



UNIVERSITY OF
PROVIDENCE

Strategic Plan

Approved by Board of Trustees on 12/1/2017

Mission, Core Values and Core Themes

Mission

- As an expression of the teaching mission of Jesus Christ, the mission of the University of Providence is to provide students with the opportunity to obtain a liberal arts education for living and for making a living.

Core Values

- Respect, Compassion, Justice, Excellence, Stewardship

Core Themes

- Seeking to understand: “As an expression of the teaching mission of Jesus Christ,” our University brings together reason and faith to seek the truth. We are a faith based learning community, dedicated to encouraging and assisting our students in seeking to understand and searching for truth.”
- Living in Community: “To provide students with the opportunity to obtain a liberal education for living and making a living.” We believe a particular type of education prepares students for both living and making a living. The origins of a liberal education are Greek, an education for a free, independent man. Our liberal education is for a free independent man or woman, engaged in civic and faith communities, often demonstrating independence in a counter-cultural manner, with a special concern for the poor and vulnerable.
- Searching together: “The faculty and staff of the University join with students in a cooperative and enthusiastic search for the truth...” We learn together, we search together, we seek to understand together. We live and learn in community.



University of Providence Strategic Plan (Executive Summary)

Vision - The University of Providence will provide transformational education programs that develop talent and leadership capability for the Common Good *and* 21st century health care

Academic excellence is the primary pursuit for all students, faculty and staff. Without exception, we uphold the highest academic standards across all programs

Students undergo a distinctive and transformative experience that prepares them to pursue their lifetime calling and make the world a better place

Mission is the lifeblood that inspires and propels us forward together

We are recognized as a world class Catholic university, known for both our relevant and innovative liberal arts programs and our top tier health professions school

The university is operationally efficient, financially healthy, and delivering on its vision for sustainable growth



University of Providence Strategic Plan*

Vision					
The University of Providence will provide transformational education programs that develop talent and leadership capability for the Common Good and 21st century health care					
Strategic Pillar	Academic Excellence	Student Experience	Mission Alignment	Market Positioning	Organizational Effectiveness
Strategic Intent	<i>Academic excellence is the primary pursuit for all students, faculty and staff. Without exception, we uphold the highest academic standards across all programs</i>	<i>Students undergo a distinctive and transformative experience that prepares them to pursue their lifetime calling and make the world a better place</i>	<i>Mission is the lifeblood that inspires and propels us forward together</i>	<i>We are recognized as a world class Catholic university, known for both our relevant and innovative liberal arts programs and our top tier health professions school</i>	<i>The university is operationally efficient, financially healthy, and delivering on its vision for sustainable growth</i>
Strategic Outcomes	University of Providence students graduate at a higher rate than all other benchmarked universities	University of Providence has the highest student retention rates among benchmarked universities	Students are prepared for a lifetime of service to their communities	University of Providence graduates are given hiring preference with PSJH and other employer strategic partners	Programmatic and operational decisions are made transparently, based on strategic fit and validated value proposition
	University of Providence students develop the critical thinking and reasoning skills to excel in their post-graduation pursuits	Argo Advantage, the widely recognized value proposition for choosing a University of Providence education, drives recruitment and retention strategy	Our mission and values and Catholic Intellectual Tradition permeate our culture and curricula	University of Providence is the higher education choice for PSJH dependents	All university programs are evaluated annually for financial viability and excellence
	All faculty engage in continuous professional development and improvement	Students are supported to pursue relevant and meaningful experiential learning opportunities, which are enabled through organizational partnerships	Faculty and staff are empowered through shared decision-making, engagement action planning, and transparency	University of Providence is the primary workforce development resource for PSJH and the premier academic partner for the Catholic Health Association community	Our philanthropy strategy grows a sustainable endowment that supports significant student scholarship and capital needs
	University of Providence provides world class, student-centric teaching	All learning and developmental experiences are student centric and formative, reflecting best practices	Mission fit informs hiring, employee retention, and engagement strategy	University of Providence is students' first choice of academic institutions	All staff engage in continuous professional development and improvement
	Academic programs align with internal program objectives, external professional standards, and are nationally or state accredited where appropriate	Academic advising and student development ensure a path to timely graduation, vocational discernment, and lifetime success for every student	Faculty and staff engage in ongoing mission formation activities	University of Providence is a top tier university in national rankings	We deliver the results in the PSJH approved five year financial plan
	Shared governance among faculty, staff, administration, students, and the Board of Trustees results in institutional academic excellence		The University of Providence's integrated student formation program promotes whole-person transformative experiences	Our student recruitment strategy meets enrollment goals by targeting traditional and underserved populations and emerging markets	Students, faculty, and staff have the necessary resources and learning environments to perform effectively

*Strategic plan based on our mission, values, and core themes highlighted on slide 2



Strategic Plan Glossary

- **Argo Advantage** – University of Providence’s commitment to affordability, value and student success that includes: a Loan Repayment Assistance Program; Four-Year Graduation Guarantee for students that declare their major at the beginning of their first semester; Providence IMPACT program that provides additional career counseling and support at no additional charge for students who have not found adequate employment within six months; the Corps of Discovery, a personalized Montana experience to help students develop leadership skills and clarify career and life goals; and *Lumen de Lumine*, a rich core curriculum designed to develop leaders who serve their communities and professions with integrity and compassion.
- **Experiential Learning:** Developing knowledge and skills through action and reflection by experiencing opportunities beyond the classroom (e.g., action projects, service learning, research with faculty, travel abroad). Experiential learning strengthens the personal qualities highlighted in our mission and core themes (i.e., commitment, character, competence and faith).

