



Vice President for Financial Affairs

Leadership Profile

Winter 2026



WittKieffer

Executive Summary

University of Portland (UP), a thriving, diverse, ambitious community of over 3,100 students from around the nation and the world, is seeking an innovative, strategic, and mission-driven leader to serve as the next Vice President for Financial Affairs and join a leadership team that is reimagining the University for a new age of [Hope, Renewal, Transformation](#).

Since shortly after its inception in 1901, the University of Portland has been guided by the Congregation of the Holy Cross, a Catholic order of priests and brothers. The founder of the order, Blessed Basil Moreau, C.S.C., wrote, *"The mind will not be cultivated at the expense of the heart."* This commitment to educating the hands, heart, and mind is a hallmark of UP's belief in educating the whole person. The University is Oregon's only comprehensive, liberal arts-grounded university with schools of business, education, engineering, and nursing; a College of Arts & Sciences; and a graduate school. It is also the state's only Catholic university and largest private undergraduate institution. It offers more than 50 undergraduate majors, 40 minors, 18 graduate programs, and over 1,300 courses. The University features small-class settings, and an award-winning faculty committed to excellence in undergraduate and graduate education. UP is proud to boast the highest six-year graduation rate among all institutions of higher education in Oregon – public and private. (In fact, its four-year graduation rate eclipses the six-year rate of most of its peers.) UP also achieves exceptionally high marks across key outcomes, including positive post-graduation career outcomes and median income after graduation.

This premier Catholic and Holy Cross University is located on a bluff in a residential neighborhood overlooking the Willamette River and the city of Portland. The University's scenic location is the inspiration for its nickname, "The Bluff." The beautiful, 150-acre campus is situated near the confluence of the Willamette and Columbia Rivers, once home to some of the most skilled mariners in the world. UP's Division I athletic teams are known as the "Pilots," as an homage to the expert riverboat pilots who guide ships around Portland's waterways and into the Pacific Ocean.

Since July 2022, the University of Portland has been led by [President Robert D. Kelly, Ph.D.](#) President Kelly is the first layperson to lead UP. His tenure on The Bluff has featured the launch of the visionary *Strategic Plan 2022-2027: Hope, Renewal, Transformation*; the dedication of the state-of-the-art Shiley-Marcos Center for Design & Innovation; the formation of an exceptional leadership team; the successful introduction of several new academic programs; the most successful fundraising years in institutional history; a renewed commitment to UP's Catholic, Holy Cross identity; and strengthened relationships locally, nationally, and globally. The University of Portland maintains a solid financial foundation, supported by an endowment of approximately \$350 million and strong credit ratings.

Reporting to the President, the Vice President serves as the institution's chief financial officer, providing strategic leadership and oversight for all financial operations and serving in a role of high-visibility leadership for the University. The Financial Affairs Division includes the Offices of Budget, Controller, and Student Accounts, as well as Barnes & Noble Bookstore and Bon Appétit (UP Dining). The Division works to responsibly steward the fiscal and physical assets of the University to maintain institutional strength and ensure continued success. By managing resources effectively and creatively, the Vice President will play a critical role in enabling the University to achieve its ambitious goals and advance its mission. The Vice President will be responsible for ensuring the sustainability of UP's financial position while advancing a culture of transparency, collaboration, and collective effort toward achieving institutional goals. The Vice President leads a highly experienced, skilled staff and manages a University budget of \$147.5 million and a divisional budget of \$2 million. The Vice President is charged with developing talent, clarifying roles, and building a high-functioning, service-oriented division.

