



VILLANOVA
UNIVERSITY

THE VILLANOVA UNIVERSITY

Strategic Plan

TRANSFORMING MINDS AND HEARTS

SPRING 2004





Villanova University will be a distinguished and distinctive center of learning, faithfully fulfilling its Mission and recognized nationally both as a premier Catholic university and as one of the leading universities in the United States.

Rev. Edmund J. Dobbin, O.S.A.
President

Since the dissemination of our original strategic plan in the early 1990s, Villanova University's progress as an institution of excellence has been remarkable. Our students are among the finest in the nation, both in academics and in social service. Our faculty members are masterful teacher-scholars praised for their in-class instruction and out-of-classroom work with their students. Our academic facilities and technology are state-of-the-art with the addition of new buildings in arts, business, engineering, and science.

As we enter the millennium, Villanova University is confidently poised to become part of the apex of

higher education with an uncompromising insistence upon academic excellence. Over the next decade it is our intent to perform teaching, scholarly research, and service within a milieu that is recognizably committed to inquiry and informed dialogue. The University will vigorously recruit an increasingly talented and diverse student body, faculty and staff, and will promote a personalized, holistic educational experience. Villanova will continue its integration of curricular, co-curricular and extra-curricular programs into a vibrant learning community. Undergraduate and graduate experiences will be more closely linked. To bolster disciplined inquiry, scholarly research and academic discourse, Villanova University will carefully expand its doctoral and masters programs, distinctive in their quality and their special niches. Villanova's purpose extends well beyond the years spent on campus; we are dedicated to continuing education that is responsive to societal needs within the context of our Mission and values.

WHAT CHALLENGES ARE FACING VILLANOVA UNIVERSITY?

Villanova University's progress must be assessed not only by *"how far we have come"* but by *"how far we must go."* The landscape of higher education continues to change at an accelerating rate.

Certain challenges and issues confront all universities. Competition for the most academically proficient students will continue to escalate, and many of these students will require financial assistance. Competition for the most gifted professors is intense. Competition is emerging from non-traditional sectors such as accelerated degree programs, on-line universities, and work site educational offerings. The responsibilities of the professoriate are growing. The shift from lecturing to learning embodies new teaching techniques including computer-assisted instruction, learning teams and interdisciplinary syntheses. Upgrading technology and laboratory systems is a constant. A comprehensive array of support services, both academic and extracurricular, is becoming the norm.

Economic forecasts present critical challenges and impact the University's resources. While



Villanova University is by no means alone in facing these economic challenges, our current fiscal resources are inadequate to fulfill our promise. Although the University endowment has grown more than six-fold since 1991, a pace that compares quite favorably with other universities, our current endowment continues to be insufficient. At its current level, the endowment simply cannot earn the monies that will be needed to achieve our vision and goals. Therefore, strengthening the endowment is an absolute condition of this strategic plan. Simultaneously generating revenues through other means, while increasing the efficiency of work processes, is an essential component of our fiscal planning.

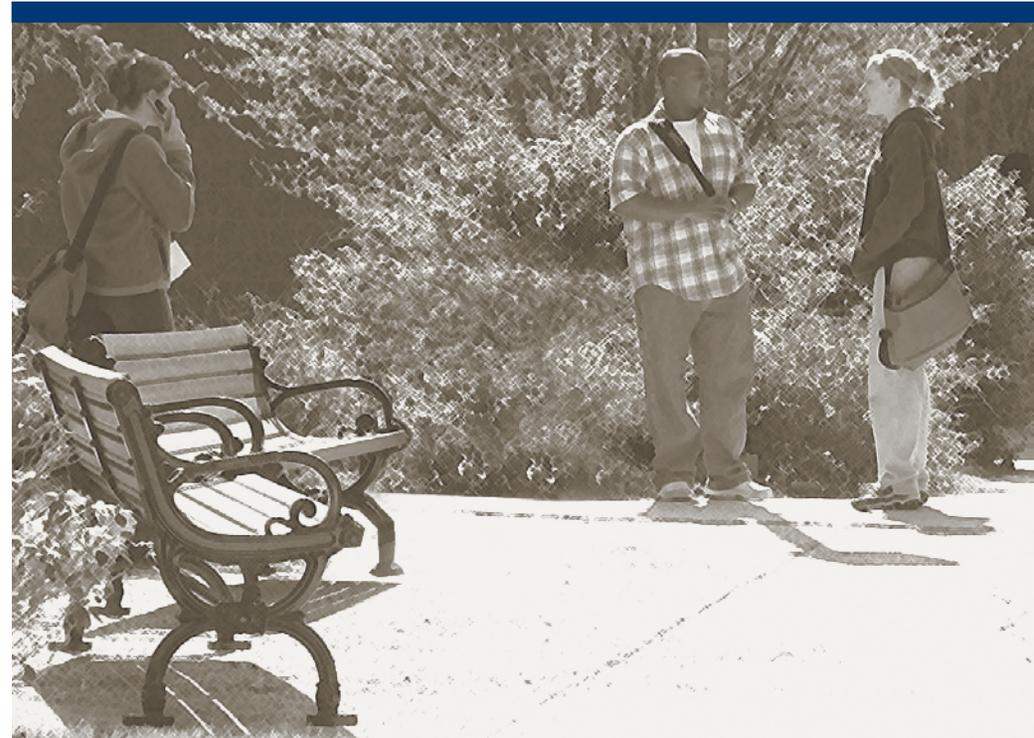
Certain challenges speak more specifically to Villanova University's Mission and heritage, embodying both exigency and opportunity. As the single Augustinian university in North America, Villanova is uniquely positioned to contribute to the advancement of knowledge and betterment of humankind through a full commitment to its Augustinian tradition. Our Augustinian lineage creates an imperative for scholarship at the highest plane to engage contemporary issues and needs with a special concern for social justice and human rights.

