



2020 Strategic Plan
for Diversity and
Inclusive Excellence

SIX TERRAINS

The University of San Diego
2020 Strategic Plan for Diversity and
Inclusive Excellence identifies six
terrains that establish vision and goals
for inclusion, equity and pluralism for
the university. The six terrains establish a
sustaining infrastructure that reflects our
value that the responsibility of inclusive
excellence lies with each member of our
community.

The plan is activated through:

1. Conducting a campus-wide inventory of existing efforts that support the six terrains.
2. Assessing those efforts.
3. Conducting a gap analysis.
4. Catalyzing transformation, innovation and the development of larger actions and goals in tandem with university strategic planning.

TERRAIN 1

Access and Recruitment of Students

As a central tenet of its Catholic character and institutional mission, the University of San Diego endeavors to expand the diversity of our student body, better reflecting the breadth of God's creation and enhancing academic excellence and learning for all students.

GOAL 1

Enhance access for potential students and current students from all socio-economic classes to undergraduate, graduate and professional programs, especially those whose perspectives have been historically underrepresented and underserved in higher education.

GOAL 2

Actively recruit students from groups underrepresented at USD, aiming to broaden our pool of applicants so that the differences interwoven into the human experience are justly represented in our recruitment processes.



TERRAIN 2

Student Success, Retention and Integration

As a Catholic university in the liberal arts tradition, we strive to provide an intellectually stimulating and enriching experience for all of our students, and support the development of the whole person. We take a student-centered approach to learning, where students are empowered to take co-creative roles in their education and where the university works to ensure every student and every group of students experience its transformative potential.

Students who decide to attend USD deserve our best efforts to support their success, measured by retention, persistence, graduation rates, level of integration into the campus community, as well as satisfaction, fulfillment and happiness in chosen paths after graduation.

GOAL 1

Identify and track areas where individual students and identity cohorts of students require support, and develop and assess strategies for groups of students whose retention, persistence and graduation rates are lower than those of the general student population and/or experience a lack of integration into our community.

GOAL 2

Collaborate and work strategically toward the elimination of barriers to student success, whether they are economic, cultural or political.

TERRAIN 3

Faculty, Staff and Administrator Access, Recruitment and Development

Every employee deserves to be treated with dignity, empathy, respect and civility when interacting with students and colleagues, as well as have opportunities for professional growth. We recognize the importance of collegial life in the development of our university as well as the fulfillment of individual potential. Student success relies on faculty, staff and administrators committed to inclusive excellence and who represent the diversity of our San Diego community.

GOAL 1

Develop strategies to increase the diversity of the faculty, particularly in areas where there is underrepresentation according to gender, race and ethnicity, in order to advance academic excellence and student learning.

GOAL 2

Develop strategies to increase the diversity of staff and administrators, eliminating access, recruitment and development barriers that deter professional advancement and personal fulfillment.

GOAL 3

Provide equal opportunities for all employees to balance work and life commitments within a mission-driven culture of care, and to build community by exploring commonalities and differences in a work context of mutuality.



TERRAIN 4

Campus Culture

Campus culture describes the habits and meanings that manifest in felt realities and everyday experiences of members of our community. To understand campus culture, universities often measure “climate.” Climate refers to the attitudes, values, perceptions, language and behaviors of students, faculty, staff and administrators, especially as it relates to difference, diversity, equity and inclusion. Campus culture and climate influence how individuals and groups feel personally safe, heard, valued, and treated fairly and respectfully.

While often ineffable, campus culture is extraordinarily influential. It communicates as powerfully as institutional mission statements, lists of core values or strategic plans about what matters to the community, as well as expectations for how members of that community treat one another.

GOAL 1

Foster a campus culture in which all members of the community, especially those from underrepresented groups: (1) feel safe, respected and valued; (2) are invited to participate fully, sharing their unique gifts, talents and backgrounds; (3) increasingly recognize the value of perspectives that differ from their own; and (4) agree that diversity and inclusion are key priorities of the university.

GOAL 2

Develop and assess strategies where all members of the community experience inclusivity, felt in spatial features, institutional communication and design languages, and participatory cultural practices.

GOAL 3

Adopt a regular routine to measure campus culture and climate at fixed intervals.

TERRAIN 5

Curricular and Co-Curricular Learning

A community enriched by difference brings together multiple perspectives and experiences to enhance the learning environment, expand the thought universe, and develop critical and creative thinking skills leading to more complex thinking. These opportunities should be fostered in all realms of experience: intellectual, interactional, spiritual and emotional. We hold commitments that understand learning in curricular and co-curricular contexts as linked, and collaborate across divisions to realize the transformative potential of educating a whole person.

GOAL 1

Build on and expand curricula that integrate diversity, inclusion and social justice into the student experience, encouraging a diversity of perspectives, research topics and pedagogical styles while advancing a commitment to explore power and privilege through disciplinary lenses using universal design.

GOAL 2

Build on and expand co-curricular learning and student development opportunities that educate the whole person in an inclusive context, and are characterized by equity, justice, compassion and love.

GOAL 3

Create opportunities for interdisciplinary research and practice to expand our understanding and appreciation of difference in academic and co-curricular domains.



TERRAIN 6

Community Relationships and Engagement

Our mission-level commitment to compassionate service, ethical conduct, and the creation of an inclusive and diverse community is not only generative of academic excellence on our campus, but implores us to expand positively our relationships with the broader community. We seek to create deep, meaningful connections with members of the USD community, as well as with the community within which USD is situated.

GOAL 1

Further develop existing relationships with university constituents, including prospective students, families, alumni, donors and other friends of the university, to communicate more clearly the interrelated truths that our commitment to diversity flows from our Catholic identity, and our practices of inclusive excellence lie at the center of our institutional excellence.

GOAL 2

Expand interdependent relationships with the communities of Linda Vista, San Diego and beyond, attending thoughtfully to how the diversity of the human experience in those contexts can enhance academic excellence on campus, and can grow the opportunities for institutional development and impact.





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