

STRATEGIC DEVELOPMENT PLAN

2021-2025

THE VALUE OF VALUES:
BUILDING THE FUTURE IN THE PRESENT
EXTENDED SUMMARY



UNIVERSIDADE
CATÓLICA
PORTUGUESA



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OPENING STATEMENT

STRATEGIC DEVELOPMENT PLAN 2021-2025
EXTENDED SUMMARY



The first decades of the 21st century have shown that humanity lives ‘on the dangerous edge of things’ (Graham Greene). Just as the world is affected by pandemics, by a climate crisis that is also social, political, and economic and by large-scale conflicts, in our current condition technology also opens up unsuspected possibilities and science confers new horizons on the experience of life on the planet.

The university is at the heart of society’s development, and is permanently called upon to provide a comprehensive and qualified education to future’s professionals. The challenge at the heart of this mission is to combine the principle of autonomy and responsibility with service to society. Specifically, that means educating responsible individuals who are able to think critically and make free and ethical decisions, just as they are trained with the highest academic standards and professional skills. But the mission of a Catholic university is also, as Pope Francis stressed, to prepare ‘protagonists for the common good’. And to do so by contributing integrated solutions to solve the complex problems of the present, while preserving the creations of the past and

leveraging the memory of previous generations. Thus, it conceives the practice of research, fundamental or applied, as a way to generate knowledge about natural life, culture and technology, human beings and their experiences, promoting innovation and creativity oriented towards prosperity and sustainable growth, while protecting the environment and the quality of life on the planet.

In this sense, teaching and research, the two core missions of the university, are combined and interwoven with the third mission: university social responsibility, turning the institution into a place for the promotion and development of social, economic, cultural and scientific solutions, focused on value creation and geared towards the development of projects in partnership with business, the industrial, social and cultural sectors, both with a global intent and focused on the empowerment of local communities.

With the motto ‘**The Value of Values: Building Future in the Present**’, the 2021-2025 Strategic Development Plan takes on the leadership of major transformative projects for Portuguese society, just as the university invests in innovation and rethinks itself in organizational terms. The organizing principles of the SDP, which results from a broad consultation with the academic community, present a vision of the

future focused on convergence and cohesion. They aim at innovation developed out of systemic exchanges between scientific areas, and on cohesion pivoting around national transformative projects and on the efficient dissemination of R&D and USR activities throughout the territory. Furthermore, the strategic plan aims at the global projection of educational innovation based on technology, increasing our international curriculum and competitive talent recruitment.

Securing the future and improving the experience of life in the common home is the horizon of possibility that defines the university’s actions. This design is promoted in the present and generates value projected beyond the now. Given the specific mission of Catholic Universities, UCP’s value stems, in a fundamental way, from the intangible values of its identity. Católica’s value of values is therefore at once economic, epistemological, and axiological. It manifests itself as knowledge founded on the principles of freedom, respect for democracy, defence of justice, recognition of diversity, and equity. It promotes societies that are cohesive, sustainable, affluent, more equitable and ethically responsible.

Isabel Capeloa Gil,
Rector of Universidade
Católica Portuguesa

PREAMBLE

STRATEGIC DEVELOPMENT PLAN 2021-2025
EXTENDED SUMMARY



Universidade Católica Portuguesa is an academic research, teaching, and innovation community strategically committed to the sustainable development of society and the contribution towards the common good.

It is alive to the shared responsibility of each of its members, as well as to the real impact of the decisions and policies that the institution adopts in the management of the numerous social, ethical, environmental, and cultural challenges facing the country and the world. It promotes excellence and inclusivity in teaching and research

against inequality and on behalf of the dignity of life, through the respect for human rights, towards peace and justice and the strengthening of the quality of institutions, which must be committed to the pursuit of principled stances at the individual, organizational, and societal levels.

The 2021-2025 Strategic Development Plan institutes a performative positioning for the university as a space for reflection, analysis, planning, and intervention in society: a university that acts and transforms. In other words, this means planning the strategic action of a university that sees itself as an event. Thus, we look at the university as a society-empowering project rooted in knowledge, materialized in the free exchanges of a community made up of students and faculty, and based on the core values of humanism.





MISSION, VISION, AND VALUES

STRATEGIC DEVELOPMENT PLAN 2021-2025
EXTENDED SUMMARY



MISSION

**To train individuals,
to cultivate science,
to renew the country
and the world, and
to lead by example.**

Universidade Católica Portuguesa's mission is excellence in academic training and the cultivation of science for the common good. Taking on the principles of Christian humanism within an independent ethos that respects diversity and explores free thought, UCP pursues its mission based on three mainstays:

- ▶ **Teaching**
- ▶ **Research and Innovation**
- ▶ **Service and University Social Responsibility.**

Within the Portuguese context, UCP promotes integrated training geared towards the global context, based on the principles of truth and respect for individuals and the environment.



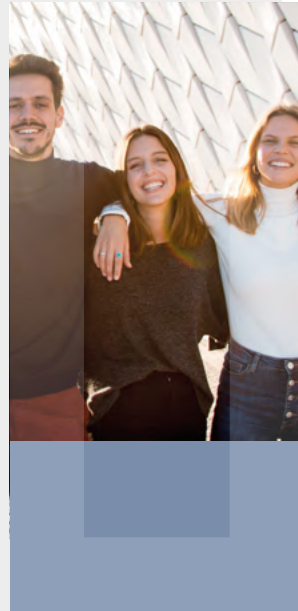
**To be recognized as
a leading European
university in critical
research and
transformative core
teaching and to be
ranked among the best
Catholic universities at a
global level.**

VISION

VALUES



**INTEGRAL
ECOLOGY**



**RESPONSIBLE
PARTICIPATION**



**COLLABORATIVE
KNOWLEDGE**



**SMART
INNOVATION**



**GLOBAL
PROXIMITY**

UCP'S STRATEGIC DEVELOPMENT PLAN

STRATEGIC DEVELOPMENT PLAN 2021-2025
EXTENDED SUMMARY

UCP's Strategic Development Plan, 'The Value of Values: Building Future in the Present' resulted from a broad collaborative exercise involving the entire community: faculty, support staff, students, academic units management and R&D centres, the Rector's Office, and external advisory bodies.



