

TOMORROW TOGETHER

LE MOYNE COLLEGE STRATEGIC PLAN 2023-2028



Tomorrow Together: Le Moyne College Strategic Plan 2023-2028

We begin this strategic plan with Le Moyne College’s land acknowledgement statement:

We honor the Onondaga nation, the original people on whose land Le Moyne College stands.

Tomorrow Together was unanimously approved by the Le Moyne College Board of Trustees on February 10, 2023.

INTRODUCTION

Tomorrow Together. Strategic plans express hope for the future while recognizing the challenges of the present. As a Jesuit, Catholic college, we find reason for optimism in our venerable tradition that promotes education as a means to achieving a greater good. Our institutional strengths include a sense of community, a spirit of innovation, a commitment to collaboration, a record of meaningful social engagement, and a willingness to form partnerships to attain enhanced outcomes. For this reason, we are confident that we can secure a future for Le Moyne that will expand our educational and social impact on the communities of students, families, colleagues, and local and global neighbors that we serve.

The title and underlying optimism of our strategic plan are inspired by a TED talk delivered by Pope Francis, in which he observed that “we can only build the future by standing together, including everyone.”¹ Building a truly inclusive community takes effort and at times challenges us to grow and learn in new and unfamiliar ways. But building an inclusive community is the only way that leads towards a tomorrow that is just and equitable. It is the only way for Le Moyne to be a growing, thriving, sustainable institution that provides a valued and meaningful education for our undergraduate, graduate, and continuous learning students. We are committed to creating a better tomorrow together because Le Moyne’s ability to foster successful, resilient, and thriving communities depends upon vibrant and pervasive collaboration.

Tomorrow Together asks us to be expansive and optimistic about our future even as we realize that ours is an historical moment fraught with challenges on national and global scales. These challenges include the ongoing effects of the COVID-19 pandemic, a deepening mental health crisis among young people, continuing disparities resulting from systemic racism, the increasing damage caused by climate change and international armed conflict, and the rise of authoritarian tendencies in various geo-political locales.

A counterbalance to these daunting circumstances and a guiding force for this strategic plan is our identity as a Jesuit, Catholic liberal arts college committed to improving the lives of individual persons as well as communities. The *Characteristics of Jesuit Higher Education* states that our “emphasis on developing the whole person relies not only on the communication of content, but also on the quality of relationships among a wide community of educators and co-learners. Within that community of scholars, each student grows to appreciate that the life of the mind can bring unanticipated joy. Discovering how to think analytically, reflect, imagine,

¹ [Why the Only Future Worth Building Includes Everyone](#). The phrase in the original Italian is “possiamo costruire il futuro solo insieme.”

communicate, and create enlivens their intellects and nourishes their spirits.”² Throughout this strategic plan, we propose actions designed to improve the educational, living, and work experiences of students, faculty, staff, and administrators as a way to build an equitable and inclusive community.

Le Moyne’s Jesuit tradition teaches us that we can draw from our diverse faith and value traditions to be the light in the midst of darkness that leads to a better future. In this spirit, our strategic plan commits to improvements in our campus climate by dedicating resources to health and well-being; diversity, equity, inclusion, accessibility, and reconciliation; and environmental sustainability. With a focus on academic excellence; student retention and degree completion; and increasing those competencies that reduce bias and eliminate barriers to professional success, this plan commits to a prudent growth outlook that fosters the College’s institutional sustainability and long-term strengths. This plan requires us to think and act together to secure a better tomorrow for our college and our diverse communities.

While we cannot foresee all that will transpire in the five years encompassed by this strategic plan, we can be sure of one constant: change. Even as this plan was being drafted during the fall of 2022, we received regrettable news that a neighboring higher education institution, Cazenovia College, would be closing after almost 200 years. Developments of this sort should be sobering for all of us in the higher education sector. We counterbalance this warning sign with the extraordinary news that over the next 20 years Micron Technology will invest \$100 billion to build a microchip fabrication facility in Onondaga County. In addition to creating tens of thousands of new jobs, Micron’s arrival promises to bring new opportunities for work-force development, economic improvement, and growth among a range of public and private organizations. In light of such unforeseen developments, we have designed this plan to be adaptable. Our intention: take the steps needed to achieve our main strategic outcomes even if they are not specified here. Be willing to change as circumstances indicate.

At the heart of *Tomorrow Together* is a commitment to remaining ready and willing to address challenges and meet opportunities with a dynamic, flexible, and agile ethos. Our ability to provide an excellent and transformative education to undergraduate, graduate, and continuing students depends upon faculty who excel in teaching and scholarship; first-rate staff and administrators; an openness to social engagement; the sustained practice of innovative and well-reasoned decision making; and the pursuit of equitable, inclusive justice. During its 75 year history, Le Moyne College has established itself as a force for good in the lives of military veterans, first-generation and economically disadvantaged students, the regional education, health care, and business communities, and individuals seeking a transformative education that prepares them to be persons who act in the interest of others. With a commitment to enhancing the College’s profile, reputation, and undergraduate and graduate student populations, *Tomorrow Together* will advance Le Moyne’s capacity for high impact practices that ensure a sustainable, resilient, and vibrant future for the College.

