

Sempre Avanti
Le Moyne College
Strategic Plan
2015-2021

Sempre Avanti

College Mission: Le Moyne College is a diverse learning community that strives for academic excellence in the Catholic and Jesuit tradition through its comprehensive programs rooted in the liberal arts and sciences. We emphasize education of the whole person and the search for meaning and value as integral parts of students’ intellectual lives. Le Moyne College seeks to prepare its members for leadership and service in their personal and professional lives to promote a more just society.

Context: At the end of many of his sermons and speeches, Pope Francis will often declare “Avanti,” or “Forward.” While in Rio de Janeiro celebrating World Youth Day, for example, Pope Francis urged the young of all nations to “be creative,” “be audacious,” and, finally, he called upon them to “Go forth. Do not be afraid, and serve.” Standing before a crowd of millions, the Pontiff not only inspired young people, he also distilled the 500 year history of Jesuit education into these few simple yet challenging words. Creativity and courage, audacity and generosity: these are the hallmark of a Jesuit education, all in the service of a turbulent, often broken world. To be Jesuit educated is to celebrate the challenges that attend this turbulence without losing sight of the values and wisdom that transcend it.

We have christened our strategic plan *Sempre Avanti*, which translates from the Italian to “Always Forward.” In doing so, we honor the depth and permanence of our Ignatian roots—always rigorous, always creative, always intellectually curious—while we also welcome the forward movement of change, the invigorating call of, and response to, history and innovation. As a liberal arts Jesuit institution, Le Moyne College is not wedded to a fixed and immovable past, nor is it enamored of change for its own sake. As this strategic plan suggests, we move forward in ways that are mindful, innovative, and always consistent with the values that have allowed us to transform the lives of our students and have empowered our students to transform the world. *Sempre Avanti*: Always. Forward.

At Le Moyne College, we believe our 500-year-old Jesuit heritage provides an alternative to a false dichotomy between job training and intellectually-enriching study. For Ignatian educators animated by the Jesuit tradition, transformative education and professional learning are not discontinuous. Rather, they reflect the dialogue between the academy and the world it serves: a dialogue at the core of all Jesuit education. By framing itself around a view of human life as meaningfully active and engaged in community, Ignatian education has always included a love of knowledge—summed up by the imperative that we learn to “see God in all things”—even as it has adapted and promoted its understanding of a world of citizenship, vocation, and justice. Given the mission of the College, our Jesuit heritage, and the complex landscape of higher education today, Le Moyne has established a vision that is forward-looking but culturally consistent; true to our strengths and tradition, yet nimble in the face of a shifting economic and educational landscape.

As is necessary to any strategic plan, this document integrates new initiatives to catalyze our vision; priorities that order our actions; and specific tactics to drive and shape our intentions. It proceeds always from the founding assumption that Le Moyne can and will maintain the productive tension between the liberal arts tradition and creative, responsive programmatic innovation. Be it in English, Marketing, or Nursing, the liberal arts are critical to, and indeed inseparable from, all of our efforts at Le Moyne. They provide our students not simply with knowledge, but with wisdom, and with a vision of themselves in the world as agents of inspiration and change. With both intellectual flexibility and professional adaptability, our students will maximize their opportunities in the job market, and they will lead in their chosen fields. However, their success will always reflect an outward-looking vision; their choices in the world will be informed by the compassion and demand for justice in the world that undergird our Jesuit tradition.

The Strategic Plan

Strategic Vision: Le Moyne College is an academic community that changes lives through the Jesuit, Ignatian tradition based on intellectual and personal inquiry and reflection, academic and practical experience, and collegiate and civic engagement. Building upon a comprehensive, broad-based education and foundational learning about the world in which they live, Le Moyne students reflectively move toward intellectual growth and meaningful action—toward lives that will be both personally rewarding and successful on behalf of the greater good.

Strategic Goals:

Academic Excellence. We will support the traditional educational structure at the core of our historical strength, and, by providing innovative, forward-looking, sustainable educational opportunities across the College, we will situate our students for a competitive, global, ever-changing world. We will invest in our faculty and educational programming in the next five years as needed to ensure adequate resources and will perennially reassess our academic offerings to ensure their vibrancy, relevance, and timeliness. In this way, we will encourage the greater visibility of our College's programs and strengths, even as we constantly update our offerings to protect both their vitality and their relevance to our Jesuit mission. Thus, by 2021, Le Moyne will have expanded its national reputation academically, as measurably reflected in the College's rankings and peer citation.

