



UNIVERSITY OF PROVIDENCE

PROVIDENCE 100:

Charting a Course for Our Next Century

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Introduction

In January of 2023, the University of Providence Board of Trustees directed Father Oliver Doyle, President, to develop a new 5-year strategic plan for the University to be presented to the Board during the April 2023 meeting at the close of the academic year. Inspired by the rich heritage and values of the Sisters of Providence as well as the rich foundation flowing from the mission of the University “to provide students with the opportunity to obtain a liberal arts education for living and for making a living” a planning committee, representative of campus stakeholders, was convened to craft a plan.



Process Overview

The Strategic Planning Committee met throughout 2023 to work collaboratively to draft a vision statement, strategic pillars, objectives and outcomes while soliciting input from members of the community. The new vision statement imagines a university that “empowers students to flourish through an innovative student-centered experience within our inclusive, mission- inspired community, preparing them to make a positive difference.”

This strategic plan, which received final approval by the Board of Trustees on December 14, 2023, embodies that mission and vision statement as it presents a blueprint for action and change to make this vision a reality.

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

Compassion

We reach out to those in need and offer comfort as Jesus did. We nurture the spiritual, emotional and physical well-being of one another and those we serve. Through our healing presence, we accompany those who suffer.

Dignity

We value, encourage and celebrate the gifts in one another. We respect the inherent dignity and worth of every individual. We recognize each interaction as a sacred encounter.

Justice

We foster a culture that promotes unity and reconciliation. We strive to care wisely for our people, our resources and our earth. We stand in solidarity with the most vulnerable, working to remove the causes of oppression and promoting justice for all.

Excellence

We set the highest standards for ourselves and our ministries. Through transformation and innovation, we strive to improve the health and quality of life in our communities. We commit to compassionate, safe and reliable practices for the care of all.

Integrity

We hold ourselves accountable to do the right things for the right reasons. We speak the truth with courage and respect. We pursue authenticity with humility and simplicity.

Vision Statement

The University of Providence empowers students to flourish through an innovative student-centered experience within our inclusive, mission-inspired community, preparing them to make a positive difference.

Strategic Pillars

Broad aspirational statement that describes desired future in alignment with vision. Three pillars have been identified within this plan.



**Academic
Excellence**



**Student
Enrollment
& Engagement**



**Sustainability,
Stability,
Viability**

Objectives

Clear, achievable short-term goals necessary to reach aspirational strategic pillars.

**Strategic Pillar
- Objectives
- Goals**

Goals

Specific goals and tactics for achieving outcomes that indicates success.

Pillar 1 – Academic Excellence

The University of Providence educates a diverse range of communities and individuals in programs ranging from certificates to advanced graduate degrees. We form graduates who serve their professions and communities with knowledge, compassion and understanding in pursuit of the common good.

Objective 1: Academic Mission Integration

Our programs and degrees draw on our heritage and mission as a Catholic liberal arts university to meet the changing needs and faces of our community.

GOALS with TACTICS

1. Demonstrate ways in which all academic programs align with our mission and values, including through curricular design, marketing materials, assessment reports, and program review.
 - Develop rubric or identify appropriate sections of Program Review Handbook that focus on mission alignment.
 - Assess Marketing budget directed towards mission-aligned programs.
 - Assess programs' adherence to assessment process and remediate where necessary.
 - Since existing program review guidelines are applied only every 5-7 years, develop quick annual process for programs to demonstrate their approach to mission.
 - Develop mission alignment rubric for graduate programs and certificates.
2. Highlight flagship programs from the Schools of Liberal Arts and Sciences and Health Professions which include well-developed mission-distinctive features, especially with respect to compassion, service, and concern for common good.
 - Define “flagship” in terms of mission, compassion, service.
 - Identify how "compassion" and "concern for the common good" can be demonstrated.
 - Conduct study on mission in academics based on reports required above to develop plan for deeper development.
3. Create advisory boards for professions serving local and regional communities to keep program faculty engaged in shifting needs of local and regional markets.
 - Create common criteria for community advisory boards. (These would look very different for different professions and disciplines. Some programs already have this, but the population served and nature of profession or discipline would be very different - consider Paralegal vs. Business Administration.
 - Survey current community workforce to assess effectiveness of current community advisory boards.
 - Survey university community to determine current membership on established community boards/encourage increased participation where possible.