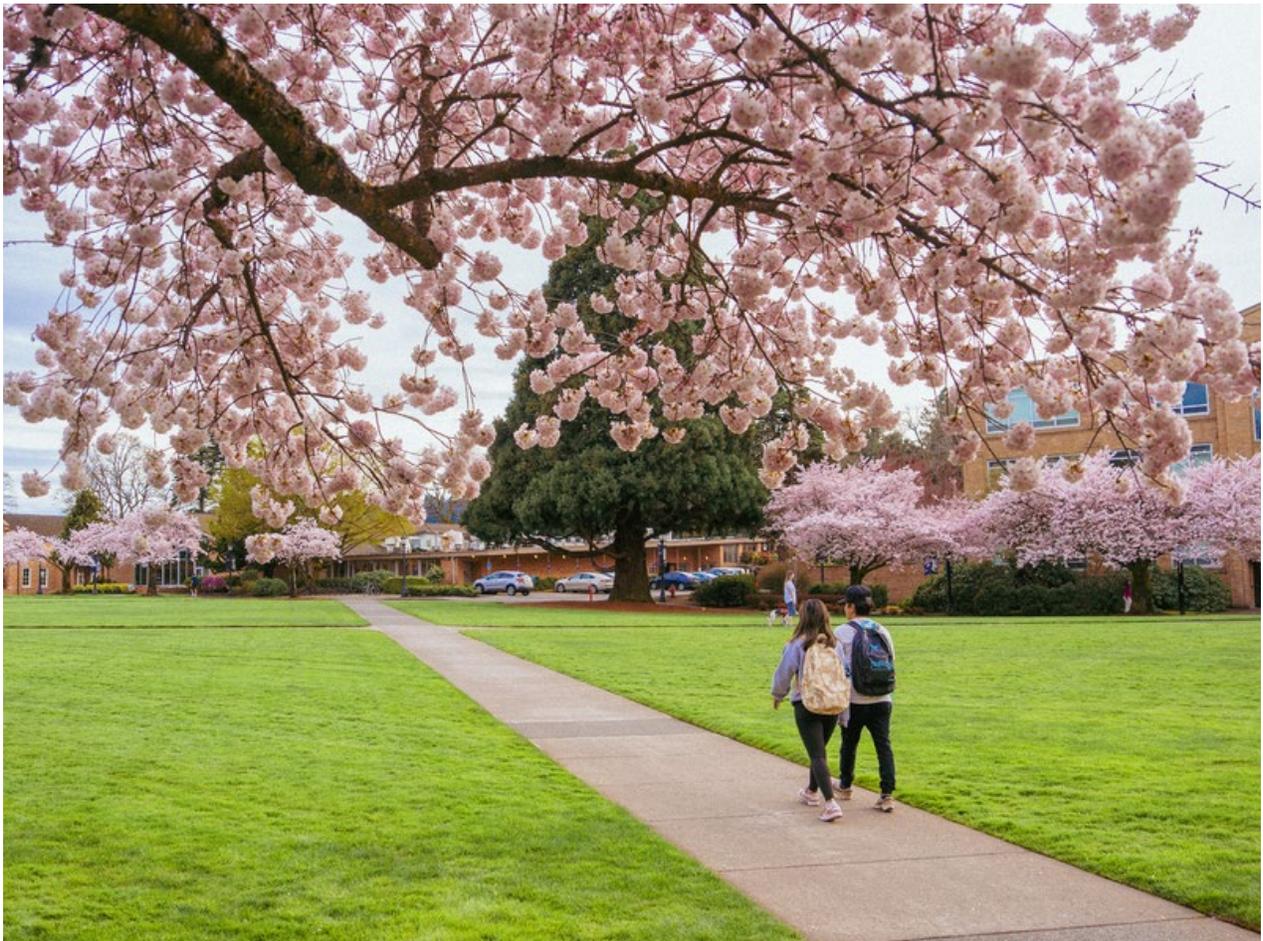
The successful candidate will hold a bachelor's degree in accounting, business, economics, finance, or a related field, with at least ten years of progressive leadership experience in financial affairs. They will demonstrate proven success in developing and managing multi-million-dollar budgets, strong financial acumen, and the ability to work

collaboratively with diverse partners and constituents to successfully lead organizational change. A graduate degree in a related field and prior experience in higher education are preferred but not required. An equivalent combination of education and experience will also be considered.

Additionally, the new leader will possess exceptional communication skills to engage stakeholders across the University and demonstrate creativity in developing innovative financial strategies, policies, and processes that support short- and long-term growth. The Vice President will have exceptional judgment, strategic decision-making skills, and the ability to navigate complex challenges. They will foster a positive, inclusive work culture grounded in respect and convey strong collaboration and communication skills. The ideal leader will also bring a forward-looking perspective on emerging technologies—including artificial intelligence—and a commitment to continuous learning. The Vice President will embrace their positioning as a highly visible leader of the institution and will be committed to forging external relationships throughout the community. Although the Vice President need not be Catholic, they will possess an authentic and deep respect for, and ability to contribute to, the mission and values of the University as a Catholic, Holy Cross institution.

The successful candidate will be a strategic, systems-oriented thinker with exceptional communication skills and sound judgement, capable of navigating ambiguity and leading through complexity. They will demonstrate creativity in developing innovative financial strategies, policies, and processes that support both near-term priorities and long-term institutional resilience.

To submit a nomination or express personal interest in this position, please see Procedure for Candidacy on page 18.



Overview and Role of the Vice President for Financial Affairs

Consistent with and in support of the University of Portland's mission and values, the Vice President for Financial Affairs serves as the University's chief financial officer, sits on the President's Leadership Cabinet, and oversees all areas, policies, and processes related to the University's Financial Affairs Division.

The University of Portland maintains a solid financial foundation, supported by an endowment of approximately \$350 million and strong credit ratings (Fitch: A+ with a negative outlook due to sector-wide pressures; and S&P: A- with a stable outlook). The University issued bonds in June, and its improved credit rating—compared to the previous bond issue in 2016—is a testament to the University's strong balance sheet and significant endowment growth over the past decade. While recent years have presented challenges—such as enrollment declines generally consistent with industry trends—the University's financial flexibility, enrollment innovations, robust fundraising tradition, and commitment to strategic planning position it for renewed growth and stability.

The University's fiscal year runs from July 1 through June 30 with a budget of \$147.5. The current budgeting approach combines zero-based budgeting for certain areas with a carry-forward model for unit budgets. The University's budget features unique financial complexities that demand careful oversight and alignment with institutional priorities.

The University operates within a financial model that reflects the realities of higher education today: reliance on tuition revenue, rising discount rates, and increasing pressure to balance affordability with institutional sustainability.

Like many institutions, the University faces challenges that require disciplined planning and creative solutions. A multi-year financial plan has been developed to move toward a balanced cash flow position, supported by strategies to strengthen enrollment and optimize resource allocation. This plan emphasizes proactive management and long-term thinking rather than short-term fixes. The Vice President will be empowered to influence and implement the plan.

Additional resources and reports are available on the Financial Affairs [website](#).

The Vice President manages a highly experienced, dedicated team in the [Financial Affairs Division](#) including the following units.

