



The Institute for Intercultural Diplomacy

Intercultural Integration of Labouré College of Healthcare and Curry College

Executive Summary

a. Introduction:

This report presents a comprehensive, mission and values-driven transition plan to support the intercultural integration of academic programs, students, faculty, staff, and community members from Labouré College of Healthcare (LCH) to Curry College (CC). The following report is intentionally designed for both institutions to co-develop a plan that is mindful of the varying impact that this scope of change can have on its community. The plan centers its priorities around integrity, trust building, and long-term success. Recognizing that both a thoughtful and successful integration must extend beyond operational alignment, the plan intends to address key cultural and organizational differences so as to honor both LCH's identity and community while advancing CC's vision and mission of strengthening its global perspective, leveraging its inclusive community and transforming education, all to align with CC's [strategic plan](#).

b. Guiding Principles:

The guiding principles informing this plan are central to the work of [The Institute for Intercultural Diplomacy](#) (IID), a learning center grounded in the belief that collaborative and diplomatic processes are essential to navigating complex and cultural change. IID fosters developing an intercultural mindset and skill set that supports inclusive, effective, and purposeful engagement across cultural differences, with a focus on genuine relational development among diverse

communities to achieve shared goals. Through this approach, IID supports organizational change by honoring unique institutional identities and strengthening internal capacities aligning with both institutional philosophies of creating equitable access.

c. Overview of Findings and Recommendations:

IID reviewed existing institutional materials to inform the development and integrity of the transition plan and conducted individual interviews with key stakeholders to understand hopes and expectations, concerns, cultural norms, organizational practices, student needs, and potential alignment challenges. The following is an overview of the synthesized data highlighting key findings and recommendations.

i. Student-Centered Integration Is Foundational to Success

- A student-centered integration approach is critical to supporting success and retention for LCH's predominantly non-traditional student population, including working adults, parents, and multilingual learners
- Leverage the integration to expand student-centered learning structures that enhance access, flexibility, and belonging to learners with diverse identities, needs, and learning styles
- Maintain LCH's proven student-success model, driven by dedicated faculty and staff, flexible scheduling, robust online and ESOL supports, NCLEX tutoring, and comprehensive student services, to protect enrollment and academic outcomes.
- Failure to sustain these practices poses potential risks of student attrition, reduced engagement, and reputational decline.

ii. Transparent, Inclusive Communication Is Essential

- Proactive, frequent, and transparent communication across all phases of the integration is paramount

- A coordinated, multi-channel messaging strategy, reinforced through a shared narrative, will ensure consistent communication with students, faculty, staff, alumni, and external stakeholders.
- Leverage trusted faculty and staff as key messengers to help reduce uncertainty, counter misinformation, and strengthen community confidence.

iii. Faculty and Staff Engagement Drives Continuity and Stability

- Faculty and staff serve as critical anchors of continuity and trust for both students and each other. Prioritizing on-going support to help navigate change will be essential all throughout the integration.
- Identifying cross-institution integration *champions* will help bridge cultures, reduce internal friction, and align shared norms and practices.
- Early and transparent communication regarding employment status, compensation, role expectations, onboarding, and exit support is essential.
- Without intentional engagement, the integration risks apathy, turnover, and organizational strain.

iv. Preserving LCH's Identity and Legacy Strengthens Community Confidence

- Maintaining LCH's mission and legacy in nursing and healthcare education is central to sustaining trust and credibility.
- The integration should prioritize respectful transformation over time rather than full institutional absorption, i.e., preserving visible recognition of LCH's history supports student belonging and continuity.
- Maintaining accreditation and honoring LCH's multilingual and culturally diverse learning environment are critical to long-term success while also leveraging CC's strengths to further support diverse learning structures

v. Intentional Community Building Supports Belonging and Equity

- Purposeful investment in inclusive community building efforts is required to foster belonging across diverse identities and lived experiences.
- Inclusive co-curricular spaces, dialogue, and collaboration should be intentionally designed to encourage connection and shared understanding.
- Intercultural learning, including leadership self-awareness of bias and power dynamics, is essential to ensuring equity and avoiding unintended consequences.
- Without this investment, integration efforts risk reinforcing inequities rather than reducing them.

vi. Operational Readiness and Metrics Ensure Accountability

- Clearly defined success metrics are necessary to ensure accountability and guide decision-making throughout the integration.
- Key indicators should include student success and retention, faculty and staff satisfaction, and donor confidence.
- Ongoing monitoring will enable leadership to identify emerging gaps early and adjust course as needed.

In summary, this integration plan advocates for a deliberate approach that is guided by inclusive practices. This is to leverage both institutional priorities of maintaining student-centered learning, faculty and staff engagement, legacy preservation, operational excellence, transparent communication, and data-informed decision-making. When executed thoughtfully, the integration can not only protect what makes LCH successful, but also enrich a stronger, more inclusive, and future-ready Curry College.