- Engage program faculty in shifting needs of local and regional markets to be able to demonstrate value-added nature of degrees to employers, students, and potential students.
- Develop expectation for faculty outreach to employers who would potentially hire graduates; establish criterion.

4. Identify, define, and build assessment instruments to measure parts of curricula and co-curriculars that develop capacities for discernment, reflection, self-awareness, vocation, and professional pathways.

- Develop a faculty self-reflection assessment survey that the faculty will take with a peer.
- Develop common understanding of place of discernment, reflection, self-awareness, vocation, and professional pathways.
- Identify and define parts of curricula and co-curriculars that develop capacities of discernment, reflection, self-awareness, vocation, pathways – look at assessment instruments measuring mission-related outcomes to diversify academic mission-oriented success/progress.

5. Encourage and support initiatives to create certificates, tracks, and interdisciplinary programs blending Catholic identity, the Catholic Intellectual Tradition, and service.

- Develop service certificate; minor, major, social justice track or certificate; and medical humanities track or certificate.

Objective 2: Program Academic Quality

Our quality academic programs form students to be professionally prepared, career-ready, resilient, reflective, and able to adapt to an ever-changing world.

GOALS with TACTICS

1. Formulate programs to help students develop resiliency and self-care skills.

- Develop communal understanding of what resiliency is and how self-care can be integrated.
- Develop a rubric to measure programs' focus on resiliency and the value of self-care.
- Survey students on their confidence in how programs have developed resiliency and the value of self-care.

2. Identify and articulate ways in which programs prepare students for career-readiness and awareness of multiple career pathways.

- Task programs to identify and articulate ways in which they prepare students for career-readiness AND awareness of multiple career pathways.
- Develop alumni survey to assess resiliency, skill transfer, flexibility (programs can add specific questions but survey would be based on common questions across the board).
- Administer survey to alumni from a set number of years in the past (1, 5 or 10) to determine how their University of Providence education prepared them to begin in their fields, grow into different positions, or switch to professions that better align with their gifts and values.

3. Identify and articulate ways in which programs and the core prepare students with a broad range of transferrable skills to support future shifts within professions or into other professions.

- Define "transferable skills" institutionally, and have programs develop own perspectives on transferable skills cultivated in their programs.
- Survey alumni about specific elements of their programs and/or core that prepared them with transferable skills.

4. Integrate reflective practice methods and strategies into curricula as it pertains to programs, disciplines, professions, and life beyond the particularities of a profession.

- Define "reflective practice" and emphasize importance of it in University of Providence curricula.
- Research impact of reflective practice on graduates nationally (presumably through the American Association of Colleges and Universities (ACCU)) and prioritize for importance to University.
- Implement top priority reflective practices.

5. Identify discipline and profession-specific indicators of "success" based on external measures proper to the field or profession. These indicators will include the development of measurable standards and valid and reliable assessment plans for programs which are not externally accredited.

- Define discipline- and profession-specific indicators of "student success" based on external measures, i.e., program-specific accreditation requirements appropriate to the field or profession (as in Nursing, Education, Paralegal, etc.).
- Programs which do not already use external benchmarks (accreditation) will develop measurable standards of "student success" assessed through valid and reliable plans.

6. Inventory and prioritize investment in High Impact Practices (HIPs) by developing a strategy to support existing practices such as undergraduate research, study abroad, service learning, diversity/global learning, and program capstone experiences, while investing in additional High Impact Practices.

- Assess the number of HIPs already in place at the University, and community's understanding of their importance.
- Support existing strong HIPs - WAC, ILC, COD, internships, etc.
- Identify current struggling HIPs and include in '24-'25 budgeting processes resources for investment to ameliorate identified weaknesses.
- Conduct research of ACCU best practices in which new HIPs would have the most impact at the University of Providence. Based on ACCU research, present options to program faculty and as a community decide which we want to prioritize and support.
- Based on ACCU research and faculty collaboration, fiscal resources are deployed to introduce new HIPs to the University of Providence.

Objective 3: Achievement Gaps

Through a comprehensive network of student support services, we serve the underserved by attending to students' academic, personal, and spiritual needs.