- **Budget:** Budget development establishes an [annual operating budget and timeline](#) in support of the University's Strategic Plan and guided by the University's mission.
- **Controller:** The Office of the Controller oversees accounting, purchasing, payroll, student accounts, and accounts payable for the University of Portland.
- **Student Accounts:** The Office of Student Accounts ensures that all funds due the University are billed, collected, posted, deposited, and reconciled accurately and in a timely manner.
- **Bookstore:** The Barnes & Noble Bookstore, located in the Pilot House, provides textbooks, apparel, gifts, and supplies to the University community.
- **Bon Appétit:** Bon Appétit manages UP's dining options, which include Bauccio Commons and the Pilot House.
- **Campus Construction & Planning:** The Office of Campus Construction & Planning oversees major capital projects, deferred maintenance, space optimization, and more. The Office also oversees campus planning and zoning matters, and liaises with local, state, and federal agencies. The Vice President will closely collaborate with the Office to ensure alignment with institutional and budgetary priorities.

Additional responsibilities include:

- Engage in leadership and representational duties as an officer of the University. This includes participating as a member of the President's Leadership Cabinet (PLC).
- Directly and indirectly supervise all department staff. Supervisory responsibilities include hiring processes, setting of expectations, training and professional development, performance management and evaluations, and disciplinary processes, including, if necessary, termination of employment.
- Assist and advise the President and other leaders within the University on financial matters.
- Help to lead the University's periodic strategic planning processes.
- Lead the development of sustainable financial and budgeting systems; including planning, forecasting, reporting and governance frameworks that support strategic priorities, enable timely decision-making, and strengthen institutional accountability. Serve as ex officio member of the University Budget Advisory Committee.
- Together with the Vice President for Enrollment Management & Provost, guide efforts to optimize enrollment and net tuition revenue.
- Together with the Provost, serve with designated faculty members on the Faculty Compensation Committee, which makes determinations about faculty compensation.
- Serve as the University's chief risk manager, providing strategic leadership and oversight of the University's enterprise-wide risk management function; identify, assess, monitor, and mitigate institutional risks in collaboration with senior leadership. Manage the University's liability and property insurance and ensure that adequate and appropriate levels of coverage are maintained.
- Lead the University's Retirement Plan Committee and serve as the plan fiduciary. Ensure that the retirement plan offers high-quality investment options with low fees and remains in compliance with applicable laws.
- Staff the Board of Regents Financial Affairs Committee and Audit Subcommittee. Provide the Board of Regents with updates on financial policies and results as appropriate.
- In consultation with other University leaders, determine the University's rates for tuition, fees, and room and board. Approve all revenue arrangements.
- Ensure compliance with laws relating to financial and financial aid matters.
- Obtain needed external financing to fund capital and operating requirements via public bond offerings, private debt placement, and leasing contracts, as appropriate. Ensure that the University maintains adequate levels of liquidity.
- Manage the University's endowments and other investments in risk-appropriate arrangements.
- Serve on institutional committees as assigned by the President.
- Oversee financial reporting, annual financial audits, and the filing of annual tax returns.
- Regularly engage in external and internal communication with audiences of varying financial literacy regarding matters that relate to the Financial Affairs Division and the University.
- Translate solid financial acumen into strategic investments that positively impact the mission, needs, and growth of the University.

- Exhibit deep understanding of the University, its Catholic and Holy Cross mission, identities, and culture.
- Exercise sound judgment and collegueship as a member of the President's Leadership Cabinet to creatively meet the coming challenges in higher education.



Opportunities and Expectations for Leadership

The next Vice President for Financial Affairs will have the opportunity to lead all aspects of the University's financial operations—driving a strategic, transparent, and collaborative approach to financial management, planning, and innovation. Success will mean creating clarity, building trust, and ensuring that financial decisions support the University's mission and values while positioning it for long-term strength.

The current spirit, energy, and drive that shines throughout the University of Portland will extend into a forward-thinking vision for Financial Affairs. The ideal candidate will be an exceptional leader who excels in communication and collaboration, inspiring confidence across the institution. This role requires a strategic thinker with the ability to shape short- and long-term financial planning, anticipate challenges, and develop innovative solutions to complex problems. By combining financial expertise with creativity, the Vice President will help position the University for continued strength and success.

In addition, the Vice President for Financial Affairs will address the following priorities:

Financial Vision and Strategy

The University of Portland stands at a pivotal moment—one that embraces a bold, inspiring vision for the future. Building on a strong foundation of leadership and progress, the next Vice President will craft an ambitious strategy that embraces innovation while confronting the realities of higher education, making sometimes difficult decisions to secure UP's future and sustain forward momentum. The next Vice President will lead a transformative, mission-centered strategy that pairs revenue growth with disciplined cost management. This leader will elevate decision-making through rigorous analysis and collaborative engagement. The Vice President will champion efficiency, streamline processes, and strategically direct resources to high-impact priorities. Through clear communication, shared governance, and an unwavering focus on outcomes, this leader will galvanize the community around a compelling path forward.

University & Community Leadership

The new Vice President will be an integral member of a cohesive and high-performing senior leadership team, actively shaping institutional strategy. This means engaging as a thought partner with the President, the President's Leadership Cabinet, the Provost, Board members, and academic deans—bringing financial insight to decisions that impact the University's future. Beyond providing expertise, the Vice President will help create alignment across priorities, anticipate challenges, offer solutions that advance shared goals, and embrace challenging conversations. Collaboration will extend across administrative and academic units to design and implement processes that remove barriers for each area to pursue its goals. By creating systems that align resources with priorities, the Vice President will empower colleagues to translate ambition into measurable progress and contribute meaningfully to institutional success.

Additionally, the Vice President will lean into their positioning as a visible member of the University's leadership team. They will work hard to forge relationships, locally and globally, that inure to the institution's benefit. They will further establish an expectation that their team members evince a similar commitment to nurturing community partnerships.