Presented during a crucial phase of transformation for UCP, this is a Development Plan that aims to be unequivocally transformative and to entail paradigmatic change. It will begin with the opening of the new Medical School; it includes projects for the development of an ambitious infrastructural renovation project – the first in 30 years – at its headquarters (*Veritati Campus*); and it posits the overhaul of its pedagogical model. This is tied in with, on the one hand, the evolution of digital-based education and, on the other, privileging a strategy of pluridisciplinary growth. It will bring about the creation of hubs guided by major issues, an offer of degree-conferring or stand-alone training that is

pluridisciplinary in nature, an increase in the offer of supplementary training that is different from core training areas, and the creation of SDG subjects, geared towards raising awareness about the major challenges facing societal development.

It is also aspiringly pitched towards strengthening the impact of scientific research. Without detriment to long-established approaches, and in response to the challenge issued by Pope Francis, it is a matter of promoting a new episteme, that is, of investing in research in context. This would complement the logic of traditional epistemology, which considered the impersonal character of all knowledge as an essential condition of objectivity.

As such, research becomes a practice of production and expansion of knowledge, organized according to specific parameters in each field of study, in the social and natural sciences, technology, the arts and the humanities, with a view to improving the human condition and the planet, and broadening the horizons of art and culture, for the common good. Its action is developed both in the speculative production of core knowledge and in the creation of practical applications that lead to innovation, thus promoting respect for the environment and economic growth and contributing to the creation of societies that are more prosperous, healthy, socially robust, cohesive, and respectful of diversity.

This is a Plan created for individuals by an academic community. It places the communicability of knowledge and the tacit dimension of the existential experiences of the individual subject as an indispensable factor for scientific progress. In the words of Pope Francis, 'We cannot think of a new episteme from a laboratory, but from life, yes.'

The SDP is a plan geared towards the future and adopts the strategy that determines the organization's development actions. It presents the university's commitment translated into a 360-degree approach, implying planning, follow-up, and continuous improvement that involves all sectors, units, and people in the institution.



It is structured according to three mission areas, in line with particular conceptions:

- ▶ The Teaching mission focuses on **training the best by promoting an Integral Ecology of Knowledge;**
- ▶ The Research mission aims to develop **outstanding Research for a dignified life;**
- ▶ The University Social Responsibility mission aims to develop activities that signal UCP as a transformative **university at the service of the common good.**

These mission areas are developed by optimizing the management of available resources. Firstly, by promoting people and cultivating talent while strengthening the cohesion of national culture and valuing regional distinctiveness. Secondly, by investing in quality infrastructure to create welcoming environments suitable for the harmonious development of UCP, and embracing innovation and making way for creativity. Finally, and given that the strategic commitment to develop projects of high economic value require the greatest financial investment in the university's history, we are committed to ensuring the financial sustainability of the university in the medium and long term.

The SDP adopts a three-pronged strategy that cuts across its mission

areas and that defines and structures all future development projects, namely:

- ▶ **Global targeting** – UCP takes on the role of a university founded in Portugal but with a global voice, focused on the projection of its excellence in teaching and research at a supranational level, and open to the strengthening of strategic partnerships that enhance its 'value in values.' Thus, it intends to **strengthen its global voice, towards the common good.**
- ▶ **Convergence and innovation** – Spread throughout the territory, UCP underscores in this SDP **the power of its identity in diversity**, while being geared towards convergence in transformative and differentiating projects. These are guided by numerous challenges and themes, with the transversal contribution of the

various units and working collaboratively with national and international academic, business and cultural partners, thus enhancing the space for disruptive thinking and unfettered innovation.

- ▶ **Sustainability** – UCP takes on the strategic commitment to integrate social, economic, and environmental sustainability in all its activities, promoting a transparent governance model that respects the integrity of individuals, is open to diversity, and promotes inclusion, with the aim of contributing to a better future and better humanity.

In short, these various dimensions make clear the aim of an institution that cultivates exceptional education and science towards the common good.

THE VALUE OF VALUES AND A STRATEGY FOR THE ADVOCACY OF THE COMMON HOME

In the long run, life on this planet may become unsustainable, and the crisis is already being felt systemically in several areas, from the environment to human rights, from ethics to gender and race discrimination, from poverty to working conditions. In environmental terms, science has laboured to offer incontrovertible proof that climate has changed drastically, and that the future of the planet is at risk. On the other hand, in social terms, the current pandemic has exacerbated social inequalities, a fact that is already evident and undeniable.

A strategy for Universidade Católica Portuguesa that focuses on a sustainable future while creating value must avail itself of **concepts such as the Common Home, Fraternity, and Integral Ecology**. These are instrumental as points of reference to solidify the pursuit that defines the work of science towards the development of a better Humanity.

Universidade Católica Portuguesa has been, is, and will always be an institution at the service of a better Humanity – and the society in which we live can rely, more than ever, on this university as an entity that, through teaching and research, will always seek solutions to the challenges that the planet, societies, and individuals face today.

It is thus urgent to **advocate and develop an integral ecology**, which requires openness to categories that transcend the language of the pure sciences and that connect us with the essence of human beings. The path to the future and the protection of people and the planet must be trodden through **the practice of fraternity and social friendship and the promotion of a constructive intercultural and transdisciplinary dialogue**, for just as the outlining of values and ethical horizons that structure humanistic knowledge is fundamental to avoid

MISSION AREAS

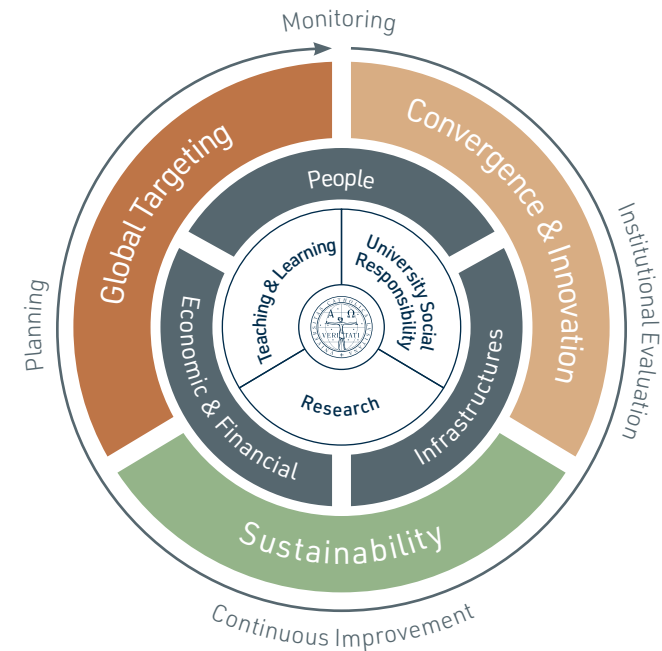
- ▶ Teaching
- ▶ Research
- ▶ University Social Responsibility

