



# LEADERSHIP FOR A CHANGING WORLD

University of Puget Sound 2018–28 Strategic Plan



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## INTRODUCTION

University of Puget Sound enters the coming decade in a strong position: We are a stable and well-managed institution, ideally located in the Pacific Northwest, where the ethos of innovation, possibility, and individual determination is very much a part of our campus culture. As we look to the challenges and opportunities of the future, we will build on our strengths to guide our national liberal arts college to its next level of distinction and success.

Following a full year of listening to and learning from trustees, key constituents, campus community members, alumni, parents, and other friends of the university, we have gained a strong understanding of Puget Sound's collective hopes and dreams for the future. These ideas have been refined through discussion with trustees at our May 2017, October 2017, and May 2018 board meetings; the President's Work Group on Strategic Planning; the Alumni Council Executive Committee; the engagement of Cabinet members in launching a collaborative strategic planning process; and broad participation from the campus community, guided by experienced planning consultants; and the work of the Strategic Planning Steering Committee (with representatives from the faculty, staff, student body, alumni, senior leadership, and trustees).

Our student-focused 10-year strategic plan, outlined on the following pages, is guided by our vision, values, and mission, and undergirded by a commitment to do all that we can to make a Puget Sound education ever more meaningful, relevant, accessible, and distinctive.

## VISION

**We challenge and support our students as they become broadly and deeply educated lifelong learners, prepared to create and serve the future and to become the world's next generation of visionary leaders.**

### Core Values

Excellence

Justice

Leadership

Creativity

Respect

Courage

Inclusion

### Mission

University of Puget Sound is an independent, predominantly residential undergraduate liberal arts college with selected graduate programs building effectively on a liberal arts foundation. The university, as a community of learning, maintains a strong commitment to teaching excellence, scholarly engagement, and fruitful student-faculty interaction.

The mission of the university is to develop in its students capacities for critical analysis, aesthetic appreciation, sound judgment, and apt expression that will sustain a lifetime of intellectual curiosity, active inquiry, and reasoned independence. A Puget Sound education, both academic and cocurricular, encourages a rich knowledge of self and others; an appreciation of commonality and difference; the full, open, and civil discussion of ideas; thoughtful moral discourse; and the integration of learning, preparing the university's graduates to meet the highest tests of democratic citizenship. Such an education seeks to liberate each person's fullest intellectual and human potential to assist in the unfolding of creative and useful lives.



## OVERVIEW

Over many decades, University of Puget Sound has benefitted from disciplined and visionary leadership that has shaped the institution's future and built upon the strengths of its past while responding with creativity to the challenges of the present day.

### The opportunity

In a rapidly changing environment for higher education, Puget Sound is well-positioned to adapt and be increasingly innovative in offering a challenging and enriching liberal arts education that produces graduates with skills, experiences, and attributes that are highly impactful, relevant, and marketable.

### The challenge

We compete for students in a dynamic and crowded higher education market where shifts in demographics, affordability, government regulation, technology, the political environment, and other areas require us to be increasingly strategic and adaptive in not only responding to but anticipating change.

### Our response

For Puget Sound to successfully meet the challenges and expectations of higher education, we must be bold and forward-looking in the delivery of our education and in meeting the needs of this and future generations of students. Each of the initiatives in which we will engage in the coming decade must demonstrate the potential to deliver a distinctive university experience, leverage our strategic advantages, support two or more strategic goals, and position the university and our students for long-term success.

