

HIRING FOR VILLANOVA'S FUTURE



PROJECT DESCRIPTION

Implement "Hiring for Villanova's Future" training to all hiring personnel across departments and colleges at Villanova. The training provides information and tools on how to ensure that the hiring process is reaching diverse audiences and managing unconscious bias across university departments. This creates more opportunities to increase diversity of faculty and staff on the Villanova campus.

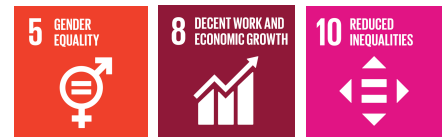
PROJECT UPDATES

N/A

PROJECT OUTCOMES

- Implement "Hiring for Villanova's Future" for all hiring personnel across departments and colleges.

AFFECTED METRICS



Metric	Metric Description	2021 Key Result
5.3	Proportion of seats held by women in leadership positions on the President's cabinet, council of deans, and provost council.	Empower women to pursue leadership positions. Ensure diverse applicant pools (hiring bias).
8.3	Largest percent difference in attrition rates between genders and races for each job grouping.	
10.2	The average diversity level of new hires for each job grouping hired on a five-year rolling basis.	Require all five colleges to comply with guidelines set out in "Hiring for Villanova's Future".

LIVING WAGE



PROJECT DESCRIPTION

In Pennsylvania alone, there are 1.5 million people in poverty with another 3.5 million near poverty. The Social Justice Committee strongly recommends that a living wage is defined as at least 125% of MIT calculator living wage for 1 adult with 0 dependents. A living wage ensures that all those who dedicate their labor to Villanova can provide for themselves and their families in a reliable and dignified manner.

PROJECT UPDATES

N/A

PROJECT OUTCOMES

- The minimum wage earned by Villanova employees will meet or exceed a living wage
- All staff will be paid a living wage
- All students will be paid a living wage

AFFECTED METRICS



Metric	Metric Description	2021 Key Result
1.1	Proportion of employees, including student employees, that earn below a living wage. (\$12.64/hr for 1 adult)	Develop and demonstrate a commitment to increase wages over time to livable wages for all employees.
1.2	Minimum hourly earnings (lowest pay band) of employees disaggregated by full time, part time, and students.	
2.1	Prevalence of moderate or severe food insecurity in the university population, based on the Food Insecurity Index.	Reduce food insecurity for Villanova students to no more than 10%.
8.1	Annual growth rate of Villanova total revenue per employed person (\$/full time employee equivalent).	Maintain current revenue growth rate.
8.2	Minimum hourly earnings (lowest pay band) of employees disaggregated by undergraduate and graduate students, part time, and full time.	Develop and demonstrate a commitment to increase wages over time to livable wages for all employees.

LIVING WAGE

AFFECTED METRICS *(CONTINUED)*



Metric **Metric Description**

10.1 Proportion of employees, including student employees, that earn below a living wage. (\$12.64/hr for 1 adult)

2021 Key Result

Develop and demonstrate a commitment to increase wages over time to livable wages for all employees.

JUST EMPLOYMENT POLICY



PROJECT DESCRIPTION

A formal just employment policy will be adopted that applies to employees as well as contract workers. The hope is to form a sense of community within Villanova and promote a positive work environment for all.

PROJECT UPDATES

N/A

PROJECT OUTCOMES

- A formal policy is adopted by appropriate governing bodies.
- The formal policy is publicized on the Villanova website.

AFFECTED METRICS



Metric	Metric Description	2021 Key Result
1.1	Proportion of employees, including student employees, that earn below a living wage. (\$12.64/hr for 1 adult)	Develop and demonstrate a commitment to increase wages over time to livable wages for all employees.
1.2	Minimum hourly earnings (lowest pay band) of employees disaggregated by full time, part time, and students.	
2.1	Prevalence of moderate or severe food insecurity in the university population, based on the Food Insecurity Index.	Reduce food insecurity for Villanova students to no more than 10%.
5.3	Proportion of seats held by women in leadership positions on the President's cabinet, council of deans, and provost council.	Empower women to pursue leadership positions. Ensure diverse applicant pools (hiring bias).
8.1	Annual growth rate of total revenue per employed person (\$/full time employee equivalent).	Maintain current revenue growth rate.

JUST EMPLOYMENT POLICY

AFFECTED METRICS (CONTINUED)



Metric **Metric Description**

- 8.2** Minimum hourly earnings (lowest pay band) of employees disaggregated by undergraduate and graduate students, part time, and full time.
- 8.3** Largest percent difference in attrition rates between genders and races for each job grouping.
- 8.4** Recordable injury rate. (OSHA)
- 10.1** Proportion of employees, including student employees, that earn below a living wage. (\$12.64/hr for 1 adult)
- 10.2** The average diversity level of new hires for each job grouping hired on a five-year rolling basis.
- 10.3** Proportion of minority members in leadership positions on the President's cabinet, council of deans, and council of provosts.

2021 Key Result

Develop and demonstrate a commitment to increase wages over time to livable wages for all employees.

Develop and demonstrate a commitment to increase wages over time to livable wages for all employees.

Require all five colleges to comply with guidelines set out in "Hiring for Villanova's Future".