GOALS with TACTICS

1. Uphold academic quality and standards building infrastructure to elevate student achievement.
 - Establish community standards for academic quality.
 - Develop assessment instrument based on defined standards.
 - Use assessment instrument to survey/assess programmatic quality of existing UP programs.
 - Survey/assess state of infrastructure at the University to support academic and co-curricular programs.

2. Conduct a needs assessment of academic gaps related to placement, reading, writing, math and other skills in order to develop bridge programs or enhanced infrastructure for providing accessible and compelling student services.
 - Assess success of current placement activities as a measure of student success in successive courses to identify achievement gaps.
 - Systematize the use of placement instruments in reading, writing, and math.
 - Use a needs assessment instrument for placement and bridge programs to identify gaps.
 - Develop adequately funded bridge program.
 - Reassess successful implementation of revised placement protocols.

3. Aim to be regionally recognized university that inspires under-performing students to reach their potential and realize academic success.
 - Examine and analyze schools that are successful at serving underprepared students to determine strategy and tactics that can help the University improve in this area.
 - Use research to establish criteria by which University of Providence programs demonstrate their focus on underprepared students.
 - Determine investment needed to meet established criteria.
 - Implement new programs to meet the needs of underprepared students.

4. Strengthen student accountability in academics by examining factors that impede success.
 - Investigate factors that mitigate against success and determine impact of non-cognitive factors.
 - Analyze why students are on probation multiple semesters in a row.
 - Revise probation and suspension policies to include focus on student accountability based on analysis of current practices.

5. Enhance student support services beyond academics by inviting faculty to work with Student Engagement staff to support a shared vision and strategies for student support.

- Survey/analyze student support services at the University of Providence.
- As result of analysis, identify areas important to student success that have not been sufficiently supported.
- Invest in areas important to student success that have not been sufficiently supported.

6. Address achievement gaps and graduation rates for students at risk as measured against other small, faith-based liberal arts schools to create opportunities for success.

- Define parameters around achievement gaps.
- Define peer institutions based on size and faith orientation.
- Analyze achievement gaps vis-à-vis peer institutions.
- Develop and implement strategies to address identified gaps vis-à-vis peer institutions.

Objective 4: Community Outreach and Education

Responding as the Sisters of Providence did to meet human needs as they presented themselves in the communities in which they served, the University of Providence engages with both local and regional communities in mutually enriching partnerships.

GOALS with TACTICS

1. Build community adult continuing education programs with their own policies, processes, and management for the advancement of both the university and the community.

- Conduct needs assessment in the community and among our community partners (i.e, GFC-MSU, Benefis, etc.) for adult continuing education/community enhancement programs to avoid unsustainable duplication.
- Assess available adult education certifications and CEUs that can contribute to continuing education infrastructure.
- Based on results of these assessments, develop adult continuing education programs that fill gaps in available services.
- Engage in marketing campaign to publicize programs' availability.
- Identify policies needed to support a University of Providence Center for Career Advancement and Continuing Education.

2. Create opportunities for faculty, staff, alumni, and students, to participate in local and/or distance immersion service experiences that meet the standards of the offices of Mission Integration and Campus Ministry.

- Define Mission Integration and Campus Ministry standards for immersion experiences.
- Develop array of immersion experiences in which the University of Providence community can participate.
- Develop a university communication and marketing plan designed to cultivate affinity for, importance of, and interest in participation of the University of Providence community in local and distant immersion experiences.

3. Develop partnerships with Providence Health and other institutions that facilitate continuing education and other service-based initiatives for the benefit of the entire university community.

- As a result of the needs assessment in the first goal of this objective, identify appropriate partnerships to advance goal of expanding community continuing ed opportunities.
- Where the needs assessment indicates that a partnership with an existing community institution could advance the goal of offering CEUs, cultivate that partnership.

4. Create professional certificates and degree programs with stackable credits that are responsive to local and regional needs and partnerships.

- As a result of the needs assessment in the first goal of this objective, identify appropriate areas needing development of professional certificates and degree programs.
- Develop a practice such that when faculty members plan a new degree program, they are required--whenever possible--to consider marketable constituent stackable credentials.