### Where will we focus during the next decade?

The Leadership for a Changing World plan is based on five key strategic goals that affirm and enrich our mission as a national liberal arts college while simultaneously fostering innovative opportunities to: **Advance Institutional Excellence, Academic Distinction, and Student Success; Enrich Our Learning Environment Through Increased Diversity, Inclusion, and Access; Support and Inspire Our Faculty and Staff; Enhance Engagement With the Community, Including the Promotion of Environmental Justice and Sustainability; and Pursue Entrepreneurial and Other Opportunities to Fully Leverage and Expand Our Assets as an Institution.**



- We will **advance educational excellence and our academic and institutional distinctions** to ensure that *all* students have high-impact engagement that leads to deep learning and strong educational outcomes. We will enhance student recruitment and retention, and promote the visibility and reputation of Puget Sound.
- We will **more fully develop a welcoming learning environment** through initiatives that increase and support equity, inclusion, and access to and successful graduation from Puget Sound.
- We will strengthen our infrastructure and **enhance our systems of operation** to support our vision, which will entail **supporting and inspiring our faculty and staff members** through the promotion of their well-being, professional development, retention, work with students, and engagement with each other.
- As we continue to promote our national and global outlook, we will more **deeply engage with and learn from our local and regional communities, including the promotion of environmental justice and sustainability**, collaborating with individuals, schools, nonprofits, community leaders, and others on community-based concerns. We will strengthen our engagement with alumni and promote their mentorship of current students.
- We will **leverage our assets as an institution by pursuing entrepreneurial opportunities** consistent with our mission, and will promote the accessibility, affordability, and value of a Puget Sound education, strengthen the institution and our financial position, and enhance our ability to anticipate and respond to technological and social change.

### What will we achieve over the next decade?

We will become ever more the institution of choice for students seeking a dynamic and engaging liberal arts education, preparing *all* of our students for postgraduate success in a highly dynamic economy marked by an accelerating pace of change and providing opportunities for advanced study in alignment with our mission. We will fully live our responsibility as an intellectual asset in the broader world, contributing our leadership and vision to advancing civic discourse and addressing the issues of the times in which we live. We will strengthen not only access to but graduation from Puget Sound, and diversify our sources of revenue to ensure our ability to reach our goals.

Realization of these goals will be supported by a series of operational initiatives designed to reimagine faculty and staff engagement; align efforts to support equity, diversity, and inclusion; create institutional and curricular structures to respond with agility to social, environmental, and technological changes; and develop comprehensive, interconnected long-term approaches in enrollment management, financial and physical resource management, constituent engagement and fundraising, and institutional marketing and communications.

## GOALS AND INITIATIVES

The following goals will guide our focus as a distinctive liberal arts college in the decade to come. Each will be supported by a series of initiatives designed to further strengthen and distinguish Puget Sound in service to our student-focused mission. Anticipated outcomes for each proposed goal and set of initiatives are presented on the following pages.

### I. Advance Institutional Excellence, Academic Distinction, and Student Success

Advance educational excellence and our academic and institutional distinctions to: ensure that all students have high-impact engagement that leads to deep learning and strong outcomes; enhance student recruitment and retention; and promote the visibility and reputation of Puget Sound.

1. Develop a distinctive undergraduate model of education to ensure all students graduate prepared for success
2. Increase connections between graduate and undergraduate programs and develop new graduate programs in areas of university strength and market demand
3. Consider the development of more-flexible pathways to graduation
4. Enhance our strengths in health sciences
5. Develop comprehensive and integrated plans for aggregate annual undergraduate and graduate enrollment (2,800 student FTE)
6. Develop comprehensive operational plans for the cocurricular program, including residential (including Greek life), academic, and athletics programs
7. Consider the development of new or enhanced signature Puget Sound centers of distinction

### II. Enrich Our Learning Environment Through Increased Diversity, Inclusion, and Access

More fully develop a welcoming learning environment through initiatives that increase and support equity, inclusion, and access to and successful graduation from Puget Sound.

1. Align institutional efforts to increase and support equity, diversity, and inclusion
2. Develop the Legacies Project, a universitywide set of activities, practices, and curricular initiatives that will empower students, faculty, staff, alumni, and members of the broader community to understand and learn from the diverse histories that have shaped our region, and to acknowledge the role that the university has played in the region
3. Continue efforts to substantially increase the diversity, across all measures, of students, faculty, and staff



### III. Support and Inspire Our Faculty and Staff

Support the well-being, professional development, retention, and success of our faculty and staff members in their work with students and their engagement with each other.

