

# STRATEGIC DEVELOPMENT PLAN 2021-2025

**UCP'S AGENDA  
FOR SUSTAINABILITY**



UNIVERSIDADE  
CATOLICA  
PORTUGUESA



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# SUSTAINABILITY IN THE CONTEXT OF THE SDP

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## THE STRATEGY THE COMMON HOME, FRATERNITY AND INTEGRAL ECOLOGY

In the long run, life on this planet is becoming unsustainable in many areas, from the environment to human rights, from ethics to gender and racial discrimination, from poverty to working conditions. In environmental terms, science has laboured to offer incontrovertible evidence 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 realisation that is already evident and undeniable. The recognition of our planet's unsustainability has been globally accepted, and the phenomena of globalization and new technologies will continue to heighten this awareness.

Therefore, concepts such as the Common Home, Fraternity and Integral Ecology are instrumental in the pursuit of a better Humanity. And it is from these concepts that the proposed strategy derives. Universidade Católica Portuguesa has been, is and will remain 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 continuously seek solutions to the challenges facing Individuals and the Planet today.

The existence of geographical, moral, social, religious, cultural and other such borders, whose main objective



is the self-preservation of individuals or groups of individuals who share the same space, whether physical or otherwise, implies that protecting Individuals and the Planet becomes reduced to the sum of these different sets of protections. The COVID-19 pandemic has reinforced this idea, as noted by Pope Francis in his Encyclical Letter *Fratelli tutti* (On Fraternity and Social Friendship), *'the inability to work together became quite evident ... [due to] a fragmentation that made it more difficult to resolve problems that affect us all.'*

The possibility of inhabiting a common home contrasts with this scenario and hence '[t]he urgent challenge to protect our common home includes a concern to bring the whole human

family together to seek a sustainable and integral development, for we know that things can change' (Encyclical Letter *Laudato si'* by Pope Francis on Care for Our Common Home).

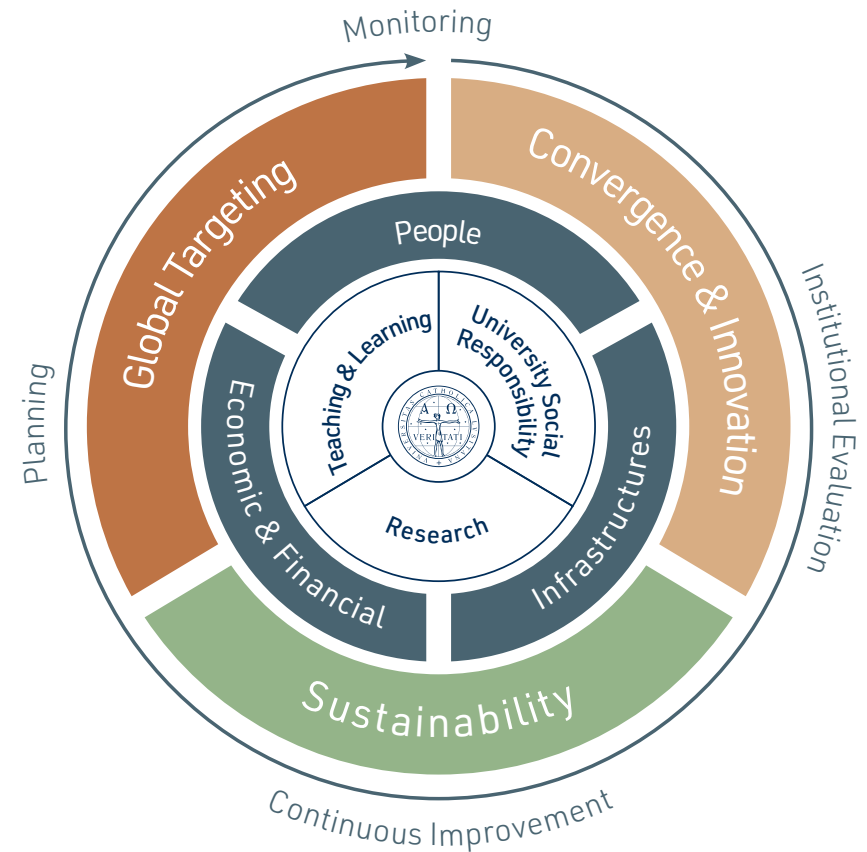
It is therefore imperative to defend and develop an integral ecology which calls for an openness to categories which transcend the language of the pure sciences and which connects us with that which makes us human.

