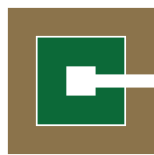


Better *Together*

Moving the Carroll College Forward as a Preeminent Liberal Arts Hub



CARROLL
COLLEGE OF ARTS AND SCIENCES

Carroll College of Arts and Sciences at Le Moyne College Strategic Plan

Better Together

Adopted on February 1, 2026

Introduction

Better Together, the strategic plan of the Carroll College of Arts and Sciences at Le Moyne College, advances the larger institution-wide vision of *Tomorrow Together*, which is itself inspired by our identity as a Jesuit, Catholic liberal arts college. Within the Carroll College, in accordance with the principles laid out in *Characteristics of Jesuit Higher Education*, we recognize that developing the whole person depends "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."¹

Thus, building relationships is at the heart of *Better Together* — relationships between and among students, faculty, alumni/ae, staff, and administrators. We honor our Jesuit heritage by emphasizing both the cultivation of the imagination and the practical applications of studying the liberal arts. In line with the Ignatian Pedagogical Paradigm, we commit ourselves to strengthening opportunities for experiential learning, while also working to advance the apostolic priorities of reconciliation, justice, and care for our common home.

Organized into three Strategy Constellations, *Better Together* is grounded in our values, reflective of our mission, and aimed toward our vision "to seek and to reveal the humanity of the world, and to instill in our students a sense of wonder, a passion for life-long learning, and a deep commitment to the common good." As the name of our plan suggests, collaboration with our colleagues in the Madden College of Business and Economics, the Purcell School of Professional Studies, and myriad College offices will be a key component of successful implementation.

The strategic priorities outlined in *Better Together* enact our values of intellectual curiosity, engagement, social justice, and creativity as we advance the Carroll College's identity as a preeminent liberal arts hub.

¹ "Characteristics of Jesuit Higher Education: A Guide for Mission Reflection." Available at https://ajcunet.edu/wp-content/uploads/attachments/A-Guide-for-Mission-Reflection_09-21-4.pdf.

Values

Guided by the Ignatian principle of *cura personalis*, the Carroll College of Arts and Sciences at Le Moyne College values:

- **Intellectual curiosity**, which drives the critical thinking, growth, and transformation of our students, faculty, and staff.
- **Engagement** with local and global communities, with a focus on the importance of meaningful relationships.
- **Social justice**, promoting equity, diversity, inclusion, and belonging, grounded in our commitment to the common good.
- **Creativity**, with an emphasis on the contribution of interdisciplinary connections toward student, faculty, and staff empowerment and fulfillment.

Mission

The Carroll College of Arts and Sciences at Le Moyne College provides a foundation that enables students to navigate a complex and changing world through comprehensive programs in the humanities, arts, and social and natural sciences.

Rooted in the Jesuit tradition, the Carroll College prepares students to be discerning, empathetic, curious, and creative citizens who pursue fulfilling and integrated lives.

Vision

To seek and to reveal the humanity of the world, and to instill in our students a sense of wonder, a passion for life-long learning, and a deep commitment to the common good. Our devotion to *cura personalis* will propel the Carroll College of Arts and Sciences forward as a preeminent and comprehensive liberal arts hub.

Strategy Constellation - Imagination, Growth, and Transformation

1. **We will nurture the imaginations of our faculty, staff, and students; strengthen their sense of community; and support them in their quest to belong.**
 - 1.1. Establish the Imagination Commons, a flexible and collaborative space for Carroll College faculty, staff, and students that enables and supports meaningful conversations, iterative thinking, and imaginative teaching, learning, and research (examples: experiential learning, peer-to-peer mentorship, sustainable team teaching, faculty and staff colloquia, micro conferences).
 - 1.2. Enhance the Carroll College's position as the dynamic liberal arts hub of Le Moyne College, and as the driving force of the College's core curriculum, by providing new ways for students, faculty, and staff to connect to the liberal arts (examples: early arrival for first-year students and first-year seminar faculty, sustained cohort activities incorporated into core courses, and endowed core professorships).
 - 1.3. Strengthen connections to, and support for, groups of non-traditional Carroll College students, including adult and senior learners, first-generation students, part-time students, returning students, transfer students, working parents, caregivers, and military-affiliated students.
 - 1.4. Establish Carroll Communities, a new group of student living and learning communities that support growth and transformation, enable meaningful connections with faculty and alumni/ae mentors, and emphasize student resilience and persistence.
 - 1.5. Solidify the Carroll College as a premier destination for scholar-athletes, supporting their academic work through faculty mentorship, dedicated exam proctoring, and scheduling integration.

Foundational values: Intellectual curiosity, which drives the critical thinking, growth, and transformation of our students, faculty, and staff; and Social justice, promoting equity, diversity, inclusion, and belonging, grounded in our commitment to the common good.

