Villanova University’s primary purpose is to engage thoughtful individuals in an excellent, value-based education preparing them to lead successful lives. As an institution, we are vigilant in identifying and responding to issues that impact on our ability to achieve our primary educational goal. As globalization, pluralism and domestic diversity become part of regular conversations in corporations, governments and schools, it is clear that these topics directly affect how we function as a dynamic contemporary university as well. The Diversity Blueprint represents a strategic response to this challenge.

Of course, these efforts are not new. Villanova has continually articulated in its planning processes and documents an institutional commitment to diversity. The University’s Mission Statement (1979), Strategic Plan Goals (2001), and most recently Academic Strategic Plan (2003) clearly indicate the institution’s desire to embrace the notion of diversity as consistent with its mission, vision, values and goals.

Thus, the purpose of the present document is to provide decision makers with concrete steps to take in achieving the diversity goals to which the University is already committed. The Diversity Blueprint provides a conceptual framework and method of funding to make these goals a reality.

This plan is educationally sound and purposeful. Research has proven conclusively that contemporary fields of intellectual discourse require an understanding of a variety of cultures and people. Indeed, a quick glance at the amicus briefs filed on behalf of University of Michigan in the recent landmark Affirmative Action case, demonstrates strong support for diversity from Fortune 500 firms, the military, and a wide array of educational institutions. Even more important, students exposed to racial and ethnic diversity develop critical intellectual skills.

*Students who experienced the most racial and ethnic diversity in classroom settings and in informal interactions...showed the greatest engagement in active thinking processes, growth in intellectual engagement and motivation, and growth in intellectual and academic skills.*

Patricia Gurin, Professor Emeritus of Psychology, University of Michigan
Villanova must be fully engaged in diversity efforts to ensure our very own institutional viability. Indeed, while it is clear that our national population is growing more diverse, we must also recognize that the overall number of college-ready high school graduates is declining. Consequently, in years to come multicultural students will make up a larger portion of the pool of “college-ready” students. To be sure, Villanova’s Office of Enrollment Management, has been very successful in recruiting a more diverse student body, yet much remains to be done. Both research and experience tell us that successful recruitment depends on presenting all students with a living and learning environment marked by acceptance and inclusion. We must make sure that the academic and social structures are in place to ensure that such an environment is cultivated.

If Villanova is to maintain its overall competitiveness and continue to attract the highest quality faculty, staff, and students, then it must continue to construct an environment welcoming and nurturing of diversity. Of course, we are not alone in our diversity efforts. A number of prestigious institutions, recognizing how integral a diverse student and faculty population is to their overall academic mission, have launched major public information campaigns detailing their commitments in this area. Though we have taken steps to create such a situation at Villanova, we must turn those random steps into a purposeful march. We are confident that the entire Villanova Community will join in this important effort at this defining moment in the University’s history.

Prepared by: The Diversity Blueprint Writing Team
In support of the University’s mission, Villanova 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.

Villanova University, as a Catholic Augustinian institution of higher education, recognizes diversity as an integral component of the teaching and learning experience and an essential element of the ongoing intellectual, social and spiritual development of every member of the Villanova community. Accordingly, Villanova University will be a diverse community. We commit ourselves to cultivating an academic environment marked by genuine curiosity about different perspectives, ardent receptivity to knowledge generated through intercultural connections and genuine sensitivity to the variety of human experiences marked by domestic and global differences.
### Environment

#### Developing a Welcoming Environment

**Objective**
Efforts designed to make Villanova more open and inviting to those of all backgrounds – racial, ethnic, cultural and geographic. Create participation and unity among all members of the Villanova community. Everything we do as a University should send a clear message that “all are welcome here”.

<table>
<thead>
<tr>
<th>Measurable Outcome</th>
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<tbody>
<tr>
<td>Within the next 5 years, there will be a measurable improvement in the campus climate around issues of diversity and inclusion as determined by a university-wide climate survey. There will be measurable improvement on the Senior Survey on questions regarding climate and diversity.</td>
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#### Effective Communication

**Objective**
Efforts directed at both internal and external communication, concerned with developing and maintaining efforts to support diversity as a key institutional ideology.