5. Develop, based on research and analysis of solutions that are right for the University of Providence, alternative paths and opportunities for continuing education that respond to the needs of adult learners.

- Investigate the feasibility, cost, and benefits of offering alternative credentials such as badges, stackable credits, and opportunities for continuing education.
- Develop and offer these alternative credentials if justified by results of investigation.
- Investigate the feasibility of adding alternative academic terms of entry and determine the return on investment of such a change in the academic calendar.
- Develop alternative terms if justified by results of investigation.
- Determine the current Credit for Prior Learning Policy; clarify if necessary, and market.
- Investigate the University of Providence transfer policies to determine if there are barriers for enrollment as well as best practices in regional transfer policies.
- Develop, based on results of the investigation, transfer policies that remove perceived and real barriers and are more closely aligned with best practices.
- Determine current existing, active articulation agreements at the University of Providence and develop, if feasible, additional agreements for new markets.

Pillar 2 – Student Enrollment and Engagement

The University of Providence embraces strategies and practices, aligned with its mission, vision, and core values, which are designed to support the University of Providence student experience. We recruit, retain, and develop students to achieve favorable enrollment outcomes for the university and enhance the overall student experience.

Objective 1: Academic Excellence and Program Development

We grow and support student enrollment through academic excellence and program development.

GOALS with TACTICS

1. Define and market the liberal arts at the University of Providence for our target audiences and key stakeholders in a way that will promote added value and outcomes, as well as entice, engage, and promote success for a new generation of high achieving and mission-minded students who represent the best qualities of a University of Providence graduate.
 - Define the value-added elements of the liberal arts.
 - Leverage student outcomes data and feedback to create marketing materials that illustrate the value of a liberal arts education.
 - Create and promote a narrative that intentionally connects the unique partnership between School of Liberal Arts and Sciences and School of Health Professions and market for potential interdisciplinary opportunities.
 - Survey alumni and recent graduates on perception of the degree to which UP liberal arts programs prepared them for post-graduate success.

2. Invest in programs of strategic focus that respond to market demand on a compressed timeline.
 - Identify liberal arts programs that are "strategically focused." Rely on market research and community feedback to help determine array of programmatic offerings by assessing sustainability of programs offered on a compressed timeline.
 - Identify health sciences programs that are "strategically focused." Rely on market research and community feedback to help determine array of programmatic offerings by assessing sustainability of programs offered on a compressed timeline.
 - Conduct international academic program needs assessment to identify market opportunities for program expansion.
 - Identify appropriate resources for programs identified in the above three tactics.
 - Create project plans/begin implementation in programs that have been allocated resources.

3. Expand and enrich a co-curricular engagement portfolio to augment student learning, increase student retention and bolster marketable skills development.

- Assess the state of current co-curricular programming and link specific programs to retention and skills development.
- Identify new possible co-curricular programs that research indicates are optimal for increasing retention and skills development.
- Survey students to assess their perception of impact of co-curricular programs on skills development or desire to remain at the University of Providence.
- Determine if identified co-curricular programs are sufficiently resourced. If not resourced and deemed critical, adjust budgets directed toward those co-curricular programs.

Objective 2: Co-Curricular Programs and Student Support Services

We develop and assess co-curricular programs and student support services to ensure that offerings enrich the university community, assist students in becoming independent and confident learners, foster a sense of belonging, support enrollment growth for all students, and contribute to whole-person formation.

GOALS with TACTICS

1. Develop programs and physical and virtual spaces that promote a sense of belonging, socialization, and community development and support physical, emotional, intellectual, and spiritual formation in all those we serve, including students from minority and marginalized groups.
 - Create intentional designs for New Student Orientation to meet the onboarding needs of specific populations, distance learners, campus learners, adult learners, traditional aged students, and addressing the needs of specific programs, i.e. health science students.
 - Survey current and incoming students (and parents if applicable) to assess specific needs and interests.
 - Re-envision the Corps of Discovery (University of Providence's First Year Experience course) in a way that fosters awareness of opportunities and builds deliberate pathways toward engagement and service.
 - Provide regular, ritualized program and education opportunities to create a community committed to human flourishing, such as additional faith formation opportunities (Catholic and ecumenical), Argo Weekend (spirit week), recreation opportunities (outdoor and on-campus), student activities, arts and culture, to meet the needs of campus and distance learners.
 - Diversify on-campus dining options that increase and enhance opportunities for socialization.
 - Conduct a needs assessment to ensure the campus facilities are designed to support the holistic needs of students and increased enrollment (living space, activity space, dining space, office space, support service space, classroom).