Meaningful Success: By 2021, Le Moyne will be a national leader in giving its students an education distinctive for its comprehensive preparation of the whole person for life in the world through academic, co-curricular, athletic, and social experiences—preparation that facilitates thoughtful career choice, better personal understanding, a moral and intellectual professional ethos, and a sense of responsibility for and grounding in the issues and concerns of society at large.

Community: By 2021, Le Moyne will deepen and strengthen the already strong engagement of its faculty, staff, and students in community. In part, this will demand that the College fully establish itself as an integrated, diverse academic community, recognizing and embracing the variety of racial, gendered, and cultural multiplicities that constitute the fabric of society. As a corollary of this diverse, inclusive community, we will become more engaged, more accessible

neighborhood partners and world citizens, enabling our students as well as members of our College community to interact in reciprocal relationships locally and to experience international culture and difference more fully.

Sustainability: Creativity, Innovation, Entrepreneurship: By 2021, Le Moyne will foster a culture of sustainability—a kind of stewardship characterized by creativity, innovation, and entrepreneurship. This commitment will guarantee the long-term health of the institution in the context of the region, the nation, and the planet. It will also enrich the educational experience of our students, who will come to understand such creative stewardship to be essential to the Ignatian vision of integrated learning.

1. Academic Excellence

“To educate is an act of love, it is to give life. And love is demanding, it calls for using the best resources, for awakening passion and to begin with patience together with young people.”

- Pope Francis

We will support the traditional educational structure at the core of our historical strength, and, by providing innovative, forward-looking, sustainable educational opportunities across the College, we will situate our students for a competitive, global, ever-changing world. We will invest in our faculty and educational programming in the next five years as needed to ensure adequate resources and will perennially reassess our academic offerings to ensure their vibrancy, relevance, and timeliness. In this way, we will encourage the greater visibility of our College’s programs and strengths, even as we constantly update our offerings to protect both their vitality and their relevance to our Jesuit mission. Thus, by 2021, Le Moyne will have expanded its national reputation academically, as measurably reflected in the College’s rankings and peer citation.

Reinforce Intellectual Culture: In order to maintain and to extend the reputation of Le Moyne College, we will invest in programs that attract the most inspired and talented students to our campus. Additionally, we will develop resources to support all students as they refine the skills that will allow them to thrive in their studies and eventually compete in the marketplace of ideas. In concert with the mission of the College, our goal is to nurture students who come to us from a number of linguistic and cultural backgrounds, students who have been underprepared, as well as students who may have occasional need for support. Yet, in keeping with the Jesuit tradition of intellectual rigor, we will also develop programs and opportunities for students to excel at the highest levels of academic achievement.

- **Restructure and Endow Honors Programming.** As a touchstone for any college, the Honors program needs the support and distinctiveness to attract exceptional students and to best provide them with the highest quality educational experience. This program should be endowed, and it will serve as a model for the overarching educational experience offered at Le Moyne. A Chair of Honors Programming, or a directorship, should be funded. The College will also re-examine departmental honors to ensure a premier experience for students pursuing Honors outside the Integral honors program.

- **Develop a Writing Center** that includes technical and scientific writing and is led by a dedicated director who responds to student and faculty needs. This welcoming space will foreground Le Moyne’s long-standing and ever-renewed commitment to producing graduates who can write with confidence, agility, and eloquence, as well as facilitating more community outreach and support for faculty work.
- **Establish a Quantitative Reasoning Center:** This currently unrealized OneLeMoyne priority will support both Core Curriculum and individual quantitative disciplines—such as business, economics, mathematics, and the social and natural sciences.

Reinforce our Fundamental Commitment to the Liberal Arts Education: Excellence is the product of sustained investment as well as of creative innovation. As we pursue a number of new initiatives in this Strategic Plan, we will also nurture those resources, particularly human resources, that make a Jesuit Liberal Arts education such a powerful source of personal and cultural transformation. We will support faculty in their research and pedagogy by providing the material support for their work in and out of the classroom. Additionally, we will provide the intellectual space for growth—through innovation in the curriculum, support for the Core, commitment to research and collaboration, and in sustained administrative support—as well as the physical space for growth which will make it possible to showcase the talents of our students and our faculty.