The road to the future and the protection of Individuals and the Planet must be travelled by practicing Fraternity and Social Friendship and by promoting constructive dialogue. This is the path towards the effective fulfilment of the common good. Only thus can the whole, the common house, become more than the sum of its parts.



Faced with the deterioration of our common home, **we have the responsibility to adopt and implementing ways forward guided by strategic objectives that guarantee respect for the human person and social equity, for the environment and for economic development, geared towards the common good, in order to create communities which are prosperous, healthy, supportive, diverse and resilient, for this generation and for the generations to come.**

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



#### MISSION

- ▶ Teaching
- ▶ Research
- ▶ University Social Responsibility

#### RESOURCES

- ▶ People
- ▶ Economic and Financial
- ▶ Infrastructures

#### TRANSVERSAL

- ▶ Global Positioning
- ▶ Convergence and Innovation
- ▶ Sustainability





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# SUSTAINABILITY AS A TRANSVERSAL DIMENSION

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STRATEGIC DEVELOPMENT PLAN 2021-2025  
UCP'S AGENDA FOR SUSTAINABILITY





# SUSTAINABILITY STRENGTHENING UCP'S GLOBAL VOICE TOWARDS THE COMMON GOOD

There is a *raison d'être* that unites all stakeholders around Universidade Católica Portuguesa: “Meaningful science and education that is transformative, for a better Humanity”

Further taking into account that “*Sustainable Development* is development that meets the needs of the present without compromising the ability of future generations to meet their own needs”

(Our Common Future, 1987) and that “*Social Responsibility* is the responsibility of an organization for the impact of its decisions and activities on society and the environment, through ethical and transparent behaviour that contributes to sustainable development, including the health and well-being of society” (NP ISO 26000: 2011 Linhas de orientação da responsabilidade social), in other words, that **University Social Responsibility contributes towards Sustainable Development**, we hereby adopt the following **definition of Sustainability** at Universidade Católica Portuguesa:

## STRATEGIC AREAS

### 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.

## STRATEGIC GOALS

### ► 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 Parity and Work-Life 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 – preparing 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 – Preparing 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 enhance collaboration in the Social field, deepening the link to the SDGs (Sustainable Development Goals) and the LSGs (*Laudato si'* Goals)

### ► To practice Fraternity and Social Friendship – preparing

#### citizens for the challenges facing individuals as the basis of UCP's mission

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

**Sustainability is our responsibility, through the espousal and implementation of strategic goals that guarantee respect for the human person and social equity, for the environment and for economic development, geared towards the common good, in order to create communities which are prosperous, healthy, supportive, diverse and resilient, for this generation and for the generations to come.**

In recent years UCP has been developing, among others, the CASUS initiative – Católica for SUSTainability – to highlight, cluster, and implement sustainability and/or social responsibility dynamics in its four *campi*, many of them already several decades in existence 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 2030 Agenda**, 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. As such, UCP resorted (for inspiration and the construction of its own model) to the parameters developed by the **FIUC (International Federation of Catholic Universities)** and **ORSIES (Observatory of Social Responsibility and Higher Education Institutions)**. It based itself on FIUC’s Newman Referential, due to its vital alignment with the Catholic identity, at an international level, and on François Vallaëys’ model, employed in the Green Book on Social Responsibility and in Higher Education institutions, as well as ORSIES, since the latter has also been adopted by around three dozen Portuguese Higher Education Institutions.

The construction of a **sustainability management model encompasses four strategic areas: governance, environmental, social and economic.**





## GOVERNANCE

To assert its governance and management model while integrating sustainability policies and practices.

## STRATEGIC GOALS

- ▶ **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 with a particular emphasis on:**
  - ▶ Social Responsibility Policy
  - ▶ Human Resources, Equality and Remuneration Policy
  - ▶ Active Parity and Work-Life Balance Policies
  - ▶ Environmental Policy
  - ▶ Occupational Health and Safety Policy
  - ▶ Financial Resources Policy

ODS



OLS



**A sustainable and responsible University requires a commitment to a governance and management model that incorporates sustainability policies and practices.**

Therefore, UCP is making an institutional commitment to promote national alignment on: Code of Ethics and Conduct; strategic purpose and quality; stakeholder management; risk and opportunity management; communication and information management; compliance, transparency and accountability, and anti-corruption plan.

It also embraces its commitment to the 2030 Agenda and the United Nations Global Compact, through the definition of socially and environmentally sustainable policies and practices, promoting, adding value and deepening its connection to the SDGs (Sustainable Development Goals) and the LSGs (*Laudato si'* Goals).