RESOURCES AREAS

- ▶ People
- ▶ Economic and Financial Resources
- ▶ Infrastructures

TRANSVERSAL AREAS

- ▶ Global Targeting
- ▶ Convergence and Innovation
- ▶ Sustainability



the aridity of technocratic thinking, it is also essential to strengthen notional thinking with the rigor of science. This is the path towards the effective accomplishment of the common good.

As such, the university can contribute, through action, to the reinforcement of the common home, that will thus become more than the sum of its parts, while also resisting what Pope Francis, in his Encyclical On Fraternity and Social Friendship (*Fratelli tutti*), laments as the 'inability to work together [...] for all our hyper-connectivity, we witnessed a fragmentation that made it more difficult to resolve problems that affect us all.'

In planning the next quinquennium,

UCP has the **responsibility to adopt and implement courses of action guided by strategic goals that ensure respect for the human person and social equity, the environment and economic development, and that are geared towards the common good, in order to create prosperous, healthy, supportive, diverse and resilient communities for this generation and generations to come.**

Aware of this reality, UCP's SDP (2021-2025) defines the strategic goals that should guide the institution's actions in nine key dimensions grouped into three areas – Mission, Resources and areas that are Transversal to all of UCP's activities and resources.



TEACHING

MISSION AREA TEACHING

To train the Best by promoting an Integral Ecology of Knowledge

UCP aims to train talent in a rich and diverse learning environment, meeting the skill requirements of a demanding and constantly changing labour market and attracting the best (students and faculty) by strengthening strategic partnerships that enable the rewarding of merit.

The labour market values versatile professionals that stand out by virtue of their transversal skills and mastery of diversified conceptual frameworks.

It is necessary to design flexible curricula allowing for broad disciplinary choices and differentiated academic paths that promote the ability to solve problems requiring

multidisciplinary answers.

Providing training within a solid framework of values, as well as offering (curricular or extracurricular) opportunities to develop students' creativity and emotional intelligence should be the focus of UCP's action.

As such, the priorities are the training of faculty members, the development of teaching projects based on digital technology and innovation in teaching methodologies, and providing degree and stand-alone training that promotes the crossing over of knowledge.

Interaction with stakeholders and the establishment of strategic partnerships, both nationally and internationally, enhance the university's action and create opportunities to expand the training offer and to attract new audiences.



MISSION DIMENSION

STRATEGIC AREAS

STRATEGIC GOALS

TEACHING

To train the Best by promoting an Integral Ecology of Knowledge

Learning in Innovative Environments

To promote learning based on experimentation, problem-solving and autonomous study, strengthening the research and entrepreneurial environment, while focusing on the impact to the community

Global Education

To promote the global training offer, namely in English, integrating different types of degrees through content innovation and the strengthening of international partnerships

Professions with a Future

To promote the integral development of students, endowing them with transversal skills, fostering flexibility, and enhancing their performance as professionals that stand out in a permanently changing global context

Pedagogical Innovation

To enhance the digital-based training offer and the development of innovative curricula that promote an 'integral ecology of knowledge'

- ▶ To develop the training offer in close connection with the university's areas of outstanding research.
 - ▶ To expose students to curricular and/or extracurricular research practices and methodologies from the 1st year.
 - ▶ **To develop innovative projects that enable learning in the community and in research environments with exposure to the business sector.**
 - ▶ **To strengthen strategic partnerships to financially support professorships and reward the merit of students (talent acquisition).**
-
- ▶ To review degree curricula in order to adapt them to international audiences.
 - ▶ **To increase international partnerships in the university's strategic areas and to promote joint degrees.**
 - ▶ To promote the International University Professor Programme and the reinforcement of professorships.
 - ▶ **To create attractive conditions for international students and faculty.**
-
- ▶ To provide transversal training opportunities for students, enabling a personalized academic career in line with their personal and professional aspirations.
 - ▶ **To anticipate degree and stand-alone training offers for a changing professional world.**
 - ▶ To enhance the role of *alumni* networks and their connection to students (in mentoring programmes, for example).
-
- ▶ To develop innovative teaching/learning projects that promote an 'integral ecology of knowledge' based on new methodologies and digital technologies.
 - ▶ To develop the skills of faculty in distance learning methodologies and in the production of digital content appropriate to the virtual teaching model.
 - ▶ **To promote an integrated training model that enhances contact with broad disciplinary frameworks.**



RESEARCH

MISSION AREA RESEARCH

Outstanding Research for a Dignified Life

Research is a methodologically controlled practice of production and broadening of knowledge, organized according to parameters specific to each field of study. By focusing on the fields of the social and natural sciences, technology, the arts and the humanities, research at UCP aims to

improve the human condition and the planet, broadening the horizons of art and culture, for the common good. Thus, its action is developed both in the production of basic knowledge and in practical applications that generate innovation, respect for the environment and economic growth and contributes to the creation of societies that are more prosperous, healthy, socially robust, cohesive, and respectful of diversity and of human dignity.



MISSION DIMENSION

STRATEGIC AREAS

STRATEGIC GOALS

RESEARCH

Outstanding Research
for a Dignified Life

Research in context: strengthening discovery, promoting impact

- ▶ To invest in research in context, broadening horizons through basic research.
- ▶ To invest in research in context, promoting impact and the transfer of knowledge and stimulating university-business partnerships.

Funding and Competitiveness

- ▶ To increase competitiveness in access to R&D funding.
- ▶ To attract and retain top national and international researchers.