² [Characteristics of Jesuit Higher Education](#)

MISSION STATEMENT

Tomorrow Together is grounded in Le Moyne's mission statement:

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. Its emphasis is on education of the whole person and on the search for meaning and value as integral parts of the intellectual life. Le Moyne College seeks to prepare its members for leadership and service in their personal and professional lives to promote a more just society.

VISION STATEMENT

At its culmination in 2028, *Tomorrow Together* will deliver upon the following vision of the College:

Rooted in a collaborative, innovative tradition of Jesuit higher education, Le Moyne will prepare ethical, resilient leaders who meet the challenges and create the opportunities of tomorrow while fostering a humane and vibrant world today.

STRATEGIC DIRECTION

This strategic plan encourages all members of the College community to work together to ensure a sustainable, vibrant future for the institution. As underlying elements in a shared strategic direction, we commit to:

- increase successful student, faculty, and staff recruitment and retention
- better serve the needs of our local, regional, and global communities through the delivery of high impact, value-driven learning programs
- broaden alumni and benefactor support for the College's ongoing mission

STRATEGIC ACTIONS

Tomorrow Together is designed to be succinct, user friendly, easy to implement, and flexible. This strategic plan is organized as follows:

- Action steps: the plan is organized around seven main action steps, which are intended to fulfill the vision statement and move in the strategic direction provided above. By focusing on action steps, we enable a practice of assessment and accountability: are we doing what we say we will do?
- Detailed and flexible: the plan contains a number of detailed subsidiary actions intended to help achieve the main action steps. If new opportunities better aligned with the main action steps arise, they may be pursued consistent with this plan's commitment to flexible and agile strategic decision making.
- Responsibility: each main action step is accompanied by a champion and co-champions who will be responsible for the institutional effort needed to achieve the specific action.
- Thematic: the seven main action steps are aligned with the following themes: institutional growth; equity and wellness; sustainability grounded in excellence.

Institutional Growth

- 1. We will increase the size, diversity, and quality of our entering undergraduate class up to 700 students** to foster robust student life, increase margins derived from undergraduate enrollment, and extend the impact of our high-value, high-quality Jesuit liberal arts education.

Champion: Vice President for Enrollment Management

Co-champions: Provost and Vice President for Academic Affairs; Associate Provost for Student Development; Vice President for Finance and Administration; Director of Athletics

- 1.1. Enhance the College's marketing efforts to tell the Le Moyne story and increase name recognition
 - 1.2. Increase intercollegiate athletics rosters
 - 1.3. Enhance club sports and recreational activities
 - 1.4. Expand and enhance themed living and learning communities
 - 1.5. Create a welcoming, accessible, and inclusive campus environment by investing in upgrades to landscaping, design, and the maintenance of existing facilities
 - 1.6. Improve campus racial climate by breaking down the barriers imposed by institutionalized racial inequity to achieve a diverse and inclusive campus
- 2. We will increase our retention rate to 90%** to protect student financial investments, strengthen our academic profile and improve our rankings, and increase margins derived from successful student recruitment.

Champion: Associate Provost for Student Development

Co-champions: Provost and Vice President for Academic Affairs; Vice President for Enrollment Management; Class Deans

- 2.1. Increase effectiveness and accountability in student success services
 - 2.2. Identify greatest DWF frequencies and create targeted and sustainable initiatives to improve student success
 - 2.3. Enhance academic support for international and English language learning students
 - 2.4. Enhance support for and engagement with commuter students
 - 2.5. Increase mission-aligned residential programming to improve campus racial climate and foster inclusion and belonging

3. **We will grow undergraduate, graduate, and continuous learning programs aligned with our mission** to meet local and regional demand, deepen our impact on the professional needs and workforce development of Central New York, and increase margins derived from graduate enrollment.

Champion: Provost and Vice President for Academic Affairs

Co-champions: Associate Provost; Academic Deans; Vice President for Enrollment Management

- 3.1. Continuously assess local and regional markets for opportunities and partnerships that will increase the reach of our undergraduate, graduate and continuous learning programs
- 3.2. Hire faculty aligned with programmatic growth
- 3.3. Increase graduate student services
- 3.4. Create an outward-facing office of continuous learning responsible for growing continuous learning and workforce development programs that meet demand in nimble and flexible modalities

Equity and Wellness

- 4. We will create more opportunities for campus-wide engagement with health and wellness** to foster student and employee success, improved quality of life, and stronger community engagement.

Champion: Associate Provost for Student Development

Co-champions: Vice President for Diversity, Equity, and Inclusion; Chief of Staff; Dean of Student Wellbeing; Human Resource representative

- 4.1. Establish the Center for Wellness, Creativity, and the Arts
- 4.2. Upgrade recreational facilities in the Athletic Complex
- 4.3. Implement robust plans using best practices to improve student and employee mental health and wellness
- 4.4. Commit resources to a safe and secure campus

- 5. We will expand the impact of equity, diversity, inclusion, belonging, and accessibility work across campus and continuously audit resources and review policies and practices** to redress institutional and systemic inequities, repair harm, build trust, and foster a welcoming and just community in which all members are valued and treated with respect and dignity.