Key partners: Bosch Teaching and Learning Center, Core Committee, Student Development, Undergraduate Admissions, Campus Life & Leadership, Veteran Services, and Athletics.

Strategy Constellation - Applying the Liberal Arts

2. **We will illuminate the many concrete ways that a liberal arts education will directly benefit our students as they move into the world. We will also create new interdisciplinary credentials, networking opportunities, and research infrastructure.**
 - 2.1. Establish the Center for Applied Liberal Arts and Careers to facilitate and support initiatives aimed at articulating the instrumental value of a liberal arts education. This will entail the creation of new marketing messages and materials that clarify the practical application of a liberal arts education, including essential life skills and specific career outcomes.
 - 2.2. Establish the Applied Liberal Arts Lab, which will include robust tools that will support innovative faculty and student research within the liberal arts disciplines (examples: survey tools and statistical software, geospatial mapping systems, a robust media repository, semiconductor and material science equipment, and cybersecurity/artificial intelligence simulation platforms).
 - 2.3. Establish new interdisciplinary credentials that integrate the liberal arts and sciences with other disciplines, including collaborations with the Madden College of Business and Economics and the Purcell School of Professional Studies (examples: medical humanities, global business languages, arts and health, public/digital humanities, artificial intelligence and society).
 - 2.4. Establish the Carroll College Alumni Advisory Council, composed of members from a variety of professional fields who exemplify the successful application of a liberal arts education.
 - 2.5. Strengthen connections with the office of career advising and development, with an emphasis on continual discernment, facilitation of conversations with alumni/ae, and the support of paid internships for all Carroll College students.
 - 2.6. Identify and create new revenue-generating graduate programs in fields with emerging workforce needs and strong connections to the liberal arts and sciences.

Foundational value: Creativity, with an emphasis on the contribution of interdisciplinary connections toward student, faculty, and staff empowerment and fulfillment.

Key partners: Marketing & Communications, Information Technology, Career Advising & Development, Manresa Program, Information Technology, Honors Program, Madden College of Business and Economics, Purcell School of Professional Studies, Noreen Reale Falcone Library, and Undergraduate and Graduate Admission.

Strategy Constellation - Networks of Engagement

3. We will deeply engage with our surrounding communities, the environment, and global partners toward our vision to be a preeminent liberal arts hub.

- 3.1. Create a unified clearinghouse that aggregates resources supporting domestic and international travel-based experiences, including academic experiences as well as experiences organized by Student Development and the Grace Center for Faith and Community. It will gather existing resources and build an infrastructure to foster future giving, enabling students, faculty, and staff to engage with local and global communities while advancing learning, service, and Carroll College's profile as a leading liberal arts hub.
- 3.2. Enhance the profile of the Carroll College as a preeminent community-engaged liberal arts hub through a variety of channels, including coordination and marketing of existing programming, as well as new programming and initiatives that engage a variety of stakeholders, including community organizations, schools, and religious organizations.
- 3.3. Facilitate the re-establishment of a shared understanding of service-learning across the Carroll College, in collaboration with the Grace Center for Faith and Community.
- 3.4. Strengthen relationships between Carroll College students, faculty, and staff and local indigenous communities through deep and sustained listening.
- 3.5. Explore the viability of cross-generational learning communities that actively include older adults, enabling their robust and sustained engagement in classes, lectures, concerts, fieldwork, and other programs.
- 3.6. Enhance awareness of and support for the Center for Urban and Regional Research (CURAR), with a particular focus on collaborative research conducted by faculty and students.
- 3.7. Increase programming and structured conversations focused on environmental change and sustainability, in collaboration with the Center for the Study of Environmental Change.

Foundational value: Engagement with local and global communities, with a focus on the importance of meaningful relationships.

Key partners: Global Education, Marketing & Communications, Grace Center for Faith and Community, Student Development, ERIE21, Center for Aging Resources & Enrichment, Center for Urban and Regional Research, and Center for the Study of Environmental Change.

Operational Promises

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

- invite faculty, staff, and administrators to join working groups targeting specific aspects of each strategy constellation.
- conduct periodic assessment and reporting on the progress of *Better Together* to inform stakeholders of successes, status updates, and challenges.
- sustain an institutional culture of continuous assessment and improvement.

The envisioned time horizon for this plan is three years. That said, the rapidly changing world and higher education landscape will require a flexible, rather than a fixed, timeline.

The creation of the values, mission, vision, and strategies captured herein was led by the Carroll College Faculty Advisory Council, in collaboration with the faculty of the Carroll College.

Carroll College Faculty Advisory Council

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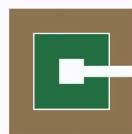
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