International Networks and Alliances

- ▶ To intensify active participation in international networks and alliances.

Open Science

- ▶ To develop good practice in Open Science.

Interdisciplinarity and Clusters

- ▶ To create problem-based research clusters, connecting areas of knowledge and R&D units.
- ▶ To take on the responsibility of research that is aware of its ethical and societal implications, deepening the link with SDGs.



UNIVERSITY SOCIAL RESPONSIBILITY

MISSION AREA UNIVERSITY SOCIAL RESPONSIBILITY

To be a Transformative University at the service of the Common Good

University Social Responsibility extends the two traditional missions of the university into a third mission that focuses on the connection with the surrounding community in the joint quest for solutions to the problems of individuals and societies.

At Universidade Católica Portuguesa we are aware of our responsibility towards this third mission, announcing our humanistic core of Christian values to the educational community. The moral responsibility of each individual is experienced at all times within a

social dimension. Similarly, the social responsibility of each organization cannot be considered in a piecemeal fashion. Called upon to create an 'ecological citizenship' (Pope Francis, *Laudato si'*, n. 211), **we are committed to educate and train all members of our academic community for a new global model that is fairer, more dignified and more sustainable for all.**

In 2017, Pope Francis challenged Universidade Católica Portuguesa to 'descend into the realm of the tangible' and it is in this mission of living and working, daily, with and for individuals, that **we aim to be a Transformative University at the service of the common good.**



MISSION DIMENSION

STRATEGIC AREAS

STRATEGIC GOALS

UNIVERSITY SOCIAL RESPONSIBILITY
To be a Transformative University at the service of the Common Good

Social Empowerment

To contribute to a more socially responsible humanity

- ▶ To bring UCP closer to civil society and to develop an in-house community built on solidarity.
- ▶ To seek ways of providing access to education to disadvantaged students and to contribute to the rise in the average level of education in Portugal.
- ▶ To promote an in-house culture of social, environmental, and cultural sustainability among support staff, faculty, and students.

Value-added Knowledge and Service to the Community

To create economic value by putting knowledge at the service of the community

- ▶ To connect the scientific knowledge of teaching and research to the needs of the local community, interacting with and transforming the social reality.
- ▶ To develop studies and projects, providing services in recognized areas of excellence among private and public actors and social sector organizations.
- ▶ To empower citizens, institutions and society, in accordance with the skills of UCP's faculty, in order to respond to the main challenges in society.

Cultural and Artistic Service

To promote critical thinking through culture and art

- ▶ To foster artistic creation and regular cultural programming initiatives on all *campi*.
- ▶ To work with cultural agents and institutions in the fostering of UCP curatorial projects.

Citizenship and Public Policies

To contribute side-by-side with citizens, organizations and governments to a new, fairer, and more dignified global model for all

- ▶ To support society in shaping Public Policy and assessing its respective impact (developing metrics; indicators; assessment; predicting different scenarios).
- ▶ To develop Training Programmes for leaders in the public sector and civil society.
- ▶ To promote Policy Papers with public policy proposals.
- ▶ To promote initiatives aimed at defending public interest causes.
- ▶ To broaden bilateral or network partnerships with public authorities and NGOs, raising awareness of the promotion of the Common Good.

Pastoral Care

To care for the inner self in the personal encounter with the other and, within the other, of what is wholly Other

- ▶ To closely follow the personal life choices of each of the members of the academic community.
- ▶ To deepen the knowledge on Christianity, its development and its historical and cultural framework.
- ▶ To allocate time for the development of personal consciousness.
- ▶ To provide prayer times with creativity.
- ▶ To experience fully incarnate faith.



RESOURCES AREA

Ensuring UCP's mission entails a sound institution. Sound in values and built on resources. Human, technical, and financial resources.

Present and future challenges demand and shall continue to demand an effort and a redoubling of UCP's capacity to generate value. It is a matter of ensuring the creation of value based on a spirit of in-house solidarity, founded on UCP's core activities, aligned with and enhancing UCP's mission and vision.

A transversal and aligned commitment that calls for responsibility and is based on the transparency of the contribution of all towards the whole and implies individual commitment to the future of UCP. The focus on the mission must thus be accompanied by a focus on the overall efficiency of activities, to be considered globally and assessed individually, taking into account the diversity and specificity of the different scientific areas.

A focus on and commitment towards **people**, who are at the centre of UCP's action and are its object. A focus on

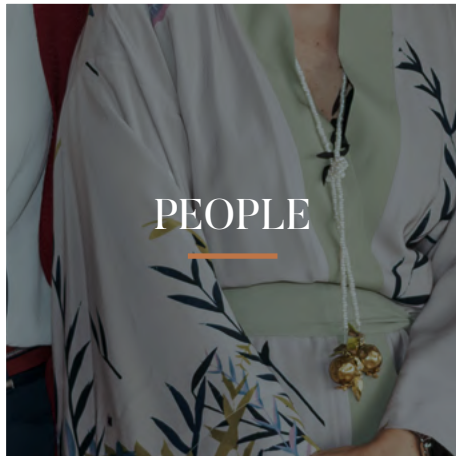
the responsibility to ensure justice; to attract, generate, and retain talent; to know how to welcome diversity and ensure inclusion; to train and motivate leadership among faculty, researchers, and support staff.

A focus on and commitment to the efficient management of **economic and financial resources**, generating positive economic results, as well as financial flows that ensure necessary investments to provide UCP with the appropriate conditions for the development of its activity and mission.

A focus on and commitment to the **infrastructures** that support activity, ensuring operational safety and well-being. A focus on the sustainability of the campus and its activities, promoting the preservation of resources as well as a reduction of the environmental footprint.

Efficient management of resources in **the areas of teaching, research, and social responsibility**, supported by a sustainable and diversified revenue model. Sustainable and sustained by the mission. Diversified in funding sources, in the areas of teaching, research, value-added knowledge and service to the community.

Efficient management of directly allocated resources, but also in **support activities**, through the implementation of projects able to create and add value to the organization, and that should guide and be an integral part of daily decisions.