Campus Partnerships and Transparency

The University of Portland has a strong tradition of financial transparency and engagement, as demonstrated through regular meetings with campus stakeholders, active committees, and University town halls that provide updates, invite dialogue, and foster a shared understanding of financial priorities. The next Vice President will build on this further to enhance clarity, consistency, and collaboration across campus. To foster shared ownership and accountability, the Vice President will gather input, set clear expectations for follow-through, provide updates,

and convey how feedback informs outcomes. In addition, the Vice President will honor robust partnerships established through the Faculty Senate, Faculty Compensation Committee, and Staff Senate—listening, engaging, and staying open to feedback, including during moments of urgency.

Enrollment and University Relations Support

Enrollment and fundraising are the University's two primary revenue drivers, making strong financial alignment with these areas essential to institutional strength and growth. As a net tuition revenue-focused institution, UP faces enrollment challenges common to smaller, private, religious universities. UP has undertaken several innovative and proactive steps to bolster both headcount and net tuition revenue. For example, UP created a new Enrollment Management Division inclusive of Admissions, Financial Aid, and Marketing; recently refreshed the institution's brand and enrollment marketing collateral; launched a new, admissions-centric website; deployed new artificial intelligence tools to enhance outreach, drive applications, and secure commitments; and, created the Moreau Pathway Program, an innovative approach to expedited admissions for high-achieving graduates of Catholic high schools in key markets. Enrollment management leaders are also partnering closely with the Provost and faculty on strategies to refresh the institution's academic offerings, ensuring that they remain relevant, timely, and attractive to prospective students. These investments, innovations, and collaborations are showing early signs of success. The Vice President will serve as a strategic thought partner to Enrollment Management, aligning financial planning with enrollment goals to ensure affordability, sustainability, and long-term institutional strength.

The University has experienced significant recent success in securing philanthropic support, including the three most successful fundraising years in institutional history. UP is presently in the leadership phase of the largest comprehensive campaign in institutional history, and is meeting or exceeding campaign benchmarks. The Vice President will collaborate closely with University Relations to ensure that financial planning supports fundraising objectives along with the effective management and stewardship of gifts.

Risk Management

The new Vice President will steward a proactive, institution-wide approach to risk that strengthens the University's resilience while enabling thoughtful innovation. Serving as the University's chief risk manager, this leader will cultivate a culture in which risk is understood, anticipated, and managed -- not avoided. Through an integrated enterprise risk framework, the Vice President will bring clarity to emerging financial, operational, and strategic vulnerabilities while helping the University seize opportunities with confidence and prudence. This leader will align risk management with mission and values, ensuring that decision-making balances ambition with accountability. By fostering collaboration across campus units, strengthening internal controls, and enhancing transparency, the Vice President will position the University to navigate uncertainty, protect institutional assets, and sustain trust among stakeholders, all while supporting bold, mission-driven progress.

Athletics & Operations Excellence

The Vice President for Financial Affairs must understand the critical role Division I athletics plays in shaping the University's culture and elevating its national visibility. Athletics has contributed to UP's financial performance through enrollment growth, donor engagement, fundraising success, and brand recognition—but sustaining this success requires thoughtful reinvestment. Teams are going deep into NCAA tournaments, which brings prestige but also significant costs. The Vice President will play a key role in ensuring the long-term sustainability of Division I athletics as a strategic asset to the University. The new leader will collaborate with Athletic leadership to create transparent funding strategies and reinvestment plans that support program competitiveness and high-quality facilities.

Additionally, the Vice President must appreciate the importance of sustaining and growing the University's built environment. The Vice President will liaise closely with leadership of the institution's 80-person Facilities Services team and be a close collaborator on matters of sustainability, optimization, and continuous improvement.

Data- and Technology Informed Strategy

To strengthen financial decision-making and institutional agility, the Vice President will enhance data clarity and leverage technology to deliver timely and reliable insights that inform strategy and resource allocation. This includes implementing a contemporary budgeting framework, supporting financial data governance, and providing accessible dashboards and narratives to enhance transparency with all stakeholders. Leveraging modern technology and advanced analytics—including the ethical, responsible use of AI—the Vice President will guide strategy and decision-making with timely insights and predictive capabilities. This leader will deliver dependable numbers and stable systems that improve forecasting and decision quality.

Team Support and Achievement

The Vice President will foster a culture where information flows openly, active listening is practiced, and diverse perspectives are valued as drivers of innovation and problem-solving. Central to this role is supporting and developing a high-performing team that is already deeply committed to the University's mission and values and eager to contribute to its continued success. This leader will prioritize clear and consistent communication with the team, model accessibility and follow-through, and serve as an advocate for their needs.



Professional Qualifications and Personal Qualities

The ideal candidate will possess a combination of the following professional experiences and personal attributes.

Education and Experience

- Bachelor's degree in accounting, business, economics, finance, or related field.
- Ten years of progressive experience in leadership positions within financial affairs.
- A graduate degree in accounting, business, economics, finance, or a related field and prior experience in higher education are preferred but not required.
- A CPA license is preferred but not required.
- A combination of equivalent education and/or experience will be considered.

