



ONELEMOYNE



LE MOYNE COLLEGE

ONELEMOYNE  
MISSION, VISION AND  
STRATEGIC PLAN





## LE MOYNE COLLEGE 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.





## LE MOYNE COLLEGE

# ONELEMOYNE MISSION, VISION AND STRATEGIC PLAN

In September of 2008 I delivered my first presidential address to the Le Moyne College community. I used that opportunity to pose a bold challenge. I asked that we join together as one to embark upon an inclusive and sustained conversation around the question: “What must Le Moyne College become?” Our candid dialogue drew upon the wisdom of hundreds of faculty, staff, administrators, students, board members, alumni and friends of the College.

Over the course of dozens of focus group meetings, three heavily attended open sessions, and countless other conversations which continue to this day, the contours of the OneLeMoyne Vision and its six related strategic priorities emerged. Shaped by the 12-member OneLeMoyne Committee and coordinated by Dr. Dolores Byrnes, drafts of the Vision were distributed widely for comment. In March 2010 we presented the final OneLeMoyne Vision. This elegant statement serves as the foundation upon which our future will be constructed.

Having finalized the OneLeMoyne Vision, we immediately embarked upon the creation of the next essential guiding document, the OneLeMoyne Strategic Plan. Like our new vision, the strategic plan is the culmination of sincere reflection and cooperative inquiry, deriving from a process of broad-based discernment. David McCallum, S.J., guided a true “bottom-up” approach, led by six strategic priority teams that included approximately 90 members of the Le Moyne campus community. Their diligence and care are reflected in the plan.

The OneLeMoyne Strategic Plan charts the College’s course with conviction and clarity. It expresses both Le Moyne’s special character and our crucial role in fostering intellectual excellence in the service of the faith that does justice. The Strategic Plan clearly states where we are headed and how we intend to get there.

I am deeply grateful to the Le Moyne community for responding so enthusiastically and generously to my initial challenge. We must continue to work together as one, for the most difficult work now begins. In very challenging times, we aspire to be a premier Jesuit college where diverse talents meet to foster academic excellence, integrity and a commitment to justice. Your thoughtful and energetic participation in this process is absolutely essential for our continued success.

Fred P. Pestello, Ph.D.  
*President*

March 2011



These are time of unprecedented challenge yet unparalleled possibility. They call for persons equal to this moment, capable of reverential attention to the world and thoughtful examination of their place within it. What is needed now is a way of proceeding that leads to innovative and integrated approaches to complex challenges. Le Moyne College responds to this call guided by Jesuit, Catholic traditions.

## THE ONELEMOYNE VISION

*To be a premier Jesuit college where diverse talents meet to foster academic excellence, integrity and a commitment to justice*

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As a Jesuit college, Le Moyne dedicates itself first and foremost to developing the full capacity of each student's mind and heart. At the core of the Le Moyne experience is the Jesuit commitment to the education and care of the whole person, meant to cultivate in its students a quality of keen, compassionate intelligence. Animated by the Jesuit maxim of finding God in all things, a Le Moyne education encourages reflection and discernment that lead to imaginative action on behalf of transformative justice. Summoned to rigorous inquiry and spiritual exploration, Le Moyne students are challenged to devote themselves to academic achievement, generous service, and to creative, responsible leadership.

As a Catholic college, Le Moyne embraces an intellectual tradition rooted in the complementarity of faith and reason. The College strives to be a place where the highest aspirations and deepest convictions of the human person and of the human community can be explored freely and respectfully. Thus, Le Moyne welcomes people of all faiths and those who pursue truth outside of religious traditions as valued members of this learned community.

As a comprehensive liberal arts college, Le Moyne offers a core curriculum and wide range of major and professional programs that build foundational knowledge in the arts and sciences alongside specialized expertise. The College upholds centuries-old ideals of liberal arts education by maintaining the highest standards of excellence, cultivating reason, critical acumen and eloquence. The Le Moyne community's values of respect and self-direction prepare students for informed, active citizenship, while building capacities for skillful collaboration.

To achieve this vision, the entire Le Moyne College community directs its energy to the flourishing of our students. At the center of this dedicated effort is a faculty composed of accomplished teacher-scholars, working in close partnership with students to achieve broad learning. Having explored a rich expanse of knowledge and belief systems, Le Moyne students are equipped to navigate complexity, forge powerful intellectual connections and communicate effectively. They respond to problems with intelligence and purpose and are able to comprehend the world's needs and contribute to its progress.