2. Develop a formal process of promoting and tracking student engagement, establish benchmarks, and assess programs offered.
 - Explore technology designed to promote student engagement and success. Assess the capabilities of the new SIS (Jenzabar) to assist in tracking student engagement.

- Identify most effective channels for student communication (email, text, apps, social media) for all University of Providence -student populations and ensure use of these channels.

3. Increase the number of students engaged in creative activities within and beyond the classroom.

- Seek out best practice strategies for engaging distance learners in co-curricular events and activities.
- Partner with community businesses and programs to offer activities and events.
- Develop opportunities for students to be involved in the arts: Music, theater, painting, pottery, photography, etc. Example: Partnership with the Great Falls Theatre Company.

4. Review and revise, as necessary, all institutional policies impacting the University of Providence student experience to ensure that policies and practices are student-centered, promote student success and retention, and are in compliance with current laws and regulations.

- Complete full assessment of student code of conduct and residential life policies.
- Complete full assessment of Title IX, alcohol and drug prevention, sexual assault prevention, and accommodation services.
- Review policies for academic probation and suspension, academic holds (including financial holds), to determine barriers to enrollment.

Objective 3: Well-being and Holistic Health

We value and understand the importance of student well-being and holistic health. The community works to identify and address gaps in mental, physical, emotional, and spiritual health and offers programs and services that promote well-being.

GOALS with TACTICS

1. Institute programs and services designed to identify and provide on-going support to students in achieving and maintaining well-being and holistic health.

- Articulate the dimensions of well-being and holistic health.
- Design programs to support students in achieving and sustaining well-being and holistic health throughout their academic career at the university and beyond.
- Engage at-risk students in programming and services designed to provide peer-to-peer mentorship and support.

2. Implement practices designed to identify academically at-risk students in time for intervention.

- Identify opportunities to either leverage new SIS (Jenzabar) or explore additional resources to create an effective and robust early alert system.
- Establish a Campus Assessment, Risk, and Evaluation Team (CARE Team)
- Offer Mental Health First Aid, requiring completion by key faculty and staff members (Student Engagement and Athletics directors, coaches, academic advisors, Corps of Discovery faculty, TRIO staff, Campus Ministry team.

3. Identify intervention strategies designed to provide wrap-around support services to students and help make data-informed decisions to improve retention and completion rates.

- Review current strategies and resources to identify gaps, barriers, and needs related to providing appropriate levels of support.
- Create programs and services that focus on supporting the mentoring, advising, tutoring, service referrals, and health needs of all University of Providence students.
- Explore the feasibility of creating a theory-based, four-year, student experience centering student employment as a resource for increased enrollment, student success, retention, career exploration, and career readiness.
- Create student-to-student peer mentoring opportunities.

4. Provide student access to on-campus mental and physical health services.

- Create on-campus services that provide counseling, basic health services, and advocacy with a defined scope of care.
- Identify a model that allows distance students to access mental and physical health services with a defined scope of care.
- Create relationships with community partners, including a referral process, to address the needs of UP students outside the defined scope of care for on-campus services.

Objective 4: Marketing, Admissions, and Financial Aid

We improve the effectiveness of marketing, admissions, and financial aid programs that also address affordability for our students.

GOALS with TACTICS

1. Implement an integrated, university-wide strategic enrollment management plan (SEP) that addresses current enrollment challenges, identifies optimal long-term enrollment of all student populations, and focuses on prospective students who will embrace and live out the University of Providence mission.
 - Identify and define optimal long-term enrollment targets with attention given to physical space, staffing, and technology resource needs.
 - Leverage RNL partnership to complete the project proposal/business plan phase of the Strategic Enrollment Planning (SEP) process.
 - SEP Board selects business plans that will move forward based on likelihood of enrollment growth, institutional capacity, faithfulness to the mission, cost, and feasibility.
 - SEP process: Plan resource allocation and implementation.
 - Improve upon campus visit program to include innovative visit options and spring/summer admitted student information days to showcase a more robust student life element of University of Providence.
 - Assess current and potential athletic and other cocurricular offerings that provide opportunities for enrollment growth and align with the University's mission, academic programs, and provide quality opportunities for competition/participation.