Financial and Leadership Expertise

- Significant leadership experience and deep knowledge in accounting, business, economics, and finance
- Demonstrated success in the development and management of multi-million-dollar budgets.
- Excellence in initiative and leadership
- Strong orientation toward policy and process improvements

Judgment and Decision-Making

- Excellent judgment in emergencies, crises, and confidential situations
- Strong critical-thinking, problem-solving, and decision-making skills

Management and Supervisory Skills

- Proven ability to establish and sustain a positive, respectful work culture
- Strong supervisory and management skills
- Ability to manage multiple projects and priorities effectively

Risk Management Expertise

- Significant experience leading enterprise-wide risk management programs in complex organizations
- Demonstrated ability to identify, assess, and mitigate strategic, operational, financial, and compliance risks
- Proven skill in balancing institutional risk with innovation, mission, and opportunity
- Strong orientation toward proactive risk prevention, policy development, and continuous improvement

Contract and Vendor Oversight

- Skilled in negotiations with contractors and vendors
- Expertise in reviewing contracts and overseeing vendor work

Communication and Personal Qualities

- Demonstrated success in working collaboratively with a variety of partners and constituents
- Strong verbal and written communication skills
- Excellent interpersonal skills and professional rapport with diverse stakeholders
- Demonstrated commitment to diversity, equity, and inclusion

Mission Alignment

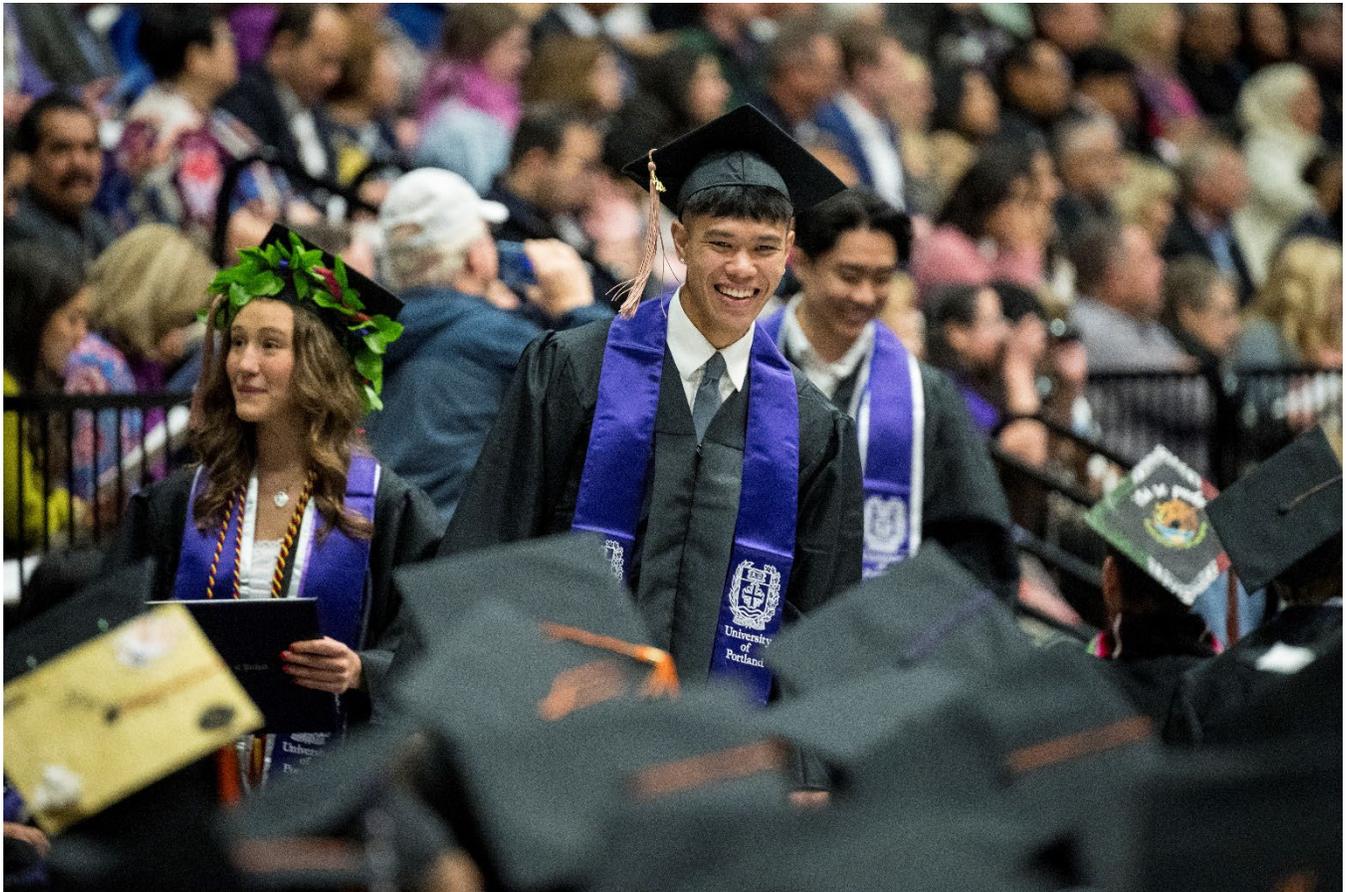
- A commitment to learning, respecting, and contributing to the mission of the University, a Catholic and Congregation of Holy Cross institution

Organizational and Project Management

- Exceptional organizational, time, and project management skills
- Thoroughness, accuracy, and timeliness in completing duties
- Ability to work independently and collaboratively in team settings

Technology Proficiency

- Effective ability to use and learn technology, software, and applications, including Microsoft Office
- Demonstrated experience leveraging technology to improve financial planning processes
- Commitment to understanding and deploying artificial intelligence tools



About the University of Portland

The University of Portland, a premier Catholic and Holy Cross Institution, is situated on a bluff overlooking the Willamette River and the city of Portland in a residential neighborhood. The school's location is the inspiration for its nickname, "The Bluff."