Le Moyne College is committed to fostering student capacities for success in all endeavors. Informed by a dynamic world-view, Le Moyne alumni craft meaningful lives, distinguished by their compassionate engagement with the world. Le Moyne is justly proud of its graduates, who have earned a reputation for refined moral understanding. Broadly educated men and women of integrity and idealism, they exhibit lifelong dedication to learning and service. Loyal to the College and sustained by their enduring friendships with one another, they are confident in their ability to make a positive difference in the world.

## THE ONELEMOYNE STRATEGIC PRIORITIES

In support of its mission and the OneLeMoyne vision, Le Moyne College is committed to the following strategic priorities:

1. Fully and energetically express the College's Catholic and Jesuit mission, identity and character;
2. Vigorously pursue academic excellence across all programs;
3. Create organizational excellence in resource stewardship and professional practices throughout the College;
4. Maintain an intellectually, socially and spiritually vibrant College community;
5. Promote greater diversity within the Le Moyne community and increased engagement between the College and other communities regionally, nationally and internationally;
6. Achieve a national reputation for excellence in Jesuit education.



## PRIORITY ONE

### FULLY AND ENERGETICALLY EXPRESS THE COLLEGE'S CATHOLIC AND JESUIT MISSION, IDENTITY AND CHARACTER

Le Moyne College provides students with an exceptional liberal arts education, inspired and enriched by the Catholic intellectual, social and spiritual traditions, and distinguished by the rigorous pursuit of meaning and truth characteristic of 470 years of Jesuit education. To strengthen the distinct ethos and quality of Jesuit education at Le Moyne, the College will expand and coordinate programs for Ignatian formation and spiritual growth.

#### STRATEGIC INITIATIVE 1:1

Strengthen the understanding of and appreciation for the Catholic, Jesuit identity and mission of Le Moyne.

**Education/Formation for Mission:** Enhance educational outreach across campus and encourage active dialogue and collaboration in the College's mission, while respecting the Le Moyne community's diversity.

#### TACTICS

##### **Hire and Orient for Mission:**

- A. "Hire for mission" across departments, divisions and professional roles.
- B. Orient all new community members to our Catholic, Jesuit heritage and mission (employees, students and board members).
- C. Develop with Student Development and Academic Affairs a comprehensive mission-informed orientation program for first-year-students, transfer students and graduate students.

##### **Nurture Mission Understanding and Collaboration through Formation Opportunities:**

- A. Create professional development and other opportunities for all community members to reflect on their roles as active participants in Le Moyne's mission.
- B. Enlist those with experience in mission formation or pedagogy (e.g., the Ignatian Colleagues Program, the 19th Annotation retreat, Collegium, etc.) to offer professional development, workshops and spiritual retreats. Continue participation in Ignatian leadership formation, including the Association of Jesuit Colleges and Universities Seminar on Higher Education Leadership, the Jesuit Association of Student Personnel Administrators and the Magis retreat.

##### **Encourage Community-wide Dialogue Centered on the Catholic and Jesuit Mission:**

- A. Engage the Le Moyne community in reflection on the distinguishing characteristics of the Catholic intellectual, social teaching and spiritual traditions and on how Le Moyne College, as a Catholic institution of higher education, is in a distinct relationship with the Church in its service to society.
- B. Offer innovative annual programming in collaboration with the Sanzone Center for Catholic Studies and Theological Reflection, the Jesuit Community, and other offices in order to spread awareness about the contributions of the Catholic intellectual, social teaching and spiritual traditions on campus and in the region. Work with ecumenical and inter-religious communities in the Syracuse region to advance appreciative understanding of other religious traditions and a transformative social justice.



## **STRATEGIC INITIATIVE 1:2**

Through Mission and Identity related programming, contribute to the realization of the OneLeMoyné Vision – to become a premier Jesuit college distinguished by three characteristics: Ignatian discernment, leadership and transformative social justice.