Among others, it implements and monitors the following policies: Social responsibility; Human Resources, Equality and Remuneration; Parity and Work-Life Balance; Environmental; Safety, Occupational Health, and Financial Resources.

## ENVIRONMENTAL

To be an environmentally-  
friendly University that  
promotes an integral  
ecology.

### STRATEGIC GOALS

- ▶ To practice the Common Home – preparing citizens for the challenges facing the Planet as the basis of UCP's Mission
- ▶ To promote and value collaboration in the Environmental field, deepening the link to the SDGs and LSGs

#### ODS



#### OLS



For UCP, to be an environmentally friendly University that promotes an Integral Ecology means taking care of the Common Home and contributing to the development of an Ecological Economy, preparing citizens for the challenges facing the Planet, promoting, adding value and deepening the connection to the SDGs (Sustainable Development Goals) and LSGs (*Laudato si'* Goals).

To be a University with a transformative process based on the search for

simplicity that allows us to find financial and environmental sustainability in the efficient use of resources and respect for the Common Home.

Thus, through a systematic analysis of environmental impact, there is a firm commitment to give back to the Planet more than we take from it, and to share and promote these values with the Academic Community.

Source: THE ODS PARTNERSHIP GUIDEBOOK, United Nations



## SOCIAL

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

## STRATEGIC GOALS

- To practice Fraternity and Social Friendship – preparing citizens for the challenges facing Individuals as the basis of UCP's Mission
- To promote and value collaboration in the Social field, deepening the link to the SDGs and LSGs

### ODS



### OLS



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For UCP, to be a truly inclusive University, open to all, that promotes dialogue and a culture of care and decency of treatment, means to practice Fraternity and Social Friendship and to contribute to an Ecological Education, preparing citizens for the challenges facing Individuals, and promoting, adding value and deepening the connection to the SDGs

(Sustainable Development Goals) and LSGs (*Laudato si'* Goals).

To be a University that contributes to a better Humanity means knowing how to heed the Cry of the Poor and of the Earth, offering an active and effective response, based on Truth, Science and Christian Values.

## ECONOMIC

To be a University that stewards all resources efficiently, effectively and fairly, for the Common Purpose.

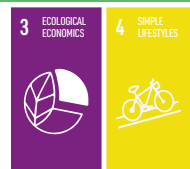
### STRATEGIC GOALS

- To practice an Integral Ecology – preparing citizens for the challenges facing Individuals as the basis of UCP's mission
- To promote and value collaboration in the Social field, deepening the link to the SDGs and LSGs

ODS



OLS



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For UCP, to be a University that stewards all resources efficiently, effectively and fairly, for the Common Purpose, means to practice an Integral Ecology, preparing citizens for the challenges facing Individuals and to promote, enrich and deepen the connection to the SDGs (Sustainable Development Goals) and LSGs (*Laudato si'* Goals).

To be a University that promotes an Environmental Economy means to give back to society more than it receives, in the fulfilment of its Mission, guaranteeing its own economic sustainability and creating a virtuous circle of development alongside the community.



## SUSTAINABILITY GOALS

- ▶ To ensure a system of stakeholder consultation in all strategic processes in order to manage risk and integrate opportunities.
- ▶ To regularly report on the institutional commitment to sustainability, ensuring transparency in relation to the progress achieved.
- ▶ To develop, create and implement policies within the scope of the Global Compact.
- ▶ To promote the implementation of Sustainability Policies at different institutional levels.
- ▶ To ensure that all students in degree-awarding courses attend SDG/LSG Modules.
- ▶ To raise awareness of and train on SDG and LSG.

These Sustainability Goals were integrated into the Mission or Resources dimensions of the 2021-2025 Strategic Development Plan, depending on their respective strategic objectives.







# SUSTAINABILITY AS AN INTEGRAL PART OF THE MISSION AND RESOURCES

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STRATEGIC DEVELOPMENT PLAN 2021-2025  
UCP'S AGENDA FOR SUSTAINABILITY



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 objectives to be incorporated**. Namely:



## MISSION DIMENSIONS TEACHING

### STRATEGIC GOAL

#### ► Preparing citizens for the challenges facing the Planet and Individuals

Education is at the heart of the development of human beings and of the societies they are a part of, and at the core of education is quality and up-to-date teaching available to individuals. We find ourselves at a **crucial moment in the History of Mankind**, when life on this planet is becoming unsustainable in many areas, from the environment to human rights, from ethics to all forms of discrimination, from poverty to working conditions. The awareness of

these realities and the **recognition of the the planet's limitations** have been, to a large extent, globally accepted, and certainly the phenomena of globalization and new technologies will continue to exponentially increase this awareness. As such, and through exceptional teaching that enables a **better understanding and preparation for action**, UCP asserts its share of responsibility in **helping the academic community** find an answer to the environmental and social challenges that face the Planet and Individuals and that have been listed in the **SDGs**.