- **Academic and Administrative support for the faculty.** Such support not only confirms our willing investment in and commitment to our academic programs; it also will facilitate the types of creativity, student research, and innovation we value so highly. This continuous reinvigoration will include:
 - Adding resources for the Core Curriculum
 - Allocating resources to support creativity and areas of growth in the College, as well as our technological and physical resources, to reify our belief in the value of the liberal arts. This includes provision of spaces that reflect our commitment to and belief in the value of the humanities and social sciences with facilities that reflect this commitment, as we have for the natural sciences.
 - Providing support for student research, students seeking fellowships, etc.
- **Academic Sustainability.** We will align our enrollment and academic programs and institutional resources to achieve the best results for both recruitment and financial efficiencies, and Admissions will seek to better parlay our strengths in the Humanities and Social Sciences. (See, also, Sustainability)
 - At the same time, Le Moyne will also pursue innovative models for sustainable academic and institutional administrative functions to support our educational mission (such as advising, mentoring, faculty research, student development, student administrative and financial support, and other administrative functions) consistent with our Jesuit mission. (See, also, Sustainability)
 - We will perennially reassess our academic offerings to ensure their vibrancy, relevance, and timeliness, thus remaining open not only to new programming ideas and opportunities, but also to being adaptable and creative with our existing curriculum.

- **Support the arts.** We will create and support opportunities for both community and student engagement with the arts, whether written, theatrical, musical, or visual.
- **Support the faculty.** Le Moyne will carefully assess the numbers of full time faculty in undergraduate teaching in the College of Arts and Sciences as part of the process of monitoring undergraduate offerings. When pedagogically necessary and fiscally sustainable, we will invest in full-time faculty to ensure the quality and stability of our offerings.
 - We will reinforce the academic support structure, including administrative assistants, as resources allow.
 - The College remains committed, within its means, to appropriate professional development for academic support personnel.
 - We will reinforce support for faculty scholarship (faculty research, faculty travel, faculty student research, etc.).
- **Increase and streamline faculty development, including nurturing tenure-track faculty.**
 - Establish a Teaching and Learning Hub to integrate three now separate functions: support for faculty course development, encouragement of creative pedagogies, and ongoing learning assessment of both courses and programs.
 - Centralize new course and program development, tied with appropriate funding and, where appropriate, pedagogical support, but also integrally tied to training and development of assessment plans.
 - Support for implementation of assessment in programs and courses.
 - Funding, training and support centralized here for development of hybrid, online and alternative pedagogy courses.
 - Establish a virtual/actual location for assessment resources and support.
 - Study the possibility that, working with the College Curriculum Committee, this could become the oversight and support mechanism for periodic program evaluations.
 - In conjunction with the newly established college-wide idea-incubator (See sustainability), make resources available to faculty to engage in feasibility studies and proposal preparation for new programs and courses.
- **Provide resources for career development** along with academic advising and support in order to provide more expansive opportunities for student engagement in internships, pre-professional work experiences, tutoring support, faculty mentored research, service learning activities, learning communities, etc. (See, also, Personal and Professional Development)

2. Meaningful Success

“True education enables us to love life and opens us to the fullness of life.”

- Pope Francis

By 2021, Le Moyne will be a national leader in giving its students an education distinctive for its comprehensive preparation of the whole person for life in the world—through academic, co-curricular, athletic, and social experiences—preparation that facilitates thoughtful career choice, better personal understanding, a moral and intellectual professional ethos, and a sense of responsibility for and grounding in the issues and concerns of society at large.

Personal and Professional Development at Le Moyne College: Le Moyne College will commit to renewing and advancing its students' personal and professional development. The main goals of this overall effort are to to develop Le Moyne's general resources and opportunities in personal and professional development, and to develop a comprehensive program in personal and professional development, to be called the Manresa Program, that will better enable students to integrate learning, meaning, calling, and career. Targeted outcomes of this initiative include a 90% first to second year retention rate, a 80% graduation rate and a 90+% employment and/or graduate school placement rate in the field of choice.

Develop Le Moyne's general resources and opportunities in personal and professional development:

- Coordinate cross-divisional collaborations to enable students to engage in experiential learning (i.e. internships, service learning, study abroad, etc.)
- Develop a signature interdisciplinary speaker and workshop series involving alumni, which will invite students to consider questions of calling
- Provide formative opportunities for faculty and staff so that they can become maximally effective in mentoring students searching for their calling
- Celebrate our community commitment to vocational development through annual ritual that highlights "why we do what we do" for students, faculty and staff
- Integrate personal and professional development into a reinvigorated Honors Program (See, also, Academic Excellence)
- Develop Opportunities for our Graduate Students to engage with the values and ethics of their professional careers. (See, also, Lifetime Professional Education)
- Track outcomes: Facilitate the development of employment databases of graduates and alumni both to track outcomes and aid departments in leveraging alumni resources
- Promote a culture that is attentive to disciplinary and professional development and supports faculty and staff collaborations
- Provide adequate space and resourcing for Career Services, internships, and study abroad. These services might also include student research and fellowships and community-based/service learning.