### **TACTICS**

- A. Discernment: Take clear, measurable steps to ensure that the principle and faith-based decision making process known as “Ignatian discernment,” characteristic of the Jesuit way of proceeding, is a thematic and programmatic focus that differentiates Le Moyné from other liberal arts colleges, beginning with vocation/career choices and development for our professional community.
- B. Leadership: Provide uniquely Ignatian-based leadership development for students and employees, emphasizing discernment, creativity, deep ethical concern and an orientation toward the service of others.
- C. Transformative Social Justice: Strengthen and deepen the twin Jesuit ideals of service for and with others and education in solidarity with the poor, through our educational practices, service and community relations.

## **STRATEGIC INITIATIVE 1:3**

Coordinate and integrate the planning, delivery and assessment of mission-related programs (formation, pastoral, service) in order to demonstrably improve their scope, quality and effectiveness.

### **TACTICS**

- A. Strategic and Coordinated Approach to Mission and Identity: Change the position of Special Assistant to the President for Mission and Identity to “Director of Mission and Identity” to facilitate and support Ignatian formation, programming and outreach. Support the Office of Mission and Identity in developing a roundtable strategic leadership model to integrate the mission-related efforts of Campus Ministry, the Sanzone Center for Catholic Studies and Theological Reflection, Peace and Global Studies, Community Service/Outreach, Student Development and Residence Life, Alumni Relations, Finance and Administration, and the Jesuit Community.



## PRIORITY TWO

### VIGOROUSLY PURSUE ACADEMIC EXCELLENCE ACROSS ALL PROGRAMS

In the spirit of the *magis*, Le Moyne will establish itself as a premier Jesuit college distinguished by academic excellence across all undergraduate and graduate programs. The College seeks to build each student's capacity for rigorous intellectual inquiry and thoughtful and creative engagement with the complex challenges of the 21st century.

#### STRATEGIC INITIATIVE 2:1

Enhance Le Moyne's academic distinction.

##### TACTICS

- A. Revitalize the Core Curriculum, creating first-year seminars, senior capstone courses and other innovative and distinctive forms of interdisciplinary learning that promote depth of thought, creativity and imagination.
- B. Revitalize the Integral Honors Program in order to attract, nurture and retain academically exceptional students with the potential for graduate study.
- C. Seek membership in premier academic honor societies.
- D. Support student research through a more visible and well endowed program of sponsorship and through expanded and supported faculty mentoring.
- E. Reorganize the College's academic infrastructure to include a College of Arts and Sciences, housing the new Core Curriculum and renewed Integral Honors Program; a School of Management; and a School of Graduate Studies, Health Sciences, and Education (pending further study), so that all academic programs better serve students and faculty and improve capacity to pursue emerging strategic opportunities in undergraduate and graduate programs.

#### STRATEGIC INITIATIVE 2:2

Integrate experiential education with intellectual inquiry, reflecting the values and mission of the holistic Jesuit educational tradition.

##### TACTICS

Establish a Center for Creativity and Innovation, in close collaboration between Academic Affairs and Student Development, so that students experience what Jesuit Superior General Adolfo Nicolás, S.J., has called "a depth of engagement with reality that transforms them at their deepest core." Blend student academic support services; collaborative learning; academic and social interaction; and artistic, entrepreneurial and intellectual creativity and innovation in a technology-rich environment, integrating:

- A. Service learning, with emphasis on best practices for promoting academic excellence and interdisciplinarity through full- and mini-term courses, modules within term courses and community-based research.
- B. A writing center, directed by a specialist in critical writing across the curriculum who also directs the First Year Critical Writing Program and supports writing-intensive courses in the new Core.
- C. A quantitative literacy center supporting the new Core.



- D. An internships office to coordinate academically based internships, including offering stipends to students who pursue unpaid, academically rigorous internships.
- E. Enhanced support for study abroad and other international experiences for all students and campus community members, and for innovative collaborations with other Jesuit universities and apostolic works, as well as with potential educational partners around the globe.

### **STRATEGIC INITIATIVE 2:3**

Develop a collaborative campus culture centered on the integration of knowledge and the Catholic intellectual tradition's complementarity of faith and reason.

#### **TACTICS**

- A. Launch the McDevitt Center, with its distinguished chairs and fellows, to guide and support interdisciplinary scholarship and teaching throughout the College.
- B. Promote structured interdisciplinary exchanges that raise questions of ultimate value and meaning and motivate inquiry across disciplines.
- C. Develop and implement signature programs promoting interdisciplinary inquiry and integration of knowledge to attract positive regional and national attention.
- D. Sponsor faculty seminars that promote innovative courses and research.
- E. Foster interdisciplinary faculty scholarship, teaching and service around a campus-wide theme such as sustainability.