PEOPLE

RESOURCES AREA PEOPLE

To identify, attract, retain
and develop the best talent

Human beings must always be at the centre of action. This is one of the central messages of the strategy presented in UCP's SDP (2021-2025), so the human factor reflects that purpose. **Individuals, who make up the broader academic community, are Universidade Católica Portuguesa's most important asset.** They are the agents in the implementation of any strategy.



RESOURCES DIMENSION

STRATEGIC AREAS

STRATEGIC GOALS

PEOPLE

To identify, attract, retain and develop the best talent

Development and Management of Individuals

To enhance the development of individuals at UCP, ensuring their competent and creative contribution to value creation at UCP

- ▶ **To train UCP's faculty and support staff, adapting management and HR development policies to the challenges of the sector.**

Talent Management

To promote an environment of committed and motivated individuals who contribute to value creation at UCP

- ▶ **To attract and retain high-potential managers.**
- ▶ **To attract and retain high-potential faculty and researchers.**

Mission Support (perspectives, processes and financial)

To develop an agile and efficient management model

- ▶ To develop a coordinated management model that streamlines processes and increases productivity.
- ▶ To ensure compliance with the appropriate legal framework, the allocation of duties, and potentiating IP compliance.

Organizational Culture

To promote an academic culture of which everyone feels a part

- ▶ **To welcome diversity and ensure Inclusion.**
- ▶ **To drive a positive culture of commitment to support staff.**

Training for the Future

To prepare individuals for UCP's future challenges

- ▶ **To train leaders committed to the challenges facing individuals and the planet.**
- ▶ To develop a training strategy of values, practices, and skills at UCP.
- ▶ To enhance and deepen the preparation of individuals at an international university.

ECONOMIC AND FINANCIAL RESOURCES

RESOURCES AREA ECONOMIC AND FINANCIAL RESOURCES

To enhance UCP's economic value, ensuring its financial sustainability in the medium and long term

The economic and financial perspective combines and condenses all other perspectives of the SDP, not only in operational terms, but also in strategic terms and in terms of the social responsibility of the university. In fact, the value created in the long run by UCP's activity in pedagogical, research, and impact terms leads to economic value, which is also a necessary condition for sustainability. It thus becomes fundamental to assess and measure the various components from this perspective also.



RESOURCES DIMENSION

ECONOMIC AND FINANCIAL

To enhance UCP's economic value, ensuring its financial sustainability in the medium and long term

STRATEGIC AREAS

Economic Perspective

To enhance UCP's economic value

Financial Perspective

To ensure UCP's financial sustainability in the medium and long term

Activity Perspective

To sustainably increase UCP's operational viability, based on growing internationalization, diversification of activities, and internal good governance models

STRATEGIC GOALS

- ▶ **To sustainably grow UCP's financial margin.**
- ▶ To promote economically balanced academic and research Units.
- ▶ To sustainably increase the operational cash flow of the University and its Centres.
- ▶ To promote fundraising.
- ▶ **To promote the financial balance of UCP and all its Centres and Units.**
- ▶ **To ensure a Socially Responsible policy for UCP** (Socially responsible investment and spending and sustainable purchasing).
- ▶ **To increase UCP's operational viability based on growing internationalization.**
- ▶ **To increase UCP's operational viability based on a diversification of activities.**



RESOURCES AREA INFRASTRUCTURES

To create environments for the wellbeing of communities, suited to the harmonious development of UCP's activity

The pandemic crisis brought about an abrupt change to operations, which required many quick adjustments over the past year. The need for the enhanced flexibility and adaptability of the academic ecosystem has become evident, in view of the promise and drawbacks of distance learning and work tools, but also of the importance of new requirements and conditions set by face-to-face academic, research and social interaction.

In this new context, the fulfilment of UCP's mission will need to be based on infrastructure able to provide flexible, technologically advanced, and community-driven solutions, enabling the emergence of spaces that ensure the wellbeing of the whole community.



RESOURCES DIMENSION

INFRASTRUCTURES

To create environments for the wellbeing of communities, suited to the harmonious development of UCP's activity

STRATEGIC AREAS

Infrastructure as Support to Activity

To foster a flexible, efficient, and adequate use of infrastructures for the development of UCP's activities

Operational Safety and Wellbeing

To create spaces of Safety and Wellbeing for the UCP community

To Run the Campus Sustainably

To ensure the circularity and sustainability of spaces and their use, contributing to the reduction of the environmental footprint

STRATEGIC GOALS

- ▶ To create flexible, collaborative, pleasant and comfortable spaces that are technologically fit for purpose.
- ▶ To promote the physical wellbeing of people and safety in the workplace.
- ▶ To promote the saving of resources and to reduce the environmental footprint.



GLOBAL TARGETING

TRANSVERSAL AREA GLOBAL TARGETING

To strengthen UCP's global voice towards the Common Good

In a world affected by the phenomena of globalization and the connectivity provided by new technologies, **Universidade Católica Portuguesa positions itself as an educational institution that 'thinks' global.** From the outset, it has affirmed its international vocation, translated into its ability to create value as part of international networks and partnerships and to attract international students and foreign investment for research. UCP has proven itself in this area, but there is a clear awareness that the challenges lying ahead over the next five years are more demanding and qualitatively different from those of the last five-year period.



TRANSVERSAL DIMENSION

STRATEGIC AREAS

STRATEGIC GOALS

GLOBAL TARGETING

To strengthen UCP's global voice towards the Common Good

Internationalization

To promote an integrated internationalization in the promotion of humanist values, respect for diversity, justice, solidarity, and sustainability