Champion: Vice President for Diversity, Equity, and Inclusion

Co-champions: all Vice Presidents; Human Resource representative; Assistant Director of Global Education

- 5.1. Develop DEI professional competencies in all divisions to reduce bias, eliminate barriers, create a welcoming environment, and build reconciliation and justice for the vulnerable and historically marginalized
- 5.2. Provide professional opportunities in DEI to staff, administrators, and faculty
- 5.3. Sustain pay equity and develop talent acquisition, mentoring, and accountability programs for all divisions
- 5.4. Enhance opportunities for diverse religious practices, spiritual growth, and ethical engagement
- 5.5. Improve conditions in local and regional communities through meaningful social engagement
- 5.6. Grow international partnerships and an ethos of global engagement and citizenship
- 5.7. Enhance collaborative relations with Jesuit and other institutions and communities who contribute to our academic excellence, diversity of experiences and perspectives, and mission advancement

Sustainability and Excellence

- 6. We will increase investments in academic excellence** to support continuous improvement in teaching and scholarship, recruit and retain diverse faculty, and strengthen our academic profile.

Champion: Provost and Vice President for Academic Affairs

Co-champions: Associate Provost; Academic Deans; Vice President for Advancement

- 6.1. Attain a naming gift for the College of Arts and Sciences to recognize excellence of Le Moyne's largest academic unit and provide resources that support faculty excellence
 - 6.2. Establish a teaching and learning center, guided by Jesuit values and Ignatian pedagogy, committed to fostering accessibility, inclusion, and reconciliation in the classroom and throughout campus
 - 6.3. Increase endowed professorships and chairs to support excellence in research and teaching and provide budget relief to support initiatives throughout academic affairs
 - 6.4. Implement and fund a robust faculty recruitment and retention plan to increase excellence and diversity
 - 6.5. Increase grant funding and professional development in the areas of scholarship and pedagogy
 - 6.6. Raise the profile of faculty research as an essential characteristic of academic excellence
- 7. We will implement sustainability goals** to improve Le Moyne's operations, promote environmental justice locally, regionally, and globally, create greater opportunity for curricular and co-curricular learning, improve institutional accountability, and enhance institutional resiliency.

Champion: Vice President for Finance and Administration

Co-champions: Vice President for Mission Integration; Chair of Sustainability Committee

- 7.1. Provide regular ESG reporting and updates on *Laudato 'Si University* and other initiatives
- 7.2. Develop curricular and co-curricular programming aligned with sustainability and environmental justice
- 7.3. Establish partnerships that promote sustainability (e.g., proposed Climate Institute)
- 7.4. Create an office of sustainability responsible for campus-wide initiatives
- 7.5. Carry out a comprehensive campaign that enhances the financial stability of Le Moyne
- 7.6. Enhance alumni relations to elevate the profile of Le Moyne and grow financial and in-kind support
- 7.7. Create a culture of organizational excellence through increased professional development for staff and administrators, climate surveys and implementation, and employee engagement initiatives

OPERATIONAL PROMISES

To ensure the successful implementation of this strategic plan, we will:

- create division or unit level strategic plans that align with and support *Tomorrow Together*
- conduct periodic assessment and reporting on the progress of *Tomorrow Together* to inform stakeholders of successes, status updates, and challenges
- sustain an institutional culture of continuous assessment and improvement
- create the next strategic plan in year four of this five-year plan

STRATEGIC PLANNING COMMITTEE

The Strategic Planning Committee is comprised of the following members:

Carly Colbert, Chief of Staff

Mary Collins, Ph.D., Associate Provost

Shaun Crisler, Associate Provost for Student Development

Jason Downer, S.J., Spiritual Director and Campus Minister

Renee Downey-Hart, Ph.D., Professor of Practice, Management and Leadership

Sara Gleasman-DeSimone, Ph.D., Assistant Professor and Director of Graduate Programs, Nursing

Joe Grasso, Vice President for Finance and Administration

Jim Hannan, Ph.D., Provost and Vice President for Academic Affairs, Committee Chair

Jim Joseph, Vice President for Advancement and Dean, Madden School of Business

Barb Karper, Special Assistant to Vice President for Diversity, Equity, and Inclusion

Frank LaRocca, S.J., Ed.D., Simon Le Moyne Jesuit Fellow

Irene Liu, Ph.D., Associate Professor, Philosophy

Hilary McManus, Ph.D., Professor, Biological and Environmental Sciences, President of Faculty Senate

Christina Michaelson, Ph.D., Associate Professor, Psychology

Beth Mitchell, Ph.D., Interim Dean, College of Arts and Sciences

Emily Mulrooney, Executive Assistant Office of the Provost

Charles Oduke, Ph.D., Vice President for Diversity, Equity, and Inclusion

Dipankar Rai, Ph.D., Associate Dean, Madden School of Business

Meega Wells, Ph.D., Dean, Purcell School of Professional Studies