### **STRATEGIC INITIATIVE 2:4**

Continue to attract and cultivate an accomplished faculty passionate about teaching, scholarship and service.

#### **TACTICS**

- A. Support faculty members in new Core-related course development through honoraria, pedagogical innovation workshops, seminars for those working on related syllabi, appropriate technologies, and other means, utilizing both the Center for Creativity and Innovation and the McDevitt Center.
- B. Establish appropriate faculty staffing levels in Core classes.
- C. Support pre-tenure faculty members in their research and scholarship, thereby raising expectations for tenure.
- D. Establish a faculty common hour to better enable intellectual exchange and collegial interaction.



## PRIORITY THREE

### CREATE ORGANIZATIONAL EXCELLENCE IN RESOURCE STEWARDSHIP AND PROFESSIONAL PRACTICES THROUGHOUT THE COLLEGE

Le Moyne's ability to realize its vision depends upon our success as a high-performing organization and an employer of choice. To achieve nationally recognized, sustainable excellence, we must align strategic planning, financial planning and operational practices and policies with mission, vision and core values. We will continue to incorporate transparent, verifiable assessment data across decision-making practices. We will promote pride and unity across campus, linking our efforts specifically with the Jesuit ideals of *cura personalis* and the *magis*.

#### STRATEGIC INITIATIVE 3:1

**Create an Organizational Excellence Strategy Team (OEST) to focus on Core Values, Employer of Choice and Le Moyne Pride:** Under the authority of the President's Cabinet, this strategy team will promote three pillars of organizational excellence.

#### TACTICS

**Core Values:** Together with the Director of Mission and Identity, develop a clear and concise statement of our Catholic and Jesuit core values; promote a shared understanding of and appreciation for these values.

**Employer of Choice:** Establish a professional work environment that attracts, rewards, develops and retains top talent.

- A. Provide strategically relevant and mission-aligned professional development opportunities in order to foster management and leadership skills, a culture of trust, active listening, diversity and inclusion, empowerment and accountability, teamwork and a sense of community.
- B. Assess and improve the professional work culture and recognition practices so that Le Moyne employees receive meaningful affirmation for achievements.

**Le Moyne Pride:** Hire for mission and foster "Le Moyne Pride" across the campus community. In the spirit of the *magis*, "Le Moyne Pride" expresses the high level of commitment that College employees have to the service of the College's mission.

- A. Clarify College goals and how these goals relate to the work of each person and department. Develop sustainable processes by which all departments and individuals gain an appreciation of the roles of all other departments.
- B. Develop sustainable human resource practices to hire for mission, offer competitive compensation, and support professional and personal development for faculty and staff.
- C. Promote cross-campus engagement in College events and activities.
- D. Continue to promote transparency, open and honest community dialogue, and stakeholder input regarding strategic decisions about the College.



### STRATEGIC INITIATIVE 3:2

**Develop a basic set of procedures and guidelines for continuous improvement** that can be adapted College-wide, and that evaluates the alignment of resources and existing and proposed programs with Le Moyne's mission, vision and core values.

#### TACTICS

- A. Develop the framework and guidelines for a College-wide assessment process along with a three-year implementation plan in order to assess and improve policies and procedures, technology systems and skills, and human resources/talents in alignment with the forecasted needs of Le Moyne's strategic plan.
- B. Require each unit to engage key stakeholders in order to understand their needs and preferences (e.g., town hall listening sessions, facilitated brainstorming sessions, survey instruments, etc.). Use stakeholder-focused criteria to identify opportunities for improved service.
- C. Require units to review organizational charts and resource allocations in alignment with the College's vision and strategic plan; identify critical gaps and areas for improvement and reallocation; develop tactical plans and recommendations to realign strategically as needed.
- D. Enhance strategic focus on the use of technology systems and applications in support of academic, student development and administrative priorities.