1. Examine the nature and definitions of faculty work in a changing landscape for higher education
2. Further develop a faculty and staff total compensation and professional development program
3. Further establish Puget Sound as a great place to work

### IV. Enhance Engagement With the Community, Including Promotion of Environmental Justice and Sustainability

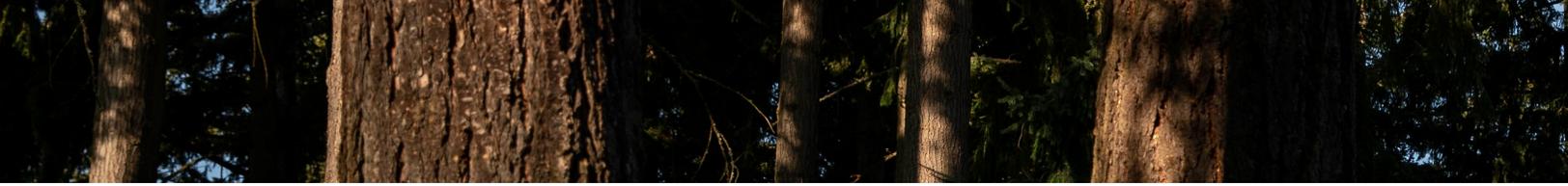
More deeply engage with and learn from our broader community—individuals, schools, nonprofits, neighborhoods, tribes, businesses, and others—to strengthen the quality of a Puget Sound education and our role as a community asset. Define key actions to which the university will commit to advance environmental justice and sustainability. As a tenet of our community engagement, we will work closely with alumni to build their lifelong engagement with the university and each other, and to leverage their ability to mentor and guide current students.

1. Better coordinate, integrate, and support the university's community engagement efforts
2. Develop and strengthen partnerships, including corporate partnerships
3. Update institutional goals and commitments related to our long-standing commitment to environmental justice and sustainability as a community-based concern
4. Increase alumni engagement with each other and the university, and in their mentorship of students

### V. Pursue Entrepreneurial and Other Opportunities to Fully Leverage and Expand Our Assets as an Institution

Pursue entrepreneurial opportunities consistent with our mission that will promote the accessibility, affordability, and value of a Puget Sound education, strengthen the institution and our financial position, and enhance our ability to anticipate and respond to technological and social change.

1. Maximize avenues for revenue generation to strengthen institutional vitality and financial stability
2. Enhance opportunities for students to engage in project-based learning, service learning, clinical and field placements, and other community-based experiences that strengthen their preparation for technological and social change



## ANTICIPATED EDUCATIONAL OUTCOMES

The “big vision” for the plan’s undergraduate curricular framework is that *all* students will go from Puget Sound able to articulate a coherent, well-evidenced narrative of their knowledge, skills, and talents based in a well-integrated set of high-impact curricular and cocurricular experiences, and supported by both committed mentors and a dynamic, reflective electronic portfolio system.

Overall, future Loggers will graduate with a deeper and more thoughtful understanding of not just the value of their liberal arts education, but of its utility in the world beyond graduation. Students will be more deeply engaged in their education; develop a coherent, integrated path throughout their time on campus; demonstrate an informed and thoughtful sense of justice and a commitment to ethical action; and graduate from Puget Sound better prepared for work and life beyond college. Students will display a propensity for being more engaged in the workplace, sustaining lifelong well-being and adaptability, and imagining, creating, and serving the future.

Graduate students will benefit from components of this framework as they pursue high-impact learning in clinical practicums, fieldwork, and teaching and counseling placements, guided by key mentors, and using electronic portfolios to support their professional development and training. Enhanced integration of undergraduate and graduate programs, both current and new, including greater attention to interprofessional preparation, will prepare educators, health care practitioners, and other professionals for service to their dynamically changing fields.

We believe that the Leadership for a Changing World strategic plan provides Puget Sound with a distinctive means of achieving our vision to challenge and support our students as they become broadly and deeply educated lifelong learners, prepared to create and serve the future and to become the world’s next generation of visionary leaders.





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