordinate logistics, and to communicate success stories.
  2. Build partnerships with local non-profits, local colleges/universities, governmental agencies, etc. to facilitate engagement with the challenges facing our city and the Pacific Northwest.
  3. Host more forums/conferences that will engage the University community in the academic/intellectual work required to address societal challenges.
  4. Expand the impact of University centers and other programming on the local community.





**B. Leverage and support our Division I athletics programs to showcase our campus community and increase the impact and visibility of the University locally, nationally, and internationally.**

1. Use existing recruitment resources to put increased emphasis on enrolling student athletes from diverse and international backgrounds.
2. Build a schedule of annual events/games to draw prospective students, community members, and non-profit organizations to campus.
3. Become a national leader in intercollegiate athletics by annually finishing among the top of NCAA I-AAA all-sports trophy standings and achieving continued excellence in student-athlete graduation success rate (GSR).



**LONG-RANGE ASPIRATIONAL GOAL.**

*Be recognized as the “University for Portland.”*



"At the University of Portland, we are here to discern what we truly **hope** for – what our hearts tell us is right, true and good. We are here to envision a kinder, more just, more compassionate world and feel deep in our soul that such a world is possible.

We are here to yearn unceasingly for the **renewal** of our community – for the restoration and healing of our global family.

And we are here to act; to execute; to do what we can with the enormous blessings we have been given to build the reality we long for and know is possible. At the University of Portland, we are here to **transform**."

Inaugural Address of Robert D. Kelly, PhD  
President

University  
of Portland