### STRATEGIC INITIATIVE 3:3

**Le Moyne will continuously enhance its stewardship of all resources**, including personnel, financial and capital, and natural. The College will also improve its practices of enterprise risk management, while pursuing innovative opportunities to expand revenues (e.g., by increasing net tuition revenues and expanding activities in new academic programs, pedagogical delivery, grant support and fundraising). The College will develop a comprehensive enrollment strategy to establish ideal enrollment size, student discount and yield management strategy, and student body characteristics. The College will develop and implement a comprehensive affordable seven- to 10-year facilities master plan in direct support of the OneLeMoyne Strategic Plan. This plan will incorporate a range of possible financing strategies and will inform our plans for future fundraising campaigns.

#### TACTICS

- A. Complete the implementation of the facilities projects approved in 2010 (Round I Projects), including the new science building and pending renovations to Grewen Hall, classrooms, site work and HVAC systems.
- B. Sustain the assertive renewal of facilities and implementation of the deferred maintenance strategy. The College will follow a process that ensures stakeholder input on facilities projects to be implemented in 2012 through 2015 (Round II Projects) and then 2016 through 2019 (Round III Projects).
- C. Develop a comprehensive real estate strategy to support L.I.F.T. (Le Moyne Initiatives for a Future Together), a student housing strategy and the OneLeMoyne Strategic Plan. The College will explore alternative financing strategies and strategic private and public partnerships to fund some of these projects.
- D. Facilities Planning and Management operations will strive for ever-greater standards of care for the buildings and grounds and continue to serve as a regional leader in environmentally sustainable practices.



- E. Continue the development of a holistic College-wide approach to sustainability including, but not limited to, strategic reductions of the College's carbon footprint; education of students, faculty and staff; and continuous improvement of related policies such as recycling and procurement.
- F. Determine the optimal characteristics of the undergraduate and graduate student populations, as well as the optimal mix of graduate-level and certificate programs.
- G. Expand upon existing "dashboard" systems in order to establish a full range of key operating metrics, ratios and key performance indicators to guide the College's resource allocation decisions (e.g., proportion of revenues to be dedicated to employee total compensation, academic and non-academic programs, student scholarships, and several financial ratios including a composite financial index).

### **STRATEGIC INITIATIVE 3:4**

#### **Resource Enhancement**

We will increase funding from sources beyond that of our primary revenue streams of tuition, room and board.

#### **TACTICS**

- A. Operating Margin: Establish a specific percentage goal to increase our annual operating surplus over the next five years, in order to increase total resources and liquidity.
- B. Endowment Performance: Achieve long-term growth of the Le Moyne College Endowment Fund through donor gifts and real appreciation. The objective for real appreciation is to earn a rate of return on each class of assets to equal or exceed the market rate of return, as reflected by the appropriate benchmark, while maintaining a prudent annual endowment spending level.
- C. Annual Giving and Annual Fund: Set and monitor goals for annual giving and alumni participation rates in order to place the College, over the next five years, in the top quartile of AAUP Masters IIA schools of similar size.
- D. Major Gifts and Planning for the Next Campaign: Continue to cultivate potential donors and solicit major gifts in preparation for future fundraising campaigns. Establish a target date for the silent phase of the next campaign by the summer of 2013, working with the Board of Trustees and senior administration.
- E. Government and Foundation Support: Develop a plan, to be approved and monitored by the Institutional Advancement Committee of the Board of Trustees, for strategic engagement with foundations while continuing to pursue sources of government support at all levels.



## PRIORITY FOUR

### MAINTAIN AN INTELLECTUALLY, SOCIALLY AND SPIRITUALLY VIBRANT COLLEGE COMMUNITY

Inspired by the Jesuit commitment to *cura personalis*, the personalized care and attention to the development of the whole person, Le Moyne College seeks to be a vibrant campus community that offers a rich array of opportunities for growth. As a premier Jesuit college, we must undertake a new direction to integrate academic and student development services through initiatives such as learning communities, student leadership development, distinctive programming, and collaboration for dynamic experiential learning.

#### STRATEGIC INITIATIVE 4:1

**Develop the Collaborative Campus where integrative learning across curricular and co-curricular experiences contributes to students' holistic development.**

##### TACTICS

- A. **Integrated Services:** Develop the Center for Creativity and Innovation together with Academic Affairs (see Priority #2) as an interdisciplinary and engaging web of curricular and co-curricular services for students, integrating learning communities, orientation, retention efforts, student conduct, service learning, career planning, e-portfolio advisement and academic advisement.
- B. **Space and Features:** Create distinctively “Le Moyne” interior and outdoor features and enhance the physical space on campus to promote community. Designate spaces for specific student uses in order to build class identity (e.g., first-year students living in a cohort). Designate physical space to house the Center for Creativity and Innovation as a point of initial contact for the campus community and visitors. Develop a “concierge”-style protocol and staffing to welcome visitors and disseminate information on admissions, guest speakers, campus performances and directions to campus facilities.