DEPENDENT CARE AND FAMILY LEAVE

PROJECT DESCRIPTION

Villanova has a goal to support and foster a family environment. To do this, dependent care costs of Villanova employees will be assessed and a plan to create/expand subsidies will be enacted. Resources for breastfeeding and lactation on campus will be expanded and the adequacy of family leave policy for faculty and staff will be assessed.

PROJECT UPDATES

N/A

PROJECT OUTCOMES

- Assess the adequacy of family leave policy for faculty and staff.
- Increase subsidy for dependent and elder care to reduce average incurred cost by 10%.
- Empower women to pursue leadership positions.
- Develop and demonstrate a commitment to increase wages over time to livable wages for all employees.

AFFECTED METRICS



Metric	Metric Description	2021 Key Result
3.4	Minimum paid time allowed for faculty and staff who need to give care (maternal, paternal, dependent care) not including sick time or vacation time.	Assess the adequacy of family leave policy for faculty and staff.
5.2	Average cost incurred by students, faculty, and staff to pay for dependent care while working at Villanova.	Increase subsidy for dependent and elder care to reduce average incurred cost by 10%.
5.3	Proportion of seats held by women in leadership positions on the President's cabinet, council of deans, and provost council.	Empower women to pursue leadership positions.
8.5	Minimum paid time allowed for faculty and staff who need to give care (maternal, paternal, dependent care) not including sick time or vacation time.	
10.1	Proportion of employees, including student employees, that earn below a living wage. (\$12.64/hr for 1 adult)	Develop and demonstrate a commitment to increase wages over time to livable wages for all employees.

PROJECT TO PROCURE FROM LIVING WAGE AND FAIR-TRADE COMPANIES

PROJECT DESCRIPTION

Villanova not only cares about its faculty, but everyone working within its campus. Living wage and fair trade policies will be evaluated for vendors that Villanova pays over \$500,000 per year. Create living wage language in contracts as well as terms and conditions for vendors. Develop and implement processes to engage vendors with inadequate policies. Require all top vendors to pay a living wage by 2030.

PROJECT UPDATES

N/A

PROJECT OUTCOMES

- Evaluation of living wage and fair trade policies for vendors where Villanova spends \$500,000 or more
- Create living wage language in contracts as well as terms and conditions for vendors
- Develop and implement processes to engage vendors with inadequate payment policies
- Ensure all top vendors pay a living wage by 2030

AFFECTED METRICS



Metric	Metric Description	2021 Key Result
1.4	Proportion of tier 1 suppliers with at least \$500,000 in annual business that published policies, programs, or disclosures about having living wages or equivalent for their employees.	Confirm how many tier 1 suppliers provide living wages and request change from those that currently do not.
17.2	Proportion of active partnerships from tier 1 suppliers, research grants, and service learning partnerships that are contributing to a sustainable world (e.g. report to GRI, CDP, have a Science-Based Target, or contribute to UN SDGs).	

TRANSFORMATIVE JUST AND EQUITABLE INSTITUTION INITIATIVE: DONATIONS

PROJECT DESCRIPTION

Villanova is lucky to have such a robust and diverse alumni and support group. To help foster this Villanova plans to communicate clear guidelines for donations received by the university and create an oversight structure as needed. Measures will be taken to ensure the nature and purpose of donations are aligned with the Universities mission.

PROJECT UPDATES

N/A

PROJECT OUTCOMES

- Create clear guidelines for donations received by the university
- Create an oversight structure if needed

AFFECTED METRICS



Metric	Metric Description	2021 Key Result
5.4	Satisfaction of female and male employees in their work environment, work policies, and with family friendly services and facilities at Villanova.	Determine the campus satisfaction with "family friendly" services via survey.
16.3	Proportion of students, faculty, and staff that feel like they are apart of an institution that is just and fair to its members.	Add questions to the climate survey to better represent satisfaction with Villanova's administrative justice.
16.4	Proportion of campus departments that adopt and implement policies that guarantee public access to information.	Publish Villanova board and cabinet meeting minutes after each meeting.

TRANSFORMATIVE JUST AND EQUITABLE INSTITUTION INITIATIVE: INFORMATION ACCESS

PROJECT DESCRIPTION

Villanova will ensure that records and reports of key university governance structures are accessible as appropriate. Questions will be added to the climate survey to enhance understanding of satisfaction with adequate university communication and joint planning. By providing access to information, students, faculty, and staff will be able to better understand the decisions made in these governance structures and can effectively participate and contribute to decision making that effects the Villanova community.

PROJECT UPDATES

N/A

PROJECT OUTCOMES

AFFECTED METRICS



Metric	Metric Description	2021 Key Result
5.1	Proportion of faculty, staff, and students reporting sexual violence, discrimination, or harassment in their time at Villanova.	Measure per capita incidence of violence, discrimination, and harassment for gender or sexual orientation.
5.4	Satisfaction of female and male employees in their work environment, work policies, and with family friendly services and facilities at Villanova.	Determine the campus satisfaction with "family friendly" services via survey.
16.3	Proportion of students, faculty, and staff that feel like they are apart of an institution that is just and fair to its members.	Add questions to the climate survey to better represent satisfaction with Villanova's administrative justice.
16.4	Proportion of campus departments that adopt and implement policies that guarantee public access to information.	Publish Villanova board and cabinet meeting minutes after each meeting.