## MISSION DIMENSIONS RESEARCH

### STRATEGIC GOAL

► **To promote and value collaboration, deepening the link to the SDGs and LSGs.**

Scientific research is one of the mainstays of academic activity that **undergirds Teaching**. It combines the curiosity that seeks to expand the boundaries of knowledge, the rigor of methodical and team work, and the purpose of contributing to the solution of problems and to the transformation of societies. Thus, UCP asserts that its strategic objective is to take the **challenge of inter- and transdisciplinarity** even further and to decidedly place its scientific research

at the service of the **SDGs/LSGs**. On the one hand, the complexity of reality requires this **collaborative work** between different knowledges and teams. On the other hand, the magnitude of the challenges of a more sustainable integral development calls for scientific communities to **concentrate their efforts** on the horizon delineated by the SDGs/LSGs. In this way, UCP's scientific research will have a greater and more lasting impact.



## MISSION DIMENSIONS UNIVERSITY SOCIAL RESPONSIBILITY

### STRATEGIC GOAL

► **To add value, deepen and broaden the care for the Common Home, in accordance with the LSGs *Laudato si'* Goals)**

At Universidade Católica Portuguesa we believe that social responsibility is responsibility. We stand before others and declare **'here we are'**, aware of our **mission** and bearing **witness** to the teaching community of our humanist core and Christian values. 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. As such, we want to maintain an **open and fraternal dialogue, placing ourselves at the service of others**, learning from others and from the community of which we are part, responding to **the cry of the earth and the cry of the poor**. Called upon to create an **'ecological citizenship'** (*Laudato si'*, no. 211), we are committed to training and educating all members of our academic community for a new global model that is fairer, more dignified and more sustainable for all.





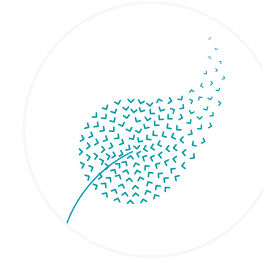
## RESOURCES AREA PEOPLE

### STRATEGIC GOALS

- To train leaders committed to the challenges facing individuals and the planet.
- To welcome Diversity and ensure Inclusion.
- To adopt policies and practices that value and promote the wellbeing and cohesion of the community.
- To ensure the integral and continued training of individuals.

The challenge of leadership (a concept that goes far beyond **'formal leadership'** and which should be understood as a continuous learning process leading to 'informal leadership') is by nature one of the greatest obstacles to achieving the goals set by any organization. Given the challenges currently facing humanity, **responsible leaders** who are aware of the **social and environmental challenges** ahead are necessary, now more than ever. While the training of leaders is always fundamental, it becomes even more so

as we face challenges that can only be resolved through increasingly exacting **leadership behaviours**. **'Soft is the new Hard,'** which is why recognizing the importance of Values, knowing what defines an inspiring Vision, accepting the importance of Innovation and Teamwork, understanding that the Trust placed in those who work with us is at the core of everything, appreciating the importance of recognizing the performance of others, of thanking and celebrating, understanding that human beings **must forever remain at the centre**, all these are behaviours and practices that are increasingly required of responsible leaders. Hence the truly strategic importance of this Goal.



## RESOURCES AREA ECONOMIC AND FINANCIAL

### STRATEGIC GOALS

- To intensify the promotion of the diversification of funding sources.
- To ensure a Socially Responsible Investment Policy.
- To promote a culture and practices of transparency and accountability.
- To practice a sustainable purchasing policy and to promote socially responsible consumption.

UCP's very nature, as well as its sense of responsibility, impose a **judicious and efficient management of its economic and financial resources**. UCP is an institution that belongs to the so-called third sector, which combines institutions whose **central element is a sense of mission**, as opposed to the **resources generated**, and which, under no circumstances, are meant for the benefit of those who govern or manage it. In order to fulfil its mission, UCP counts on the resources generated through teaching and other

services provided, namely, from its research and study centres, although there are many forms of support it offers those students who would otherwise be unable to meet the costs of tuition. Furthermore, there are several areas in which its teaching and research activity requires a high level of investment, thus being compelled to search for funding essential to add to the resources generated by its activity. The sources for this additional funding must be diverse, in order to reduce the risk of dependence that might jeopardize the effective pursuit of activities that are crucial to its mission. Additionally, the quest for the **diversification of funding sources** requires the crossing of borders in the search for partners to embark on joint paths with UCP. Quite often, this results in the opening up of new horizons and a joint growth in the development of skills and solutions to the challenges of sustainability.