The Manresa Program: Integrating Learning, Meaning, Calling, and Career (LMC²)

Unfolding over the course of participating students' college careers, this program will connect vocational discernment and career preparation to the critical understanding, values, and purpose fostered by Le Moyne's Jesuit, liberal arts education. The primary goal of the program is to focus and magnify the preparation for purposeful lives of meaningful success promoted by our students' Le Moyne experience as a whole. By helping them to integrate their academic course work (in the Core curriculum as well as their majors/minors), their personal and spiritual development, and their vocational discernment and career preparation, the Program will enhance students' capacity to thrive personally and professionally in a rapidly changing world.

- A secondary goal of the Manresa Program is to contribute to the closer integration of different segments of the College community—faculty and staff, Academic Affairs and Student Development, etc. Such integration will draw together the work of multiple constituencies in our community—including, importantly, Athletics and Campus Ministry—into a unified educational project.
 - The Manresa Program will integrate academic education with broader experiential learning, gaining of intellectual rigor with help in overall maturation.
- The full design of the Manresa Program will begin on two simultaneous tracks with the results of each informing the other:
 - A year-long process of community discernment, featuring speakers, workshops, and other events to enable community discussion and eventual consensus about the Program’s full scope and form
 - A Netvue-sponsored piloting of a “spine-periphery” model program, with 4 one-semester Manresa seminars for undergraduates attached to a menu of connected courses, programs and activities. The “periphery” elements may include:
 - Core and disciplinary courses related to personal and professional development
 - Co-curricular experiences (such as internships, service learning, community engagement)
 - Participation in other co-curricular opportunities like *Inside the L* (Athletics) or Loyola Companions Leadership Program
 - Special programs and events
 - Development of an e-portfolio for students to reflect and express their curricular and co-curricular integrative learning and articulates the values of their Jesuit liberal arts education.

Life-long learning in Graduate and Professional Education: By 2021, Le Moyne College will establish additional professional programs for graduate and non-traditional students, ensuring that such growth is done in a thoughtful and careful manner with programs that are well-integrated with the Jesuit Mission of the College.

- Establish new graduate and professional programs with specific focus on the areas of education, health sciences, and professional studies (i.e., Health Care Administration). All programs must be aligned with the College’s Jesuit Mission and provide new revenue streams to advance the overall fiscal stability of the College. (See, also, Sustainability)
- Develop strategic and market-driven programs for non-traditional students including ESL and certificate programs that are consistent with our Mission
- Assure appropriate support and services are available for our graduate and professional students by engaging cross-college conversations about their needs (i.e. health and counseling services, orientation, registrar, etc.)
- When pedagogically necessary and fiscally sustainable, invest in departments, faculty, and support staff that service graduate and professional programs.
- Strengthen and support extant programs so as best to present a unified, holistic vision of education at Le Moyne and to sustain the core values of what we do while exploring new

delivery formats and innovations, as well. (See, also, Sustainability, and Personal & Professional Development)

- Explore opportunities for graduate programming outside these areas, i.e., in the Arts and Sciences, for possible development (See, also, Sustainability)
- Determine educational needs at the local, regional, and national level. Establish new opportunities for the College to deliver graduate educational services both on campus and at potential satellite locations. Expand relationships and partnerships with educational institutions, healthcare entities, business/industry, and non-profits to offer credit and non-credit programs that meet present and future needs of their workforce and the population at large
- Engage graduate and professional studies alumni to cultivate affection for Le Moyne and to continue to participate in the life of the College (clinical sites, internships, continuous learning, etc.) through partnership with Institutional Advancement
- Increase Revenue from all graduate and non-traditional programs by 2021, targeting an increase in revenue of 75% (from \$11 million to \$19 million gross) (See, also, Sustainability)
- Better integrate programming between graduate and undergraduate programs where possible, such as through internal feeder tracks and articulation agreements between the Purcell Graduate School, the College of Arts & Sciences, and the Madden School
- Assess and provide additional services for graduate and non-traditional students. Standardize all policies, procedures, and services for this constituency of students
- Establish orientation programs for each of the graduate programs including the Jesuit mission, compliance standards, etc.
- Budget to sustain ongoing marketing and recruitment from revenues generated by Le Moyne's graduate and professional programs

Global Citizenship and Awareness: Le Moyne will shape skills and personal development opportunities to correspond with global, national, and local needs. By 2021, Le Moyne will have developed significant new programming for its undergraduates that will respond to developing challenges and opportunities in society and in the regional economy while guaranteeing students in those programs a transformative education of the whole person. Students will graduate from Le Moyne College with a toolkit that includes the skills necessary to be literate in data analysis, to be culturally competent, and to communicate well (including in a language beyond the one learned at home). These skills will allow students to solve problems, lead, and serve. As such, students will be aware of global issues and be actively engaged citizens in the world.