2. Implement both a robust cross-media marketing plan that highlights success stories within the University of Providence community and a content marketing strategy which identifies members of the university community as subject matter experts capable of increasing brand awareness and market positioning.

- Conduct public perception survey to determine outside view of our brand and image. Create content strategy based on these results, and conduct survey 2 -3 years post content strategy implementation to assess results.
- Review current web partners, assess performance, and identify areas for improvement, with potential to explore new partnerships.
- Increase presence on video platforms.
- Leverage Lightcast Data to Highlight Student Outcomes in Marketing and Admissions.
- Build on current content marketing strategy for both School of Health Professions and School of Liberal Arts and Sciences.

3. Reduce the average net out-of-pocket expense (what students pay after scholarship) for our students to an amount equal to or less than regional, competitor institutions with like profiles that are private, mission-centric and faith-based.

- Secure financial resources needed to increase availability and value of funded/endowed scholarships.
- Leverage current market data on student discounting and develop strategy to make current packaging more competitive.
- Formally shift focus to a net tuition revenue model.
- Build on current initiatives that address affordability for first-generation college and lower income college students, as well as financial literacy and education.
- Implement a Health Professions Tuition Incentive Program that extends current School of Health Professions Providence employee tuition rates to all healthcare professionals.
- Identify partnerships and areas of opportunity to build scholarship programs within the School of Health Professions outside of Providence Health and Services.

4. Develop a formal process designed to re-enroll stopped out local and regional community members, former University of Providence students who have withdrawn (without a degree) or who have had their studies disrupted for a period of time, and track data to inform retention strategies.

- Assess the Great Falls community to determine the number of residents who have some college experience but no credential of completion.
- Create a flexible interdisciplinary degree structure, that values prior credit attainment and professional training and experience so individuals can earn a credential as efficiently as possible.
- Survey withdrawn students to determine motivation for withdrawal, and explore opportunities for continuous engagement with those who have withdrawn for personal or financial resources, such as a re-entry contact form.

Pillar 3 – Sustainability, Stability, and Viability

The University of Providence implements support practices that demonstrate our understanding of and commitment to the university's objectives and goals of providing education and formation. This is achieved by focusing on future viability by cultivating collaboration and creating structures within and across academic and institutional areas to support a culture and operating model that is mission-inspired, innovative, adaptable, and committed to a fiscal responsibility that respond to the signs and needs of the times.

Objective 1: Resource Allocation

We create an intentional plan for the allocation of resources centered in stewardship.

GOALS with TACTICS

1. Optimize resources to ensure quality and efficiency in all university operations by implementing baseline budgeting focused on strategic initiatives and strengthening programs.
 - Redefine as an institution how we use the 3-year plan and annual budgeting process for better forecasting and planning for implementation of strategic initiatives by allocating the resources necessary to move forward.
 - Focus on long term growth plans to build our campus into what is needed rather than what is needed right now, i.e. residence hall capacity.
2. Expand and diversify revenue sources to enhance the university through grants and contracts from federal and state agencies, corporations, and foundations.
 - Utilize the opportunity for federal grants for growth opportunities in new programs that could bring additional enrollments to the university.
3. Evaluate and prioritize deferred building maintenance and renovation as well as technological upkeep and innovations to ensure the university does not incur greater costs in the future.
 - Create a culture that recognizes the long-term impact of deferred maintenance to invest in our facilities.
 - Conduct a facility condition assessment to effectively manage facilities for long-range plan budgeting.
 - Establish a review process and an oversight committee to identify, assess, and prioritize the capital needs of campus (e.g. Providence Hall, stained glass, technology, heating / cooling, card swipe, Emilie Hall, etc.).
4. Create a comprehensive infrastructure growth plan (master plan) to allow for capacity in future development such as residence halls, classrooms, technology, additional facilities, etc.
 - Update the University of Providence Campus Master Plan to reflect on the current state of the university to link infrastructure growth to revenue opportunities (e.g. 10 acres of land, residential facilities, classroom equipment / design, sim lab, etc.)