Alumni

Active *alumni* in the world who are committed to the life of UCP

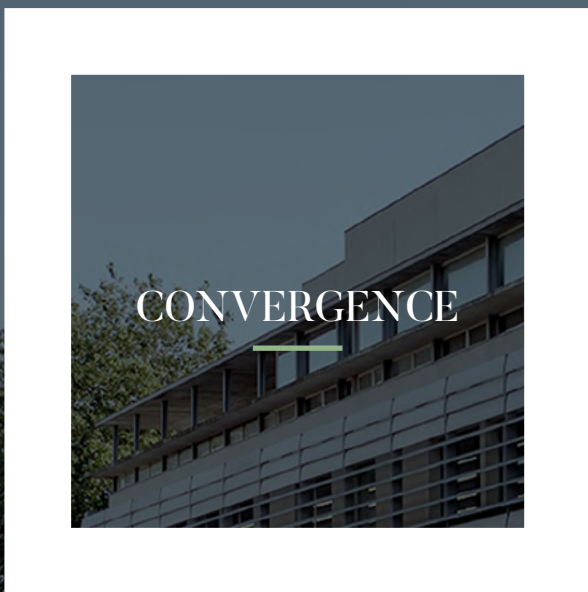
Foresight & Scenarios

UCP the University of the Future

Smart Regions

UCP as a smart actor at the local, national and global levels

- ▶ **To strengthen Internationalization in all Mission and Resources areas.**
 - ▶ Examples already presented in respective Mission and Resources areas:
 - ▶ To strengthen the internationalization of *curricula*.
 - ▶ To strengthen national and international mobility programmes for faculty, students, and support staff.
 - ▶ To strengthen international Research networks.
 - ▶ To promote Intercultural practices on all campuses.
 - ▶ To foster international cooperation with a particular focus on empowering developing countries.
 - ▶ To strengthen **integrated Internationalization**.
 - ▶ **To improve relative position in Rankings.**
 - ▶ To raise awareness and to involve all actors on the importance of 'being active' in the Rankings process.
-
- ▶ To bolster the UCP identity with *alumni*.
 - ▶ **To create an international *alumni* network and a national Alumni UCP brand.**
-
- ▶ **To monitor emerging trends, fluctuations and opportunities in the strategic context of UCP.**
 - ▶ To anticipate actions in the global strategic context of UCP.
-
- ▶ To adopt a development model through smart specialization.
 - ▶ To create and deepen strategic alliances for regional excellence.
 - ▶ To strengthen differentiation in regional value creation.



TRANSVERSAL AREA CONVERGENCE

UCP: the Power of Identity in Diversity

Universidade Católica Portuguesa is a Portuguese university deeply embedded within the Portuguese territory, headquartered in Lisbon and including three regional centres in Braga, Oporto and Viseu. The *campi* of Universidade Católica Portuguesa enable UCP to provide a unique experience to its students and researchers from a national geographical standpoint. **National convergence is a condition for the creation of value internally and for bolstering international competitiveness.**

The creation of the Medical School and of the degree in Medicine is part of UCP's educational, scientific and cultural project in the area of the Health Sciences and aims to serve society, stimulate quality in research and education and promote leadership through innovation. It cultivates openness to the world, based on Christian

humanistic principles, with a culture of proximity that centres on individuals.

The choice of UCP's Sintra Campus, next to Taguspark, to house the Medical School enabled the reduction of the cost of launching this new area, despite the heavy investment in the modernization and adaptation of the existing building. It also propitiated the revitalization of property belonging to the University that was unproductive.

The *Veritati* Campus project, comprising the overhauling of the entire Palma de Cima campus, is of fundamental importance to the development of Universidade Católica Portuguesa. It is the basis of the university's growth over the next decade, which will answer the long-standing problem of capacity saturation on the main campus.

The *Veritati* Campus, with its spirit of renovation and holistic vision, will thus be a space of convergence, enabling a reconfiguration of the university experience, integrating various knowledge areas, and stimulating the production of knowledge.



TRANSVERSAL DIMENSION

STRATEGIC AREAS

STRATEGIC GOALS

**CONVERGENCE
AND INNOVATION**
UCP: the Power of
Identity in Diversity

Convergence Transformative Projects

- ▶ To develop transformative collaborative projects, namely in digital transformation, that enhance institutional convergence at a national level.
- ▶ To promote interfaces that enhance synergies of strategic value, namely in the areas of Health, Arts and Culture.
- ▶ To renew and integrate UCP's Core Systems and Applications and complete the digital transformation.

Interdisciplinary Clusters

- ▶ To create problem-based research clusters that are aware of their ethical and societal implications and that combine different areas of knowledge.

Major Infrastructure Projects

- ▶ To boost UCP's growth, supported by new infrastructures and the provision of new areas of knowledge that respond to societal challenges.
 - ▶ Medical School.
 - ▶ *Veritati* Campus.



SUSTAINABILITY

TRANSVERSAL AREA SUSTAINABILITY

To strengthen UCP's global voice towards the Common Good

Sustainability is our responsibility, with the adoption and implementation of strategic goals that ensure respect for the human person and social equity, for the environment and economic development, towards the common good, in order to create prosperous, healthy, supportive, diverse, and resilient communities for this generation and generations to come.

In recent years UCP has been developing, among others, the CASUS initiative – Católica for SUSTainability – to highlight, aggregate, and implement sustainability and/or social responsibility dynamics in its four campuses, many of them already several decades old and widely known to in-house and external communities.

UCP is committed to the promotion of sustainable development and the protection of the Common Home. It thus works to make a coherent contribution to the **17 Sustainable Development Goals (SDGs)** and the **UN's Agenda 2030**, in accordance with Pope Francis' encyclicals *Laudato si'* and *Fratelli tutti*, on Integral Ecology and Social Friendship respectively, from which **the Seven *Laudato si'* Goals (LSG)** also emerged.

As a Higher Education Institution, it was necessary to resort to specific parameters for sustainability management and/or social responsibility in networks of which UCP is a member. Thus, UCP used, for inspiration and the construction of its own model, the parameters developed by the **FIUC (International Federation of Catholic Universities)** and **ORSIES (Observatory of Social Responsibility and Institutions of Higher Education)**.