- Develop new undergraduate programs that employ strong quantitative, qualitative, and analytical skills. With the continued emphasis on developing students' data literacy skills, Le Moyne will attract additional students with aptitudes in these areas. (See, also, Academic Excellence)
- Program in Cyber-Security with focus on preventive Cyber-Security and attached Institute for Cyber Security
- Minor in Statistics or Applied Statistics (Data Analytics) Major & Minor
- Work to create collaborations and integration between programs in Mathematics, Computer Science, Information Systems, and Business Analytics

- Look to integrate an element of data analytical skills throughout *all* aspects of the curriculum (i.e., computational thinking), so as best to highlight that the liberal arts are not antithetical to pre-professional training
- Build on extant strengths in data analysis already practiced throughout the Social Sciences
- Develop new interdisciplinary undergraduate programs (for example, a program in Design Thinking) combining skills in the visual and performing arts with problem-based approaches to world issues from computer science, information systems and entrepreneurship (See, also, Sustainability)
- Build on existing strengths in the Humanities that intersect with emerging needs (i.e., digital humanities, etc.)
- Nurture a culture of language-learning at Le Moyne, with an emphasis on sustainable, creative pedagogy (The work of the Upstate New York Language Consortium, Development of cultural immersions)
- Reinforce the Writing components of the Core Curriculum, including its research component and “Writing in the Disciplines” elements (See, also, Academic Excellence)
- Adequately staff a Writing Center (See, also, Academic Excellence)
- Build on existing strengths in the Social Sciences that intersect with emerging needs for building Global Citizenship and Awareness
 - Develop programming to help our students thrive in globalizing societies
 - Develop curriculum that teaches students to live meaningfully and to engage social justice in rapidly changing societies
- Provide an education for every Le Moyne undergraduate in communication and quantitative skills. (See, also, Academic Excellence)
- Form and adequately staff (with a director/coordinator as needed) a Quantitative Reasoning Center and provide adequate space for its activities
- Explore Interdisciplinary possibilities for applied data analytics programs
- Provide resources for ongoing assessment and improvement of student outcomes in these areas
- Expand Opportunities for Le Moyne Students to gain leadership skills, self-understanding, and self-confidence in their education here (See, also, Personal & Professional Development)
- Enable students to engage in the kind of reflective thought that enables confident assumption of such skill sets
- Utilize The Manresa Program to educate for creative use of these tools in creative adaptation to changing circumstance
- Educate for leadership and collaboration

3. Community

“Hope is a path taken with others.”

- Pope Francis

By 2021, Le Moyne will deepen and strengthen the already strong engagement of its faculty, staff, and students in community. In part, this will demand that the College fully establish itself

as an integrated, diverse academic community, recognizing and embracing the variety of racial, gendered, and cultural multiplicities that constitute the fabric of society. As a corollary of this diverse, inclusive community, we will become more engaged, more accessible neighborhood partners and world citizens, enabling our students as well as members of our College community to interact in reciprocal relationships locally and to experience international culture and difference more fully.

Diversity & Inclusion: By 2021, Le Moyne will establish itself as an integrated, diverse academic community, recognizing and embracing the variety of racial, gendered, economic, and cultural multiplicities that constitute the fabric of society.

- Attract, retain, and promote a diverse faculty, administration, and staff (See, the Diversity & Inclusion Implementation Document for details of implementation in all diversity goals)
- Grow the percentage of students from groups historically under-represented at the College
- Provide a welcoming and nurturing community for all of its students
- Grow the percentage of international students while attending to diversity
- Implement the teaching of diversity, including social power and structural inequities, by weaving it through the Core Curriculum
- Develop a campus life that supports the mentoring of diverse student body and provides campus wide education for *all* students on leadership in a diverse world
- Develop employee diversity and inclusion training and development programs along with policies and practices to respond to incidents of bias
- Increase student, faculty, and staff exposure to differences in culture both nationally and internationally, finding means of financial and cultural support to enrich these experiences

Community Hub: By 2021, Le Moyne College will be a more engaged, accessible community partner, enabling more of our students to experience community-engaged learning, faith-based service, culture and diversity, and education for social justice. As a Catholic and Jesuit College, Le Moyne has a particular responsibility to provide an educational environment for the exploration of difference in order for our students to find God in all things, to live difference genuinely, to engage actively in local and global citizenship, and to lead for a more just world.