Since shortly after its inception in 1901, the University of Portland has been guided by the Congregation of Holy Cross, a Catholic order of priests and brothers. The founder of the order, Blessed Basil Moreau, C.S.C., wrote, "*The mind will not be cultivated at the expense of the heart.*" This commitment to educating the hands, heart, and mind is a hallmark of the University of Portland's belief in educating the whole person.

UP is Oregon's only comprehensive, liberal arts-grounded university with schools of business, education, engineering, and nursing; a College of Arts & Sciences; and a graduate school. It is also the state's only Catholic university and largest private undergraduate institution. It offers more than 50 undergraduate majors, 40 minors, 18 graduate programs, and over 1,300 courses. The University offers small-class settings and an award-winning faculty dedicated to excellence in undergraduate and graduate education. Today, approximately 3,100 students and 800 faculty and staff members are engaged in teaching and research on its beautiful campus. The institution has plans to increase its enrollment and prominence, emerging as the University *of, for, and with* Portland and the world.

For 29 consecutive years, UP has earned a top-10 ranking by *U.S. News & World Report* in the "Regional Universities – West" classification, including the number two spot in the 2024 rankings. UP was honored with a Carnegie Elective Classification for Leadership for Public Purpose in 2024 and selected as one of the 2023 "Best Colleges in America" by *Money*. For nine consecutive years, UP has also been the top Oregon school in *Kiplinger's Personal Finance* annual ranking of best values in private universities, providing students with an excellent "return on investment". In 2024, *The Wall Street Journal* ranked UP among the top 100 institutions in the country, and the first in the Pacific Northwest.

In accord with its Holy Cross identity, UP places a strong emphasis on the undergraduate campus and residential experience. Its varsity athletics programs compete at the NCAA Division I level in the West Coast Conference (WCC) alongside schools such as Santa Clara University, Loyola Marymount University, the University of San Diego, Saint Mary's College, and the University of San Francisco, among others.

Nearly 45,000 University alumni reside in the Portland metropolitan area and along the West Coast, as well as throughout the country and around the world.

Mission & Holy Cross Charism

The University of Portland, an independently governed Catholic university guided by the Congregation of Holy Cross, addresses significant questions of human concern through disciplinary and interdisciplinary studies in the arts, sciences, and humanities, as well as through studies in majors and professional programs at both the undergraduate and graduate levels. As a diverse community of scholars dedicated to excellence and innovation, we pursue teaching and learning, faith and formation, service and leadership in the classroom, residence halls, and the world. Because we value the development of the whole person, the University honors faith and reason as ways of knowing, promotes ethical reflection, and prepares people who respond to the needs of the world and its human family.

Inspired by our Catholic, Holy Cross mission, the University of Portland values the intrinsic dignity of every person; being in community with others; academic inquiry and excellence; ethical reflection; engagement with our city, region, and world; and hope and faith for a better future.

Since its inception, priests and brothers of the Congregation of Holy Cross have ministered, served, and led on The Bluff. Today, Holy Cross religious occupies positions of senior leadership, work across the institution, and live in University residence halls.

Values

In the words of Blessed Basil Moreau, C.S.C., UP's mission is to "prepare the world for times better than ours." It does so through an education rooted in teaching and learning, faith and formation, and service and leadership. Recently, UP embarked on a multi-year process of naming its core, shared University Values. A multi-member, broadly representative team listened, studied, and discerned, and developed the following University Values, which have now been endorsed and embraced throughout the institution. Rooted in Catholic, Holy Cross charism and open to all, these University Values unite the campus community.

- Dignity (Imago Dei: Intrinsic Dignity and Value of Every Person)
- Community (Communitas: Being in Community with Others)
- Inquiry (Quaestio: Academic Inquiry and Excellence)
- Ethics (Virtus: Ethical Reflection)
- Engagement (Participatio: Engagement with Our City and Our World)
- Hope (Spes: Hope and Faith for a Better World)

The Values inspire a culture that guides the institution's planning, programming, operations, and success, enabling UP students, faculty, staff, and alumni to put the mission into practice on and beyond The Bluff.

Academics

University of Portland is Oregon's only comprehensive liberal arts-rooted university with schools of business, education, engineering, and nursing; a College of Arts and Sciences; and a graduate school. There are more than 50 undergraduate majors and 40 minors, as well as 18 graduate programs and more than 1,300 courses. The University features small class settings and award-winning faculty.

The University offers a rich resource for the community through educational opportunities, research, and experts, in addition to a host of community offerings such as athletic events, cultural events, speakers and lectures.

College & Schools

- [College of Arts & Sciences](#)
- [School of Business](#)
- [School of Educations](#)
- [School of Nursing & Health Innovations](#)
- [Donald P. Shiley School of Engineering](#)

Strategic Plan – Hope, Renewal, Transformation

University of Portland is building upon its 124 years of excellence to initiate a [new strategic plan](#) and advance its purpose of preparing people to bring hope to the world. The plan's guiding vision is that UP will become the nation's transformative Catholic university.

The plan will leverage the University's position as Oregon's only Catholic university, the largest private undergraduate institution in the state, and its location in the heart of the Pacific Northwest, to grow into a better version of itself. UP is already recognized for its well-rounded educational experience anchored in the liberal arts, excellent teaching, strong sense of community, high graduation rate, and the post-graduation success of its alumni.