#### STRATEGIC INITIATIVE 4:2

**Facilitate opportunities for growth and transformation as part of student transitional experiences.**

##### TACTICS

- A. **Learning Communities:** Develop a comprehensive residential life program to include developmentally appropriate living and learning communities, including interdisciplinary learning communities for all first-year students, vocational mentoring programs with alumni for sophomores, and self-directed thematic housing for juniors and seniors.
- B. **Leadership Development:** Through the new Center for Campus Life and Leadership, develop mission-based, peer mentoring curricula and programs to foster leadership (orientation leaders, multicultural organization leaders, study group leaders, club and organization presidents, Student Senate, et al.). Cultivate an ethic of “giving back” among upper-division student leaders in order to assist new members of the community in key transitional moments.
- C. **Orientation:** Recast first-year orientation to provide the incoming cohort with an opportunity to immerse itself in discovering each other and developing a class identity. Change the structure of first-year orientation from several, separate events over the summer to one intensive four-day event in the fall held prior to the beginning of classes and connected to Le Moyne’s themes: “Spirit, Inquiry, Leadership, *Jesuit*.” Design mission-themed welcome/immersion opportunities for other populations, including transfers and commuters.



### STRATEGIC INITIATIVE 4:3

Enhance Le Moyne's celebratory traditions and common social experiences in order for students to have fun, develop life-long friendships and develop pride in the Le Moyne community.

#### TACTICS

- A. **Distinctive Programming:** Establish a distinctive Center for Campus Life and Leadership within Student Development with a shared focus on campus-wide programming and leadership development. Clearly define Le Moyne's student culture and select initiatives and activities that reflect student interests and that expose students to wider experiences. Connect Campus Ministry offerings (retreats, service) to learning communities, resident chaplains, residence life, and mission and ministry.
- B. **Athletic Offerings:** Strengthen recreational options (intramural and club sports); foster College/class/residence/team pride; and connect popular traditions such as Spring Olympics, Harvest Festival, and Winter Fest to pride and support for student-athletes. Develop winter sports and activities (e.g., skiing, snowshoeing, etc.) and encourage other ways to engage the resources of the Syracuse area.

### STRATEGIC INITIATIVE 4:4

Provide opportunities for experiential learning through internships, service opportunities and entrepreneurship to complement course work.

#### TACTICS

- A. **Service:** Provide opportunities for faculty development in service learning and consider separating community service (Campus Ministry) from service learning (Center for Creativity and Innovation) in mission but continue coordinated efforts with community partners.
- B. **Engagement:** Support student initiatives such as entrepreneurship, activism, co-curricular passions, participation in community change, etc. Develop an atmosphere that publicly encourages all students to be heard, through both formal and informal channels.
- C. **Celebrate Student Leadership:** Support student leadership development with collaborative training grounded in mission and inclusion. Recognize student leaders in all areas across the College. Collaborate across units to identify and mentor students for post-graduation fellowships, awards and career opportunities.



## PRIORITY FIVE

### **PROMOTE GREATER DIVERSITY WITHIN THE LE MOYNE COMMUNITY AND INCREASED ENGAGEMENT BETWEEN THE COLLEGE AND OTHER COMMUNITIES REGIONALLY, NATIONALLY AND INTERNATIONALLY**

Inspired by St. Ignatius of Loyola's capacity to find God in all things, Le Moyne seeks to build a respectful, welcoming campus culture that celebrates difference and models inclusion. Uniqueness is expressed through gender, ethnicity, sexual orientation, socio-economic status, age, physical and mental attributes, and religious and political beliefs. A Catholic, Jesuit college has a particular responsibility to provide an environment for the safe and nurturing exploration of difference, while also offering rich, ample opportunities for students to pursue the Jesuit ideal of "education in dialogue with the world."