TRANSVERSAL DIMENSION

STRATEGIC AREAS

STRATEGIC GOALS

SUSTAINABILITY

To strengthen UCP's global voice towards the Common Good

Governance

To affirm its governance model in the face of new sustainability challenges

Environmental

To be an environmentally-friendly University that promotes an environmental ecology

Social

To be a truly inclusive University, open to all, that promotes dialogue and a culture of care and decency of treatment

Economic

To be a University that cares for all resources efficiently, effectively and fairly, for the common purpose

▶ **To make an institutional commitment to governance.**

- ▶ Ethics: Code and Process
- ▶ Strategic Purpose and Quality
- ▶ Stakeholder Management
- ▶ Risk and Opportunity Management
- ▶ Communication and Information Management
- ▶ Compliance, Transparency, and Accountability
- ▶ Anti-Corruption Plan

▶ **To commit to the United Nations – 2030 Agenda and the principles of the Global Compact – in the definition of socially and environmentally sustainable policies and practices.**

- ▶ Social Responsibility Policy
- ▶ Human Resources, Equality, and Remuneration Policy
- ▶ Active Work-Family Balance Policies
- ▶ Environmental Policy (waste, space management, consumption, purchasing/sub-contracting)
- ▶ Occupational Health and Safety Policy including risk and contingency plans
- ▶ Financial Resources Policy (financial and economic management and control, internal allocation model, economies of scale)

▶ **To practice the Common Home – to prepare citizens for the challenges facing the planet as the basis of UCP's mission.**

- ▶ To promote and enhance collaboration in the environmental field, deepening the link to the SDGs (Sustainable Development Goals) and the LSGs (*Laudato si'* Goals).

▶ **To practice Fraternity and Social Friendship – to prepare citizens for the challenges facing individuals as the basis of UCP's mission.**

- ▶ To promote a constructive dialogue between the University and society.
- ▶ To promote and value collaboration in the Social sphere, deepening the link to the SDGs (Sustainable Development Goals) and the LSGs (*Laudato si'* Goals).

▶ **To practice an Integral Ecology – to prepare citizens for the challenges facing individuals as the basis of UCP's mission.**

- ▶ To promote and enhance collaboration in the economic sphere, deepening the link to the SDGs (Sustainable Development Goals) and LSGs (*Laudato si'* Goals).



Sustainability is increasingly becoming a way of life for organizations, and it will only be truly lived and felt by all when it becomes pervasive in all strategic dimensions.

We are aware that sustainability strategies per se should not exist since, by definition, these are the basis of any organization's **strategy**. Only then can it truly be an actor in the resolution of the numerous problems facing Individuals and the Planet. As such, the following describes **how each of the different Mission and Resources dimensions should be understood from a Sustainability standpoint and the strategic goals to be incorporated**. Namely:

MISSION

TEACHING:
 ▶ To prepare citizens for the challenges facing Individuals and the Planet.

RESEARCH:
 ▶ To promote and value collaboration, thus deepening the link to the SDGs.

UNIVERSITY SOCIAL RESPONSIBILITY:
 ▶ To value, deepen and broaden the care for the Common Home, in accordance with the LSGs.

RESOURCES

PEOPLE:
 ▶ To train leaders committed to responding to the challenges facing Individuals and the Planet.

ECONOMIC AND FINANCIAL:
 ▶ To intensify the promotion of the diversification of funding sources.

INFRASTRUCTURES:
 ▶ To invest in the renovation and efficient use of infrastructures, incorporating the best pedagogical and environmental practices.

- ▶ To welcome Diversity and ensure Inclusion.
- ▶ To adopt policies and practices that value and promote the wellbeing and cohesion of communities.
- ▶ To ensure the integrated and continuous training of individuals.

- ▶ To ensure a Socially Responsible Investment Policy.
- ▶ To promote a culture and practices of transparency and accountability.
- ▶ To practice a sustainable purchasing policy and promote socially responsible consumption.

- ▶ To prepare for the energy transition, reducing the environmental footprint.
- ▶ To accelerate the digital transition in its various components.
- ▶ To ensure responsible management of consumption (Plastic, Paper, Water and Energy).



2025 COMMITMENT

‘
Our goal is to ensure that Higher Education provides the country not only with technically qualified professionals, but that it also trains individuals with a broad vision of societal problems, critical thinking, aesthetic sensibility, and the citizenship skills to take action and create a Portugal that aspires.’

Isabel Capeloa Gil,
Rector of Universidade Católica Portuguesa,
October 23rd, 2020



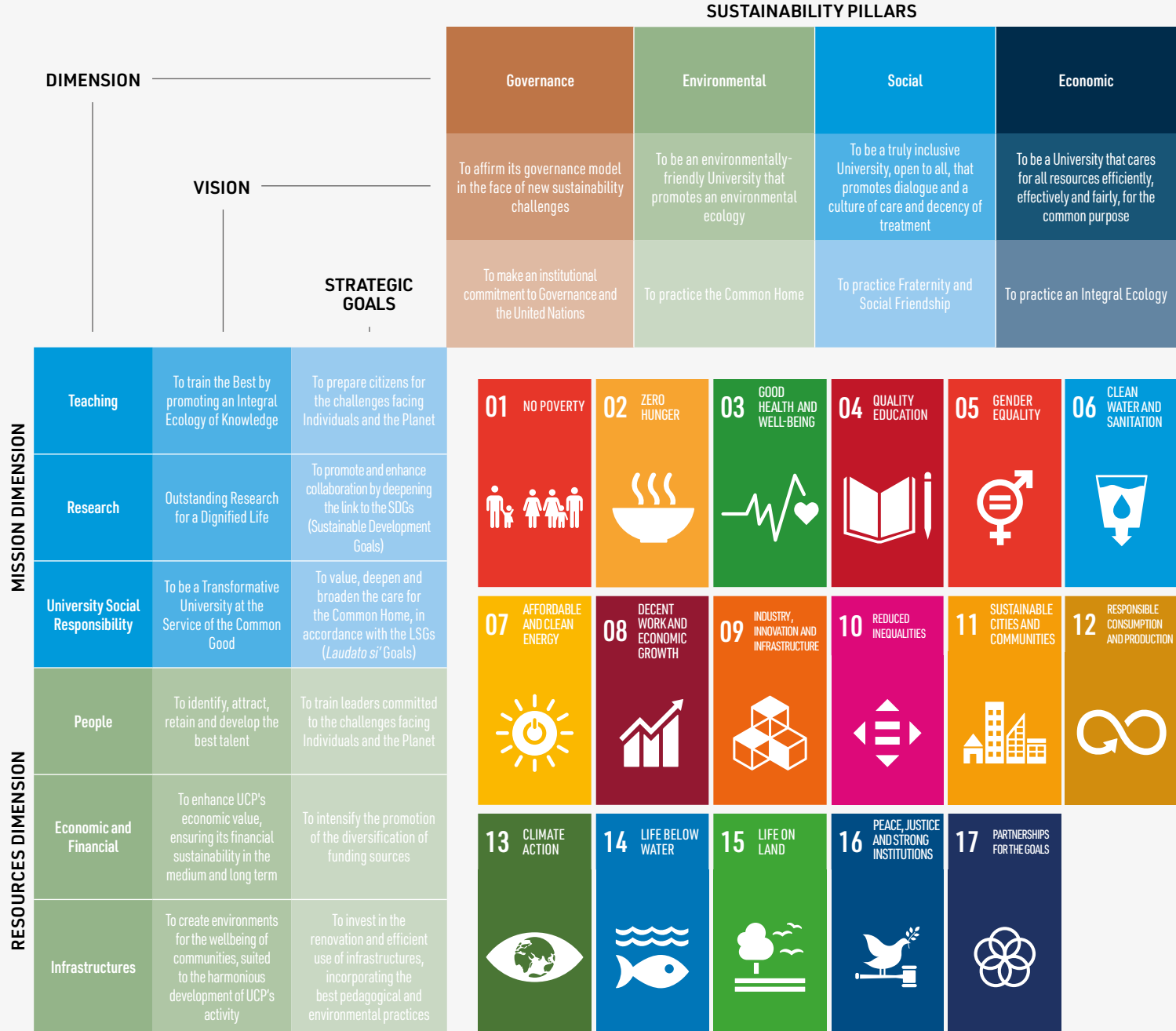
**UCP'S SDP
(2021-2025)
REPRESENTS
A FIRM
COMMITMENT BY
UNIVERSIDADE
CATÓLICA
PORTUGUESA
OVER THE NEXT
FIVE YEARS.**