At the conclusion of this plan in 2027, UP will have strengthened its position as a premier Catholic, comprehensive, liberal arts-rooted university excelling in ethics, experiential learning, athletics, service, health professions, engineering, business, education, and the liberal arts. The six themes of this plan are rooted in the University's Catholic, Holy Cross charism and support its mission of teaching and learning, faith and formation, and service and leadership. Each theme features both a set of tactics and a long-range aspirational goal for the University to pursue.

1. **Engaged Learning and Experiential Education:** Focus on engaged learning and experiential education grounded in ethics.
2. **Community Rooted in Catholic, Holy Cross Identity:** Embrace and renew our Catholic identity and Holy Cross charism to grow and enhance the University of Portland community, foster faith formation, and promote holistic community health.
3. **DEIJ Rooted in Catholic Social Teachings:** Committed to the tenets of Catholic Social Teaching, the University community will strengthen its efforts in the areas of diversity, equity, inclusion, justice (DEIJ), and access.
4. **Optimized Student Enrollment and Success:** Diversify our sources of new students; increase access to the University, ensuring that it remains a vehicle for social mobility.
5. **Human, Physical, and Financial Resources:** Enhance and expand our human, physical, and financial resources.
6. **Meaningful Impact:** Expand and communicate the ways in which the University's Catholic mission and identity animate its students and alumni to make a meaningful impact on the world.

Enrollment

In fall 2025, the University of Portland enrolled 3,104 students, including 2,814 undergraduates and 290 graduate students. The undergraduate population reflects strong diversity, with students from 44 states and territories and 30 countries; 34% identify as Catholic, 60% come from historically underrepresented groups, and 59% are from outside Oregon. Additionally, 36% are first-generation college students and 31% are Pell-eligible, underscoring the University's commitment to access and affordability. The first-to-second year retention rate for new full-time, first-year undergraduate students who were enrolled in fall 2024 is 86%.

The University has ambitions to grow its enrollment and is making strategic investments now to increase both undergraduate and graduate headcount.

Student Life

Believing that education takes place both inside and outside the classroom, the University places a strong emphasis on residential living with most first-year students living in one of 10 residence halls. Since the fall 2023 class, incoming first-year students are required to live on campus for two years.

The University's commitment to an education outside the classroom means that UP offers a wide variety of extra-curricular programming including an inclusive Campus Ministry program; local, national, and international volunteer opportunities through the Moreau Center; fitness, intramurals, and outdoor activities through the recreation services program in the Beauchamp Recreation and Wellness Center; study abroad; and an active student government, Associated Students of UP.

Fundraising

UP demonstrates exceptional philanthropic momentum, raising nearly \$49 million in FY25—including nearly \$10.2 million in unrestricted gifts—underscored by a historic \$20 million contribution in December 2024 from a multi-generational alumni family, one of the largest single gifts in its history. This transformative support strengthens the endowment and advances student access, academic excellence, and mission-driven initiatives.

The University is presently in the leadership phase of a new comprehensive campaign that will be the largest in institutional history. This effort builds on the success of past campaigns. Including the RISE Campaign (2007–2014) which raised \$182 million.



Athletics

The Portland Pilots are members of the West Coast Conference and compete at the NCAA Division I level. There are 16 intercollegiate teams: baseball (M), basketball (MW), cross country (MW), rowing (W), soccer (MW), tennis (MW), indoor and outdoor track and field (MW), and indoor and beach volleyball (W). There are currently 310 student-athletes at UP, with 55% of them women and 45% men.

Student-athletes at UP are considered *students*, then *athletes*, in that order. The University's Athletic Department places an emphasis on student-athletes' academic, personal, and professional development. In the fall of 2025, Pilot student-athletes posted a 3.50 cumulative GPA across all programs, with a department record 54 student-athletes recording 4.0 semester GPAs and another Department record 56% of student-athletes earning Dean's List recognition.

Alumni

University of Portland alumni are resources for research, internships, and full-time employment. More than half of University of Portland's 45,000 alumni reside in the Portland/Vancouver metropolitan area. There are currently 22 active alumni chapters (regional, academic, affinity, and online) in 10 states across the country that play vital roles in support of University of Portland's Catholic Holy Cross and academic missions. This includes serving as ambassadors for UP and advocates for student recruitment in their respective areas.

Campus Ministry

[Campus Ministry](#) provides opportunities for all members of the community to grow in awareness of God's presence and explore the role that faith and spirituality play in their lives. For Christians this includes growing in the capacity to know, believe, and live out the Good News of Jesus Christ. This flows from its grounding in the Catholic tradition inspired by the charism and spirituality of the Congregation of Holy Cross.

Campus Ministry also creates opportunities for individuals who are not Catholic, or who claim no religion, to explore spirituality and connect with others in meaningful, authentic ways.

Diversity, Equity, and Inclusion

University of Portland is a close-knit community that is open to all. It is a place where diversity, equity, and inclusivity are paramount. That translates into continually striving to create an environment where everyone benefits from being exposed to a wide range of ideas, experiences, and perspectives. Because UP believes inclusivity is a way of life, it is always looking at enhancing the types of programs, events, and resources offered to best embrace our diverse community. To that end, the University recently welcomed its inaugural Vice President for Student Affairs & Inclusive Excellence, a Cabinet-level leader who will integrate the institution's commitment to student wellbeing and building a just, equitable, and welcoming community. Additionally, UP recently launched a new Center for Gender & Sexuality and is home to several vibrant cultural affinity groups for students, staff, and faculty.