#### **STRATEGIC INITIATIVE 5:1**

**Continue to strengthen the focus on the multicultural and diversity aspects of recruitment and retention of faculty, administrators, staff and students. Create an environment of inclusion so that each person is welcome, will persist and will flourish.**

##### **TACTICS**

- A. Institutionalize and standardize search processes to include a wide array of diverse sources.
- B. Establish recruiting and hiring targets for diversity that are annually reviewed by senior leadership.
- C. Continue to increase the mix of diversity (including international and other under-represented populations) among Le Moyne students. Senior leadership and the Board of Trustees will continue to review enrollment targets for diversity annually.
- D. Revise EEO policy and rename it, "Diversity and Inclusion." Fully integrate the Diversity and Inclusion policy across the campus.
- E. Continue to improve and increase physical access to campus environments.

#### **STRATEGIC INITIATIVE 5:2**

**Develop comprehensive assessment, awareness, training and programming in cultural competencies in order to foster the understanding: "I need your difference."**

##### **TACTICS**

- A. Develop learning outcomes for cultural competency related to diversity, including definitions such as emotional intelligence, listening, empathy, multicultural etiquette and respect.
- B. Implement a Le Moyne Diversity and Inclusion module as part of overall orientation for students, student employees, resident advisors and employees. This module will review definitions of diversity, the College's Diversity and Inclusion Policy, process for airing concerns and development of multicultural competencies.
- C. Implement Diversity and Inclusion training across the campus for all students and employees. These will be live programs that will explain the meaning and impact of Diversity and Inclusion, reinforce the strong commitment of the College to Diversity and Inclusion, and give attendees practice in multicultural competencies.



- D. Once training and orientation are launched, continue established orientation programs for all new students and employees and continue to offer programming for current students and employees.

### **STRATEGIC INITIATIVE 5:3**

**Expand Diversity and Inclusion concepts and practices across all campus activities and events.**

#### **TACTICS**

- A. Highlight Diversity and Inclusion through service learning, study abroad opportunities, service immersion experiences and academic programming, emphasizing diversity as a core competency for life and work in a globalized world.
- B. Collaborate with Mission and Identity, Human Resources, Student Development and other departments and divisions to ensure that students are exposed to effective Diversity and Inclusion practices across residential and dining experiences, arts and athletics, etc.

### **STRATEGIC INITIATIVE 5:4**

**Develop a campus-wide approach to Diversity and Inclusion.**

#### **TACTICS**

- A. Appoint a point person(s) for Diversity and Inclusion initiatives, to coordinate efforts between Academic Affairs and Student Development and other departments and divisions across campus.
- B. Continue to provide programming related to Diversity and Inclusion across campus and oriented toward the public.
- C. Create a coordinated approach to promote, publicize and celebrate diversity on campus and in the community.
- D. Proactively seek ways, as a College and as a community, to support diverse students and employees.

### **STRATEGIC INITIATIVE 5:5**

**Increase alliances and partnerships, both locally and globally.**

#### **TACTICS**

- A. Create a centralized Web site to coordinate and categorize information on all of Le Moyne's community partners and projects (local, international, research, service, grants, etc.), with links to the *Le Moyne College Magazine*, *The Dolphin*, *Echo*, etc. Seek multiple means to promote awareness about Le Moyne's achievements in this regard, in connection with priority number six.
- B. Prioritize strategic projects and relationships with the external community (e.g., L.I.F.T.), and in service to local, regional, national and international partners.
- C. Set and monitor goals to increase the number of international students on campus as well as participation rates in study abroad programs, while deepening our already established global relationships with partnering institutions of higher education. Investigate faculty exchange programs.
- D. Take a leadership role in solving key issues in the community: host community fora (on campus and in the community in cooperation with civic leaders) on critical topics, engage faculty expertise and contribute to demonstrable change.



## PRIORITY SIX

### **ACHIEVE A NATIONAL REPUTATION FOR EXCELLENCE IN JESUIT EDUCATION**

Le Moyne College's approach to higher education is distinctive and urgently needed in contemporary society. While our work is uniquely grounded in the Central New York region, we also belong to important transnational networks. Our impact is broad and growing all the time. We have numerous state, national and international partnerships and our thousands of alumni span the globe. Le Moyne's achievements are notable; they deserve to be articulated proudly and heralded widely. Doing so sustains our proud history, promotes our mission and ensures our future success.