## RESOURCES AREA INFRASTRUCTURE

### STRATEGIC GOALS

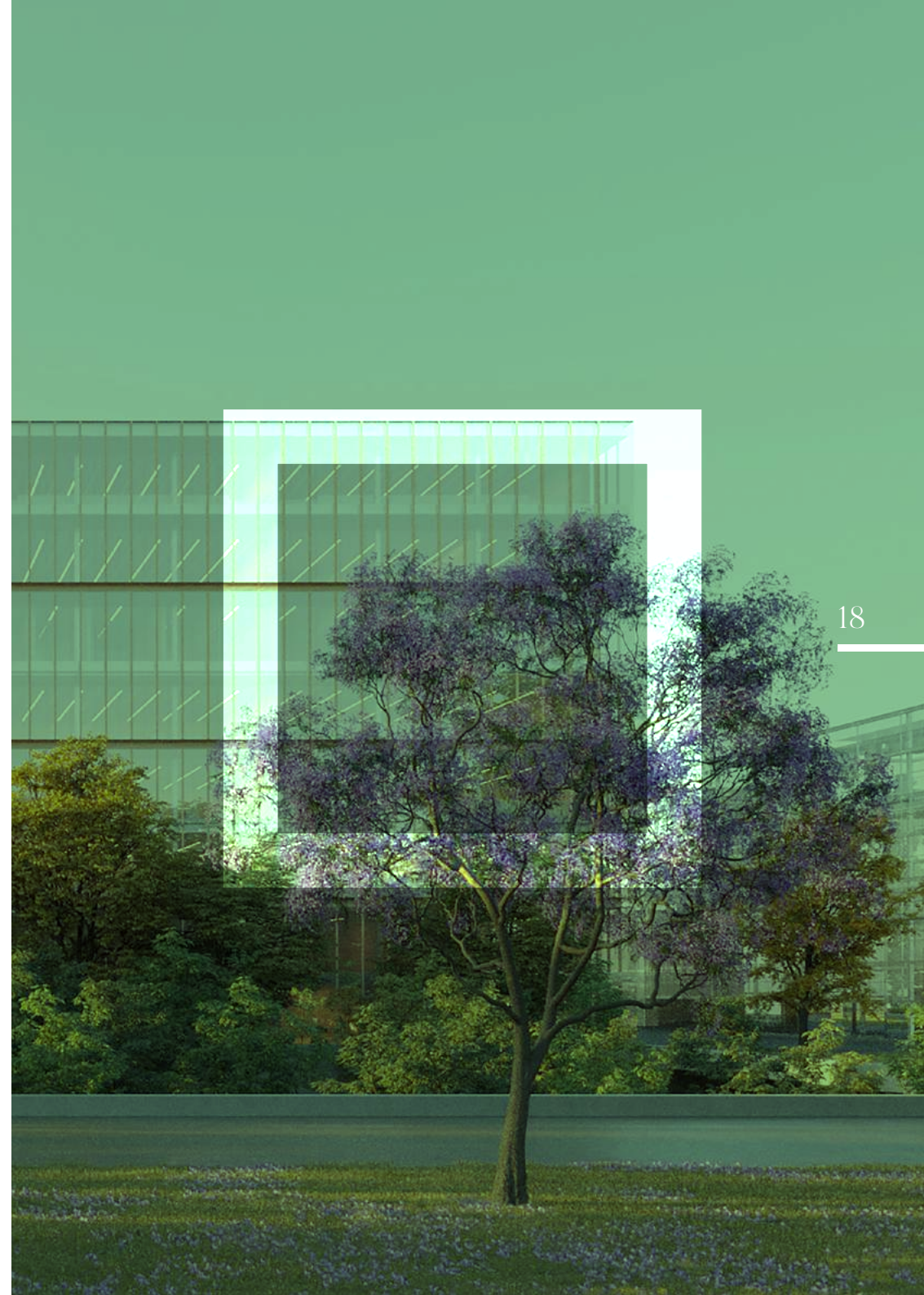
- To invest in the improvement and efficient use of infrastructure, adopting the best pedagogical and environmental practices
- To prepare for the energy transition, and to reduce the environmental footprint
- To accelerate the digital transition in its various dimensions
- To ensure a responsible management of consumption (Plastic, Paper, Water and Energy)

At UCP, thinking about a digital future means planning and investing in infrastructure where the central focus is the **concern for the future of Individuals and the Planet**.