- Establish a centralized virtual “hub” to facilitate, support, and advance community-engaged learning, research, and service as fundamental components of a Le Moyne education. Building on our recent Carnegie Foundation’s Community Engagement Classification, the hub will reinforce our Jesuit identity and play an administrative role in advancing the mission of engagement with communities beyond campus. The hub will facilitate and centralize community connections and outreach, as well as create better visibility for the many kinds of service, community engagement, and community research already underway at Le Moyne. The hub could help coordinate and support *Curricular service and engaged learning, Faith-Based Service, Service and Cultural Immersion Experiences, Community-Focused Research (CURAR), and Institutional Outreach* (see definitions below).

- Consider a Professorship located in the social sciences, since many of the community outreach initiatives may be related to faculty and faculty/student research agendas with topical relevance (though not exclusively) in the social science areas
- Recruit broad participation from faculty across the disciplines for these high-impact forms of teaching, learning, and research/scholarship
- Provide faculty and staff development opportunities about distinct pedagogy and outcomes of community engaged/service learning, including assessment strategies; introduce the “collective impact model”
- Develop greater support for community-engaged pedagogy and research through appropriate incentives and recognition, including a rank and tenure procedure revised for recognition of this work (See, also, Sustainability)
- Recruit more faculty participation for immersion-learning experiences and explore credit-bearing opportunities related to these trips
- Provide/raise necessary institutional and grant-based resources to help subsidize costs of immersion-learning experiences for students who cannot afford them
- Develop a grant-sourced and philanthropically supported program that can be sustained by the proper proportion of operating expense, endowment and outside funding
- Begin annual assessment of community-engaged learning, research, and service with data available for annual review

Community Pride and Engagement: By 2021, Le Moyne will be known throughout the region as an engaged intellectual community and will be increasingly acknowledged to be a desirable place to learn, live, and work.

- Develop a Common Hour - Explore establishing a timeframe for faculty, staff, and students to introduce greater ease for convening meetings and events, thereby enhancing our sense of community and the intellectual culture on campus. The purposes would be to help accommodate some existing committee and club meetings and to hold community-wide events such as the biyearly ‘campus conversations,’ and new lectures or other events that we will develop, such as a biyearly conversations on some aspect of each of the four strategic goals (Academic Excellence, Meaningful Success, Community, and Sustainability).
- Develop signature community events that speak to our Mission and commitment to diversity and social justice
- Provide formal and informal opportunities for employees to gather together
- Build support around the holistic experience of LMC athletes (“Inside the L”) and better integrate this holistic Mission-driven experience into the wider Le Moyne community
- In an effort to draw us together, develop opportunities to celebrate student, faculty, and staff accomplishments together as a single community
- Provide support and resources for student leadership development through co-curricular programs (“Ignite”) and demonstrate the Mission value of such experiences throughout the community

4. Sustainability: Creativity, Innovation, Entrepreneurship

“Our future challenges will require creativity in adapting to changed situations, carrying forward the legacy of the past not primarily by maintaining our structures and institutions, which have served us well, but above all by being open to the possibilities which the Spirit opens up to us...”
- Pope Francis

By 2021, Le Moyne will foster a culture of sustainability – a kind of stewardship characterized by creativity, innovation, and entrepreneurship. This commitment will guarantee the long-term health of the institution in the context of the region, the nation, and the planet. It will also enrich the educational experience of our students, who will come to understand such creative stewardship to be essential to the Ignatian vision of integrated learning.

For over 500 years, creativity has been the hallmark of the Jesuit response to an ever-shifting, complicated world. While remaining committed to the Ignatian values that define our mission, we have embraced the change by welcoming innovation. Central to the success of Le Moyne College has been the cultivation of creative thought and enterprise as a response to the challenges of a sometimes wounded, needy, or at best a fragile world. This dialogue between the needs of the world and the creative possibilities of a Jesuit education inspires the scholarly work of our faculty just as it has transformed the economic, social, scientific, political, and cultural landscape of the world beyond academia.