<table>
<thead>
<tr>
<th>Measurable Outcome</th>
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<tbody>
<tr>
<td>Within the next 5 years, there will be a measurable difference in the public’s perception of Villanova’s openness to diversity.</td>
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### General Strategic Implementation

<table>
<thead>
<tr>
<th>Objective</th>
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<tbody>
<tr>
<td>Individual units within Villanova University will develop programs and practices to consciously extend welcome to members of diverse racial and ethnic groups.</td>
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<table>
<thead>
<tr>
<th>Objective</th>
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<tbody>
<tr>
<td>Villanova University will enjoy a national reputation as a place that welcomes and nurtures a diverse student population.</td>
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<table>
<thead>
<tr>
<th>Objective</th>
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<tbody>
<tr>
<td>Villanova University will provide the necessary education and training to ensure that its employees and those who represent the University are comfortable in their ability to extend welcome across the lines of race, culture and ethnicity.</td>
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<thead>
<tr>
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<tbody>
<tr>
<td>There will be an internal and external public communications campaign signaling the University’s commitment to diversity.</td>
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</table>
## Community Members

### Recruiting and Retaining Diverse Faculty, Staff and Administration

**Objectives:**
- Villanova University will recruit and retain a diverse faculty, staff and administrative workforce.

**General Strategic Implementation:**
- Specific goals will be identified by individual departments with the guidance and approval of the appropriate chief administrative officer.

**Measurable Outcome:**
- Within the next 5 years, the faculty, staff and administrative workforce will be reflective of at least three quarters the diversity in the student body.

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### Recruiting, Retaining, and Graduating an Increasingly Diverse Student Body

**Objectives:**
- Villanova University will recruit, retain and graduate a diverse student body that will be reflective of the diversity in the United States.

**General Strategic Implementation:**
- In addition to the Office of Enrollment Management continuing its campaign to recruit a diverse student body, issues of retention will be systematically identified and addressed by appropriate divisions and offices.

**Measurable Outcome:**
- Within the next 5 years, 20\% of the undergraduate population that Villanova recruits, enrolls and graduates will be racially, ethnically and culturally diverse.

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## Education and Training

### Curriculum Development

**Objectives:**
- All students who graduate from Villanova University will be prepared to live, work and lead effectively in globally and domestically diverse environments.

**General Strategic Implementation:**
- Funding will be made available to departments, units or colleges to create or augment curricular innovations to facilitate learning in domestic or global diversity.

**Measurable Outcome:**
- Within the next 5 years, students will respond favorably to survey questions about their preparation to live, work and lead effectively in globally and domestically diverse environments.
### Programming

**Objective**
Faculty, students, professional and non-professional staff will be exposed to a variety of experiences that will facilitate an appreciation and understanding of domestic and global diversity.

**General Strategic Implementation**
Funding will be made available to departments, divisions, programs or colleges to create or augment extra-curricular programming.

**Measurable Outcome**
Within the next 5 years, faculty, students, professional and non-professional staff will respond favorably to survey questions about their appreciation for and understanding of domestic and global diversity. In addition the University will experience a reduction in the number of complaints or grievances about diversity.

### Training

**Objective**
Faculty, professional and non-professional staff will respond effectively to the challenges presented by a diverse student body, workforce, and society.

**General Strategic Implementation**
Through the combined efforts of the Center for Multicultural Affairs, Office of Planning, Training and Institutional Research, and the Office of Human Resources, specific training programs will be developed and offered to the Villanova community.

**Measurable Outcome**
Within the next 5 years faculty, professional and non-professional staff will respond favorably to survey questions about their preparation to meet the challenges presented by a diverse student body, workforce, and society.

### Supportive Services

### Mentoring

**Objective**
Members of Villanova University’s non-exempt staff and students will have opportunities to enhance their education or professional competence.

**General Strategic Implementation**
Department specific programs (particularly in Dining Services and Facilities) will inaugurate mentoring programs.

**Measurable Outcome**
Within the next 5 years, specific programs will be created and supported by specific departments within the University.
Outreach efforts designed to help increase the pool of college ready racially and ethnically diverse high school students in such a way as to promote, facilitate and support a diverse campus and society.

Objective
Community projects generated by members of the Villanova community will offer opportunities for reciprocal learning.

General Strategic Implementation
Funds will be made available on a competitive basis to members of the Villanova University community to complete such projects.

Measurable Outcome
Within the next 5 years, on the basis of telephone interviews conducted in areas where Villanova has begun programming the University will be perceived as a positive and proactive member of the community.

Objective
Community projects generated by members of the Villanova community will offer opportunities for reciprocal learning.

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Measurable Outcome
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*R*These goals represent a synthesis of the goals developed by units and presented in their individual planning documents.