Hence, the digital transition combines a commitment to pedagogical practices able to **prepare citizens** to face the new challenges and jobs of the future, and the construction or renovation of campuses equipped to **resist climate change**, thus laying the ground for the energy transition, reducing the

ecological footprint, ensuring a responsible management of consumption, and taking into account **social inclusion** policies, thus ensuring universal accessibility.

UCP provides environmental education grounded on **sustainability, efficiency and accessibility** criteria, providing **Wellbeing** to the entire academic community and thus promoting the **Wellbeing** of Humanity.







# THE RESPONSIBILITY OF GOVERNANCE

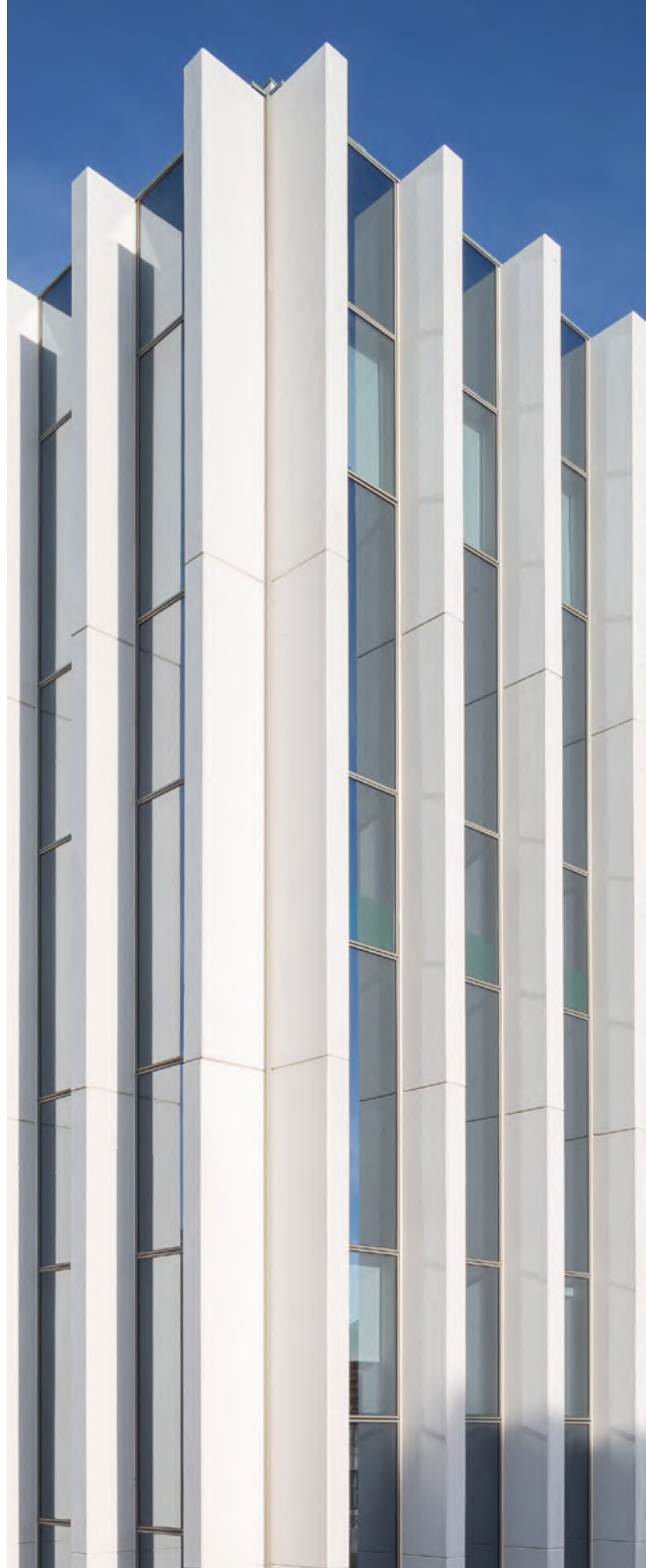
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UCP'S AGENDA FOR SUSTAINABILITY





Since **Governance** is understood as the system of rules, practices and processes by which an organization is managed and controlled, this is a fundamental part of UCP's Agenda for Sustainability (2021-2025) as a strategic area of sustainability. UCP proudly adopts this governance and management model, which includes sustainability policies and practices, with two goals: an institutional commitment to national governance policies and practices and the reiteration of its commitment to the United Nations and the 2030 Agenda and the Global Compact.