The sustainability of Le Moyne College is, therefore, both an ethical value and a practical imperative. Sustaining this creative dialogue—through innovative pedagogies, through entrepreneurial initiatives, and through adaptive practices—will not only keep Le Moyne competitive in the region, it will highlight the power and continued relevance of a Jesuit education. Pursuing a sustainable future for Le Moyne will have several expressions: it will excite entrepreneurial initiatives that produce additional sources of revenue; it will inspire creative forms of pedagogy that will engage the community within the College and beyond the campus; it will involve Le Moyne in the larger questions of environmental sustainability; and it will challenge us to cultivate leaders and scholars who are committed to collaborative work between disciplines and departments internally and between industries and organizations externally.

By embracing sustainability as one of the goals of this strategic plan, we not only position Le Moyne as an imaginative and innovative leader in our local community, we also signal to the nation and the world that Le Moyne will lead by example as sustainability becomes a global concern.

Creating a Culture of Sustainability at Le Moyne: Sustainability necessitates practical change, reorganization, and logistical problem solving, whether we work to sustain ideas and beliefs, or environments and economies. The sustainability of the College as an institution must be a primary consideration if we are to achieve many of the more elevated goals of our Mission.

- Promote active engagement with questions of long-term sustainability and the continual revitalization of the College and its programming. To that end, we will encourage community engagement in developing new ideas, new practices, and new programs. These efforts will assume any number of forms:
 - Sponsored competitions (as exemplified by the “Dolphin Tank” program) which will excite entrepreneurial initiatives both within and beyond the College
 - Development of a culture of assessment by encouraging an ongoing process of assessment and creative adjustment; this will “close the loop” between assessment and action by using data about successes and challenges to inspire ongoing innovation.
 - A key element in developing a culture of assessment will be conceiving strategic planning as an ongoing process designed to guarantee constant evidence-based re-evaluation of the College’s direction within a changing context.
 - Consider inclusion in the mechanisms of such ongoing planning and assessment an “incubator group” to welcome new ideas from faculty, staff, students, and administrators; this group will vet these ideas and find ways to quickly facilitate and/or pilot them
 - Consider inclusion in the mechanisms of such ongoing planning and assessment forums and formats for presenting innovative ideas and new scholarship across the College during its new common hour (See, also, Community)
 - An Enrollment Advisory Council will be included amongst the mechanisms of such ongoing planning and assessment designed to maintain communication and encourage creative ideas about admissions and enrollment at Le Moyne.
 - Maintain mechanisms, such as the Faculty Senate-Constituted Strategic Financial Planning Committee, for ongoing collaborative decision-making about how to achieve efficiencies and savings at the College
 - Commit to college-wide mechanisms for ongoing assessment of its activities in relationship to its strategic plan and its Mission. These will include an Assessment Management System along with appropriate staffing and leadership to ensure smoother systemic assessment.
- Develop programs to increase direct revenue and to create a third revenue stream at the College. This initiative will build on similar efforts at other Jesuit institutions, which means that any new sources of revenue must be consistent with our mission and our Jesuit identity.
- Engage in ongoing re-evaluation and enhancement of its enrollment strategies working with and through the Enrollment Advisory Council (See, above). This process will be aimed to support the College’s strategic plan and academic mission, thereby also contributing to the fiscal sustainability of the College.
 - The four cornerstones of the College’s Enrollment Strategic Plan are:
 - Enhance the academic reputation of the College
 - Create strategic data-driven, personalized, and segmented communications and marketing strategies
 - Enhance geographic and multicultural diversity

- Increase net tuition revenue per student and optimize our financial aid resources in support of our mission and LMC Enrollment Strategic Plan
 - At present, we plan to maintain an incoming full-time freshman class each year of approximately 630 students along with approximately 155 fall and 70 spring full time transfer students. We will sustain around 65% to 70% of the full time undergraduate body living on campus.
 - Increase in its professional and graduate programs to approximately 20-25% of total net tuition revenues
 - Develop specific goals for regional recruitments, for academic quality, for diversity, and for other important class characteristics in order to increase recruitment outside of Upstate New York
 - By 2021, Le Moyne will have increased the number of its students coming from outside of Upstate NY to 12% of the entering first year class (i.e., increase from our longstanding average of 7%).
 - Establish a strategic plan and specific goals for recruitment, retention and integration of international students
- Increase its regional, national, and international reach and recognition through implementation of a comprehensive and strategic marketing plan
 - Publicize and leverage more effectively the unique experiences and successes of our students, staff, and faculty. Such a narrative based strategy will communicate the opportunities and strengths of a Le Moyne educational experience.
 - Creatively engage our internal and external communities through strong and sustainable communications and messaging drawn from our Jesuit heritage
 - Continually adapt to new technologies and media in our marketing strategy
 - Increase the visibility and sustainability of the Professional and Graduate Programs by engaging in appropriate ongoing marketing
 - Reinforce and build upon the strategic “brand” identified in *Sempre Avanti* through Le Moyne’s marketing positioning, “Greatness Meets Goodness”