Facilities Planning and Construction

The Office of Facilities Planning and Construction oversees all aspects of campus planning, design, and construction at the University of Portland, providing capital improvement services across the University community. From small renovations to major building projects, the team is dedicated to delivering sustainable, accessible, and cost-effective spaces that support teaching, learning, and campus life. Upcoming initiatives include a new Student Center, along with ongoing maintenance and improvement projects that enhance the University's physical environment.

Land Acknowledgement

We acknowledge the land on which we sit and occupy at University of Portland. The Portland Metro area rests on traditional village sites of the Multnomah, Wasco, Cowlitz, Kathlamet, Clackamas, Bands of Chinook, Tualatin, Kalapuya, Molalla, and many other tribes who made their homes along the Columbia River creating communities and summer encampments to harvest and use the plentiful natural resources of the area. The University thanks and honors the original caretakers of this land.

Leadership

Robert D. Kelly, President



Robert D. Kelly, Ph.D., became the 21st President of University of Portland on July 1, 2022. He is the first layperson and first person of color to lead UP, a Roman Catholic, Holy Cross institution founded in 1901.

Prior to joining UP, Dr. Kelly served as University Vice President, Special Assistant to the President, and Clinical Professor at Loyola University Maryland, with responsibility for mission and identity; intercollegiate athletics; student development; emergency management; diversity, equity, and inclusion; and more. He has held senior administrative and teaching positions at Loyola University Chicago and Seattle University, among other

institutions.

Dr. Kelly holds a Ph.D. in Education Policy, Planning, and Administration from the University of Maryland, a master's degree in Higher Education and Student Affairs Administration from the University of Vermont, and a bachelor's degree in political science from Loyola University Maryland, where he also served on the Board of Trustees.

Dr. Kelly and his wife, Dr. Bridget Turner Kelly, are the parents of two children.

David Mengel, Provost



David Mengel, Ph.D., joined the University of Portland as Provost on July 1, 2023. Prior to joining UP, Dr. Mengel served as Dean of the College of Arts and Sciences, Xavier's largest academic unit, characterized by an integrated approach to student success, a focus on supporting and developing faculty and staff, an embrace of shared governance and collaborative decision making, a commitment to launching new and innovative academic programs, and an activation of Catholic mission and identity.

In addition to his administrative position as Provost, Dr. Mengel is a professor of history. His research and teaching focus on medieval Europe, especially on the city of Prague under the rule of Emperor Charles IV. He is the recipient of a Fulbright Research Fellowship and the Marshall Scholarship, among many other academic recognitions. His scholarship has appeared in several leading academic journals and has been presented at conferences around the world.

Dr. Mengel holds a Ph.D. and master's degree in Medieval Studies from the University of Notre Dame, a master's degree in theology from Cambridge University, and a bachelor's degree in English Literature from Vanderbilt University.

Additional members of the University's core leadership team include:

- Scott R. Leykam, Vice President for Athletics
- Dana Lopez, Vice President for Human Resources
- Gregory J. Naleski, Vice President for University Relations
- Alvin Sturdivant, Vice President for Student Affairs & Inclusive Excellence
- Mai Nhia Xiong-Chan, Vice President for Enrollment Management & Marketing
- Evan T. Leadem, Associate Vice President & Chief of Staff



Portland, Oregon

Portland — Oregon's largest city — sits on the Columbia and Willamette rivers, in the shadow of snow-capped Mount Hood. Portland is the county seat of Multnomah County, the most populous county in the state. As of 2020, Portland had a population of 652,503, making it the 26th-most populated city in the United States, the sixth-most populous on the West Coast, and the second-most populous in the Pacific Northwest, after Seattle. The Portland metropolitan area has a total population of over 2.5 million.

Also called the "City of Roses," Portland is known for its "foodie" culture, eclectic style, and fun shops. There is a little something for everyone in the city of Portland: music venues big and small, food carts for every taste, a bookstore spanning an entire city block, professional basketball and soccer teams, green spaces woven into architectural designs, miles and miles of bike paths, and start-ups and established brands. There's truly no other place like Portland.

One never tires of exploring the state of Oregon. To Portland's east is the Columbia River Gorge, known for its famous hiking trails and waterfalls, and Hood River, where you can be windsurfing or kiteboarding in 60 minutes. A 90-minute drive will take you either to the Pacific Ocean, where uncrowded beaches stretch for miles, or to Mount Hood, a year-round destination for skiers, snowboarders, and hikers. Beyond the mountains, in Central and Eastern Oregon, you'll find wide-open spaces and high desert ranchlands. To the south are the winding country lanes of the Willamette Valley and its renowned wine industry. Every direction offers a new adventure.

Learn more about the city of Portland: travelportland.com

Learn more about the state of Oregon: <https://travolorregon.com>



Procedure for Candidacy

All applications, nominations, and inquiries are invited. Applications should include, as separate documents, a CV or resume and a letter of interest addressing the themes in this profile.

WittKieffer is assisting University of Portland in this search. For fullest consideration, applicants are encouraged to submit their materials by March 13, 2026.

Applications, nominations, and inquiries can be directed to:

Amy Crutchfield, Ben Haden, and Kim Migoya

UP-VPFA@wittkieffer.com

University of Portland does not discriminate in its educational programs, admissions policies, scholarship and loan programs, athletic and other school-administered programs, or employment on the basis of race, color, national or ethnic origin, sex, disability, age, or sexual orientation. The University expressly reserves its rights and obligations to maintain its commitment to its Catholic identity and the doctrines of the Catholic Church.