It is thus important to **clarify a set of principles**, inspired by the example of the FIUC (International Federation of Catholic Universities) and ORSIES (Observatory of Social Responsibility and Higher Education Institutions), which UCP's Governance presupposes and adopts.



#### A) DEFINING THE GOAL

The organization's *raison d'être*, as an expression of the means through which an organization proposes solutions to economic, environmental and social issues. The organization's goal should create value for all stakeholders.

#### B) COMPETENCES AND RESPONSIBILITIES OF MANAGEMENT BODIES

- Independence
- Participatory Management
- Relationship with entities representing members of the IES

#### C) MATERIAL ISSUES IMPACTING STAKEHOLDER

- Integration of Human Rights into the Institution's management process
- Recruitment and remuneration policy
- Personal and professional development
- Organizational environment and work-life balance
- Integration of School Social Action measures
- Quality of life, Health and Safety on campuses





#### D) ETHICS PROCEDURES

- Periodic review of the UCP Code of Ethics and Conduct (CEC) and respective internal and external communication
- Management of knowledge of the CEC during welcoming of students, teachers, researchers and support staff
- Communication, awareness and recurrent training suitable for each of the target audiences
- Strengthening of internal and external communications regarding the channels available for information exchange (requests for clarification or complaints), with the explicit presumption of the principle of non-retaliation
- Annual reporting on the (anonymized and consolidated) activity of Ethics Providers on the four *campi*
- Participation and management of initiatives on Ethics, Social Responsibility or Sustainability.

#### E) TO INCLUDE THE NOTIONS OF RISK AND OPPORTUNITY IN THE ORGANIZATION'S PROCEDURES AS WELL AS SUBSEQUENT ACTIONS

The organization's risk factor and the dissemination of opportunities that clearly mark out the main material risks being faced and the opportunities available, the organization's willingness to take on these risks, the way in which these risks and opportunities have changed throughout time and the response to these changes. These opportunities and risks must encompass actual economic, environmental and social issues, including climate change and data management.

- Organizational environment and work-life balance
- Environmental management system
- Environmental Education
- Supplier management system
- Communication characterized by Social Responsibility

#### F) DEVELOPMENT OF THE STRATEGIC PLAN

Strategies for Social Responsibility and/or Sustainability, namely in the disclosure of the material economic, environmental and social goals planned for the year, their respective monitoring, and a clear understanding of how these goals contribute to long-term value.

#### G) TRANSPARENCY AND REGULARITY IN THE INTERNAL REPORTING OF INFORMATION

Introduction of structured reporting practices involving different decision-making levels, based on exactitude and with a view to an easier and common understanding, by all employees, in an effort of participatory management.

Communication with Social Responsibility, through inclusive communication practices, favouring environmentally friendly forms of contact and using, whenever possible, one-to-

one contact (providing accurate and complete information, both face-to-face and online during teaching hours.

#### H) CLEAR COMMUNICATION AND REGULAR ACCOUNTABILITY TOWARDS KEY STAKEHOLDERS

Existence of a communication policy that ensures timely and clear accountability for all involved, based on regular consultation and follow-up mechanisms.

Annual publication of the Sustainability Report.





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# COMMITMENT TO SUSTAINABILITY

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STRATEGIC DEVELOPMENT PLAN 2021-2025  
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“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 outlook on societal problems, critical thinking, aesthetic sensibility, and the citizenship skills to take action and create a Portugal that aspires”.