Sustainability and Collaboration: Sustainability is inherently the result of a dialogue between interested and invested parties. The free exchange of ideas, an easy access to information, and a culture that privileges inspiration and innovation make possible the sustainability not only of the institution, but of the Mission as well. Finding mechanisms and practices to nurture these creative dialogues will be a goal of this strategic plan.

- Explore creative relationships within the College between departments, disciplines, and divisions to enhance communication and to excite new pedagogies, research, and administrative practices
- Sufficiently support existing programs to enable current programs and faculty to innovate and exercise their disciplinary creativity in the form of scholarship, new pedagogies, and/or collaborative forms of scholarship and teaching
- Create academic bridges with other colleges or universities:
 - Allow undergraduates accelerated paths to degrees, including graduate degrees, at top-ranked universities
 - Pursue appropriate articulation agreements allowing students to transfer from community colleges

- Pursue appropriate partnerships with our sister Jesuit institutions worldwide
- Pursue consortial relationships in both academic and administrative venues
 - Develop our relationship with the Upstate New York College Collaborative to enhance our operational effectiveness and efficiency, access programs and talent at member institutions, and explore new administrative service models
 - Develop the Upstate Language Consortium with its opportunities to help share resources in building a culture of language learning
- Pursue cooperative relationships with community organizations to facilitate research and teaching (See, also, Meaningful Success/Community Hub)
- Pursue Private/Public Partnerships with government and business to benefit our students and the advancement of learning in areas of mutual interest and benefit to the community

Sustainability and the Earth: If the concept of sustainability demands logistical efficiency and steady revenue, it does so in the service of higher ideals. Following the example of Pope Francis, who has called upon the human community to embrace our role as “stewards in the garden,” Le Moyne College will design and adopt practices to make our campus a model of environmental sustainability and our curriculum a source of scholarship, teaching, and leadership in defense of the environment.

- Develop a campus-wide initiative to reduce carbon emissions, non-biodegradable products, pollution, and waste in all its forms. Thoreau describes himself as living “for a short while like a dolphin,” – a passage that has become a sort of mantra at Le Moyne – but he also urged his readers to “simplify, simplify.” In that spirit, we will set goals to reduce material waste at Le Moyne and to reduce less quantifiable forms of waste and excess.
- Invite and support the development of Core courses that engage students in questions of environmental sustainability and that take students out into the world for research, reflection, and community engagement
- Encourage Le Moyne’s academic engagement with regionally-based study of ecological sustainability, building a culture of stewardship
- Encourage and support entrepreneurial responses to the challenge of creating a green economy through a variety of mechanisms, including sponsored competitions that seed student proposals and collaborations with local, national, and global enterprises. Both of these will draw on the expertise of our faculty to inform innovations in business and industry
- Promote and support faculty and student research directed toward environmental concerns and look for opportunities to showcase this research on the campus, in community contexts and collaborations, and when appropriate, with business and industry

Education in the ethic of Stewardship: If sustainability is a central goal of *Sempre Avanti*, that is not just because we want the institution to embrace it in its practices, but also because it is a key part of the Ignatian vision of an integrated education of the student. Learning the habit of being a creative steward of the world in which one lives is an essential value in the Catholic, Jesuit tradition that Le Moyne represents.

- Establish programs encouraging our students to be innovative, creative, and/or entrepreneurial. Le Moyne will also provide the financial resources, mentoring, and space to create their own businesses, projects, programs, or performances
- Establish new interdisciplinary undergraduate programs (such as a Minor in Design Thinking) combining skills in the visual arts with problem-based approaches to real world issues (See, also, Academic Excellence and Meaningful Success)
- Encourage new interdisciplinary undergraduate programs that cultivate the visual arts and the humanities, linking them to problem-based approaches to contemporary issues and utilizing them in response to current events
- Consider the establishment of interdisciplinary programs that combine resources to study environmental sustainability and the cultural changes flowing from it
- Engage students in stewardship of the College's mission