#### **STRATEGIC INITIATIVE 6:1**

**The OneLeMoyne Marketing and Promotion Team will cooperate across all College divisions to promote the College and its mission-centered image through consistent marketing, as well as undertaking regular assessment of the higher education market and of prospective students' perceptions of Le Moyne and their receptivity to our message.**

##### **TACTICS**

- A. Use a full range of print, posters and information centers, social media, Web, interactive displays with touch screen kiosks, and digital interactive screens.
- B. Provide marketing and promotional support for key initiatives across the College.
- C. Integrate data on higher education market trends into our methods and practices.

#### **STRATEGIC INITIATIVE 6:2**

**Increase local, national and international visibility of Le Moyne College.**

##### **TACTICS**

- A. Build a dynamic and proactive media outreach program, using traditional and emerging multimedia platforms to promote Le Moyne's multiple forms of excellence and achievements, reinforcing Le Moyne's distinctiveness and identity.
- B. Collaborate with other Jesuit colleges in order to enhance the Jesuit mission and identity (e.g., through JesNet, student recruitment fairs, athletics and promotion of activities relating to Mission and Identity).
- C. Institute broad-based involvement in community programming to span educational, cultural, spiritual and athletic activities. Promote the College's physical and educational assets.
- D. Develop a Le Moyne brand identity guide for standardizing marketing materials around the Integrated Marketing strategic positioning plan.



### **STRATEGIC INITIATIVE 6:3**

**Highlight Le Moyne's excellence in academics, arts, athletics, and leadership in national and international markets, as well as internally.**

#### **TACTICS**

- A. Design well-appointed and meaningful campus branding efforts to support the OneLeMoyne strategic priorities and goals across divisions. Efforts should include campus signage and décor as promotional and informational.
- B. Develop campus-wide strategies to enhance communication among departments and divisions through better coordination and integration of efforts, as well as to engage constituents with a direct relationship to Le Moyne College.
- C. Develop skills and networks that facilitate national and international marketing.

### **STRATEGIC INITIATIVE 6:4**

Actively enlist the Le Moyne campus community and its stakeholders in disseminating accurate, positive information about the College, while providing support to all staff directly responsible for promotion and marketing.

#### **TACTICS**

- A. Assign staff to coordinate the College's marketing strategies.
- B. Provide expertise and resources to the College's various marketing representatives to support their departmental or divisional initiatives.



## GLOSSARY

### **Strategic Priorities**

These fundamental, principle-based themes emerged through the OneLeMoyne dialogue as crucial to the goal and vision. Each priority focused the work of the six strategic planning teams and guided the development of initiatives and tactics.

### **Strategic Initiatives**

The most important, meaningful and effective ways identified by the strategic planning teams for the College to focus efforts and resources and achieve the OneLeMoyne Vision. These will be adapted as required.

### **Tactics**

Specific actions to serve the plan's initiatives and priorities, subject to ongoing review and assessment, to be revised as needed.

### ***Cura Personalis***

From the foundational document of Jesuit education, the *Ratio Studiorum*, *cura personalis* means personalized care and attention to the development and flourishing of the whole person. As a philosophical basis for Jesuit education, *cura personalis* is expressed in the quality of relationship between students and faculty, staff and administrators as well as in a depth of learning that transforms the heart, spirit and mind. *Cura personalis* guides the way that Le Moyne embodies values of care and respect as a learning community and as a workplace.

### ***Magis***

From the *Spiritual Exercises* of St. Ignatius of Loyola, *magis* translates literally as “more” and implies qualities of generosity, courage and magnanimity that are rooted in gratitude. *Magis* is expressed in the kind of excellence that surpasses expectations, and in the restless desire to do and be more. Properly understood, *magis* is not so much a matter of quantity, but of quality; not so much a matter of personal ambition as the ambition to be of greater service to others and to God.

### **Ignatian Tradition**

Principles, practices, values and characteristics inspired by St. Ignatius of Loyola, founder of the Jesuits, but that are not exclusive to the Jesuits themselves. For example, Ignatian pedagogy is a robust process of teaching and learning that includes elements of experience and critical reflection.



## ACKNOWLEDGEMENTS

With gratitude to the following members of the Le Moyne community for their generous and skillful work on behalf of the College's future:

### ONELEMOYNE VISION COMMITTEE

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# LE MOYNE

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