- ▶ The commitment to adopt and implement strategic goals that ensure respect for the human person and social equity, the environment and economic development and that are geared towards the common good, in order to create prosperous, healthy, supportive, diverse, and resilient communities for this generation and generations to come.
- ▶ A transversal and aligned commitment that calls for responsibility and is based on the transparency of the contribution of all towards the whole. An individual commitment to the future of UCP.
- ▶ A commitment to the efficient management of resources that guarantees

the global efficiency of the mission's activities, but also of support activities, through the implementation of projects able to create and add value to the University, based on a sustainable and diversified revenue model, sustainable and sustained by the mission.

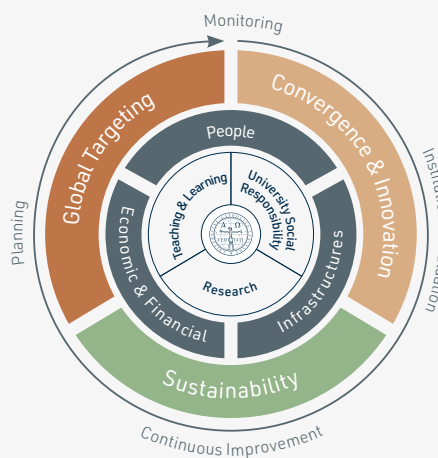
- ▶ The commitment to do so with global thinking, focusing on the missions of teaching, research and social responsibility.
- ▶ A solid commitment to the values of UCP, in the knowledge that we inhabit a Common Home, that we defend and develop an integral ecology and move towards the future promoting a constructive dialogue.

UCP's SDP (2021-2025) is committed to a University Sustainability Plan (USP) over the next five years, described in detail in the strategy presented and summarized below:



In summary, UCP's SDP (2021-2025) makes a strategic commitment in three mission dimensions, three resources dimensions, and three transversal dimensions and acts in thirty-four strategic areas, with a responsibilities core. The Diagram of Universidade Católica Portuguesa's Strategic Development Plan is presented below.

	MISSION			RESOURCES		
Dimension	Teaching	Research	University Social Responsibility	People	Economic and Financial	Infrastructures
Vision	To train the Best by promoting an Integral Ecology of Knowledge	Outstanding Research for a Dignified Life	To be a Transformative University at the service of the Common Good	To identify, attract, retain and develop the best talent	To enhance UCP's economic value, ensuring its financial sustainability in the medium and long term	To create environments for the wellbeing of communities, suited to the harmonious development of UCP's activity
Strategic Area	1.1. Learning in Innovative Environments 1.2. Global Education 1.3. Professions with a Future 1.4. Pedagogical Innovation 1.5. Formative efficiency/ Teaching Effectiveness	2.1. Research in context: strengthening discovery, promoting impact 2.2. Funding and Competitiveness 2.3. Open Science 2.4. Interdisciplinarity and Clusters	3.1. Social Empowerment 3.2. Value-added Knowledge and Service to the Community 3.3. Cultural and Artistic Service 3.4. Citizenship and Public Policies 3.5. Pastoral Care	4.1. Development and Management of Individuals 4.2. Talent Management 4.3. Organizational Culture 4.4. Training for the Future	5.1. Economic Perspective 5.2. Financial Perspective 5.3. Activity Perspective	6.1. Infrastructures as Activity Support 6.2. Safety and Well-being in Operation 6.3. Operating the Campus Sustainably
	TRANSVERSAL					
Dimension	Global Targeting	Convergence	Sustainability	Governance		
Vision	To strengthen UCP's global voice towards the Common Good	UCP: the Power of Identity in Diversity	To strengthen UCP's global voice towards the Common Good	To affirm its governance model in the face of new sustainability challenges		
Strategic Area	7.1. Internationalization 7.2. Alumni 7.3. Foresight & Scenarios 7.4. Smart Regions	8.1. Convergence Transformative Projects 8.2. Interdisciplinary Clusters 8.3. Major Infrastructure Projects	9.1. Governance 9.2. Environmental 9.3. Social 9.4. Economic			
Goals	Goal definition per strategic area					
Targets	Target definition per goal					
Indicators	Indicator definition per target					
Initiatives	Presenting a set of initiatives that enable the achievement of the defined strategic goals					



STRATEGIC DEVELOPMENT PLAN 2021-2025

The Value of Values:
Building the Future
in the Present

**STRATEGIC DEVELOPMENT
PLAN 2021-2025**
EXTENDED SUMMARY

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UNIVERSIDADE
CATOLICA
PORTUGUESA