THE VISION AND UNIQUENESS OF VILLANOVA UNIVERSITY

Unequivocally, the University's distinctiveness is its Catholic, Augustinian character and heritage which inspire and shape the academic endeavor and include distinguishing attributes such as: a deep concern for moral and ethical values; a rich Catholic intellectual tradition; an Augustinian inheritance that calls for the caring merger of dedicated academic life and societal needs. Villanova University is a place where the Augustinian passion for a learning, spiritual community becomes real. Towards this end, Villanova will ensure that all University undergraduate curricula are grounded in the liberal arts and sciences and that all programs, undergraduate and graduate, including the professional degrees, underscore the quest for a better society.

OUR UNIVERSITY MISSION STATEMENT GUIDES US:

This community seeks to reflect the spirit of St. Augustine by the cultivation of knowledge, by respect for individual differences and by adherence to the principle that mutual love and respect should animate every aspect of University life.



STRATEGIC PLANNING AND DEFINING GOALS

Truly Villanova University has enjoyed extraordinary development in recent years. This has not been accomplished by casual growth, but rather by a planning process that our Middle States Self-Study described as “...Mission-driven, organized, inclusive, efficient, responsive and strategic.” Villanovans speak of our “culture of planning” and this will be intensified in the upcoming years.

The goals listed describe the critical and enduring qualities of Villanova University. These goals are broad, Mission-based directives that determine the nature of the University.



VILLANOVA UNIVERSITY:

1. Will be a Catholic university that reflects Augustinian traditions, nurtures the development of religious faith and practice, develops the moral and ethical perspectives and values of its members, and fosters social responsibility and commitment to service.
2. Will be a community of men and women increasingly diverse in culture, ethnicity, race and socioeconomic status and welcoming to individuals of diverse religious traditions.
3. Will achieve excellence in all undergraduate programs, which will have a strong liberal arts and sciences component, and in the offering of selective graduate and professional programs.
4. Will attract, retain and recognize a scholarly and caring faculty who are respectful and supportive of the University's Mission, who are committed to distinction in teaching, learning and research, and who are generous in service.
5. Will enroll and retain a national and international student body of a progressively higher academic quality.
6. Will provide an educationally purposeful living and learning environment rich in opportunities for personal, intellectual, social, cultural, artistic, and professional growth.
7. Will provide and maintain state-of-the-art facilities and technologies appropriate to the academic, personal and administrative needs of the community.
8. Will offer equitable athletic opportunities at the intercollegiate, intramural, club sport and recreational levels, and achieve national recognition in selected programs.
9. Will govern by principles of collegiality that involve faculty, staff, students, alumnae/i, administrators and trustees.
10. Will commit human and financial resources to advance the University's primary goal of education as articulated in the University's Mission Statement.
11. Will foster strong relationships with alumnae/i, parents, friends, and the local community.
12. Will measure the achievement of strategic goals throughout the University and use the results for continuous improvement.



To achieve these goals requires translating them into strategies that demonstrate how Villanova University will attain its aims.

STRATEGIC IMPLEMENTATION

Strategic implementation is the essential process of putting goals into action through the development of sub-plans, programs, budgets and procedures. Strategic implementation stresses that the success of this effort requires the support and engagement of all members of the Villanova University community.

prominence as a top tier Catholic institution, manifesting its Augustinian uniqueness through an animated community of learners that, as our Mission Statement notes, is “a means of developing the whole person: intellectually, spiritually, culturally, socially and physically.” The academic plan will be supported by a

Budget Committee and approved by the President and the Board of Trustees. In addition, the University will revise its technology plan and facilities plan to expedite the academic plan.

At Villanova University, all members of our community have input into the planning and implementation process. This is accomplished through several mechanisms including the Middle States accreditation self-study and our continuous quality improvement program. In addition, each college and co-curricular department composes its own program plan and this will continue to assure that these plans align with the academic strategic plan. Plans are not static but need to be flexible and adaptive, taking advantage of unforeseen opportunities and adjusting to unanticipated obstacles. All Villanovans are called upon to put in place the strategic goals and objectives. As these permeate the University and are integrated into our everyday responsibilities, the vision of Villanova University is realized.

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Towards this end, the Council of Deans, under the leadership of the Vice-President of Academic Affairs and with broad faculty input, will craft an academic plan, following the principles and goals articulated above. This plan will insure that Villanova University achieves academic

multi-year budget that specifies revenue generation along with expenditures. The primacy of academics is reaffirmed in positioning the academic plan at the heart of strategic implementation. The academic plan will be reviewed by the Administrative Planning and

GOAL ATTAINMENT

Evaluating how well goals are being met is a feature of successful strategic planning systems. Villanova University employs an innovative process for assessing goal attainment. A core set of strategic performance indicators are regularly monitored; these include analyses of data from comparison institutions. In addition, specially formed teams conduct in-depth studies every two years to calibrate goal attainment, to identify deterrents, and to suggest ways for better performance. These teams, composed of key faculty and staff, design customized measures, typically quantitative, and report in writing and verbally to the Administrative Planning and Budget Committee.

CONCLUSION

This strategic plan for Villanova University emanates directly from our Mission. It unequivocally reinforces the University's Augustinian intellectual and spiritual heritage. The plan sets general parameters and places academic distinction at the center as it calls for the University to move forward, with bold prudence, and to assume its place among the superior universities of our nation. At the heart of this process is the Villanova University community devoted to

VERITAS, UNITAS, CARITAS . . . TRUTH, UNITY, LOVE.





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