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

## 2025 COMMITMENT



**UCP's Agenda for Sustainability (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.

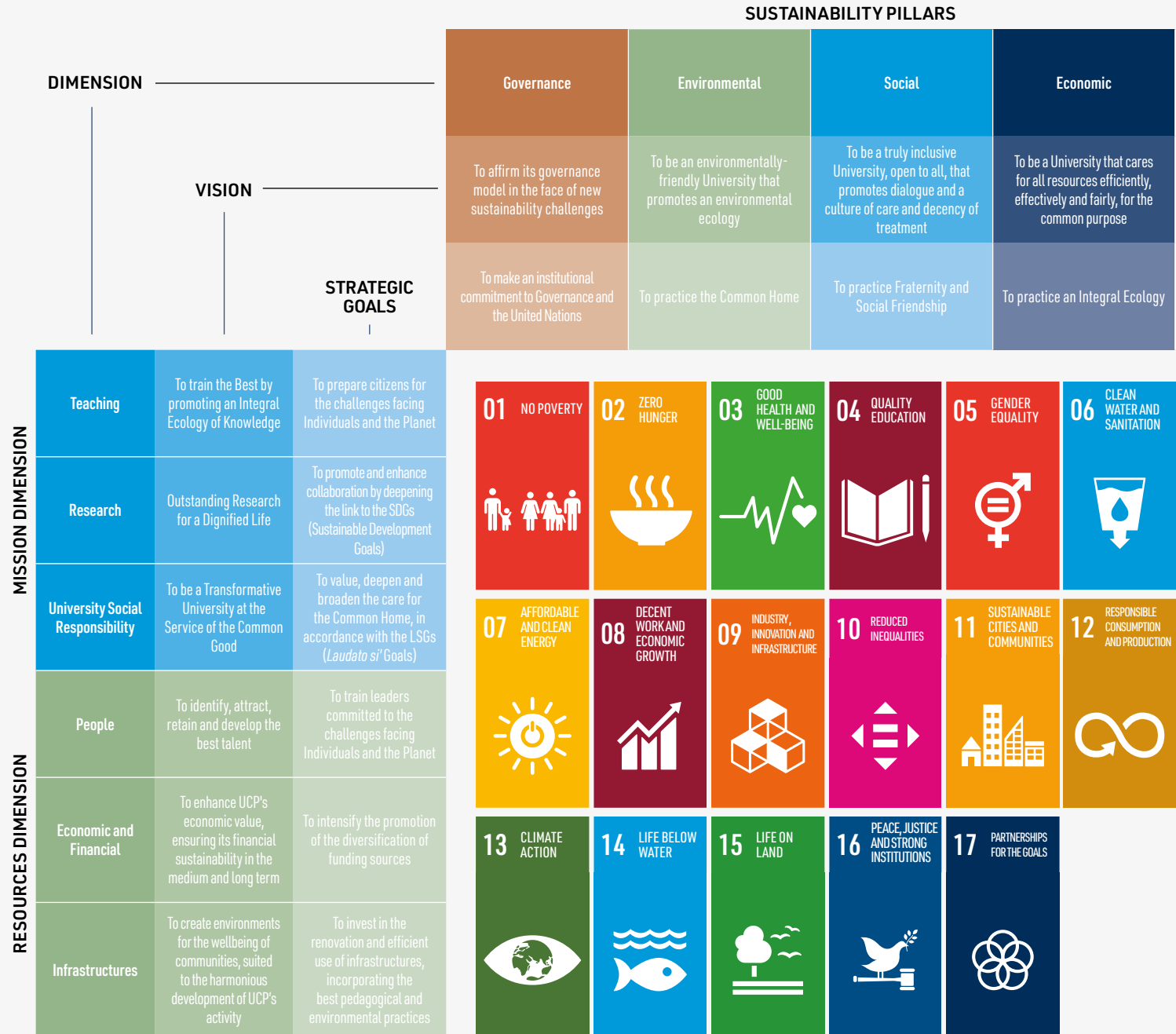
A transversal and aligned commitment that calls for responsibility and is based on the transparency of the contribution of all towards the whole. An individual commitment to the future of UCP.

A commitment based on an 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 by promoting a constructive dialogue and practicing Fraternity and Social Friendship.

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:

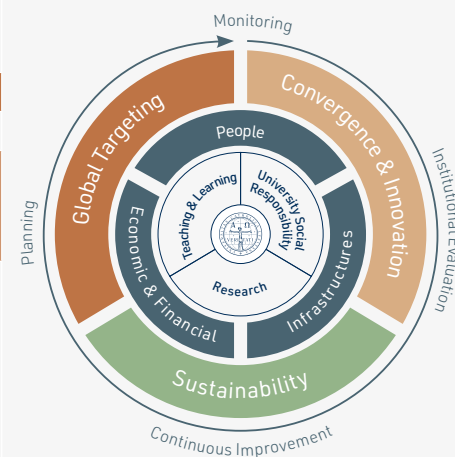




In summary, UCP's SDP (2021-2025) makes a strategic commitment in three mission dimensions, three resources dimensions, and three transversal dimensions and acts in thirty-four strategic areas, with a responsibilities core.

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**  
UCP'S AGENDA FOR  
SUSTAINABILITY

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