Objective 2: Employee Recruitment, Development and Retention

We recruit and develop University of Providence faculty and staff, with a focus on the unique talents and needs of our student population to become a unified, mission-led community.

GOALS with TACTICS

1. Recruit competent faculty and staff who are disposed to embrace our mission and heritage.
 - Implement seamless recruitment of prospective employees by utilizing industry standard Human Resources software to post vacant positions across a network of recruiting sites.
 - Continue to utilize proactive, mission-focused, and intentional principles for recruiting, interviewing, screening, and selecting applicants.
2. Develop a strategic, consistent, flexible, and proactive approach to the recruitment, development, and retention of our employees, both faculty and staff.
 - Implement relevant and industry standard software to support Human Resources functions (e.g. removing manual processes, recruiting, employee engagement surveys, etc.).
 - Review and respond to turnover and retention rates of employees utilizing comprehensive reporting tools and data.
3. Develop and retain a diverse campus community with appropriate professional development in alignment with our Catholic mission and values.
 - Explore new ways of surveying faculty and staff to better understand and improve their experience at the University of Providence.
 - Continue and evaluate the professional development strategy and process for faculty and staff to intentionally invest in the university community.
 - Implement seminars and development focused on the Catholic mission and values for our employees, both faculty and staff.

Objective 3: Community and Partner Engagement

We devise and execute a collaborative and multi-level outreach and engagement strategy to positively position the University of Providence.

GOALS with TACTICS

1. Form and strengthen new and existing relationships for promoting professional and continuing education, service and partnership with Providence Health, local community organizations and corporate entities.
 - Leverage innovation and entrepreneurship to provide talent and to attract new industries and businesses to the region.
 - Create relevant partnerships with private sector companies and organizations to assist with and facilitate research, educational, employment, and developmental needs.
 - Address community identified issues through civic and community engagement.

2. Reconnect and strengthen alumni, donor and community relationships to gather support for the university's mission, vision, and strategic goals.
 - Establish and maintain a centralized database of target audiences and community partners.
 - Deploy campaigns and promotions with stakeholder-specific messaging, goals, and intended outcomes.
3. Leverage technology and campus facilities for the digital and physical transformation of the university and service to society.
 - Increase access for the region to University of Providence's facilities and intellectual capital.

Objective 4: Branding

We understand and stay true to the University of Providence brand image and strengthen our character by promoting and celebrating past, current, and future success.

GOALS with TACTICS

1. Promote the university's rich history and lasting significance to all of our constituents (e.g., prospective students, alumni, potential donors, potential employees, the regional civic and ecclesiastical community, etc.).
 - Elevate the visibility of educational, alumni, cultural, athletics, and service events and programs through story telling.
 - Encourage alumni to reflect on and share their own University of Providence story, including how campus life has evolved over the years.
2. Devise and execute a platform and strategy that clearly establishes our distinct university brand for positioning visibility among our peers.
 - Initiate a comprehensive review of the University's current marketing and activities, including defining the audience for each strategy and tool.
 - Review, reestablish and enforce the University of Providence-Brand Use Standard Guide.
 - Enhance the university's web and social media presence, design, and content.
 - Engage both internal and external constituents to effectively communicate the University of Providence brand and advance the university marketing plan.
3. Enhance our reputation for excellence by continuously showcasing notable achievements associated with the university including faculty and staff highlights, current student accomplishments, athletic teams, alumni success and impact on the communities we serve.
 - Work with internal and external partners to share content that informs and engages prospective students and their families.
 - Highlight impact that the University of Providence students have in their communities, and share stories about successful alumni outcomes, including careers and personal passions.
 - Reflect the University of Providence's diverse community by highlighting staff and faculty and their achievements.

Conclusion

Upon initial approval by the Board of Trustees, the Strategic Planning Committee and Leadership Team, in consultation with appropriate campus departments and Institutional Research, will develop tactics for planning implementation, appropriate measures of progress and a timeline to be presented to the campus community and the Board of Trustees in the Fall of 2023. Additionally, work will continue to develop an inspirational, compelling publication of the final plan to be shared with the campus and the local and regional communities.