

# Cultivate Hope and Promote Change through Discerning Action

*Jesuit universities are called upon to be agents of social and spiritual transformation. We are called to enter into the lives of those whose dignity has been stripped away by poverty, racism, displacement, xenophobia and other dehumanizing forces. A university that sees itself as a venture aimed at transforming society will gravitate towards the margins of society, to the people who are left out by the structures and interests that dominate our world. Such a university will throw open its doors and windows to the people at the margins, who will in turn bring with them a new breath of life that will be a source of life in abundance for all.*

*Fr. Arturo Sosa, S.J. | Letter to AJCU Trustee Forum, Sept 17, 2019*

## Ignatian Pedagogy and Development of Strategic Plan

### Context

- What are the challenges and opportunities currently facing our institution?
- What are the recommendations of the Strategic Assessment and Alignment process for non-academic departments?
- What are the recommendations of the Mission Priority Examen?
- What are the recommendations of the 2021 Strategic Plan and are they still relevant?
- What are the recommendations from the Academic Report Cards?
- How do our recommendations align with the Universal Apostolic Preferences of the Society of Jesus?
- What are other assessment tools to review?

### Experience: Composition of Place

- How might Spring Hill College address these challenges and opportunities?
- Are the three strategic pillars focused on student success and an enhanced student experience that aligns with our Jesuit Catholic education, based on our legacy of developing leaders for a significant impact on Society? (See Strategic Plan Pillars)
  - Jesuit Catholic Mission
  - Academic Excellence
  - Enhance our beautiful campus
- What institutional dynamics are related to these challenges and opportunities, including assumptions or biases that might represent barriers to the work of the college?

### Reflection

- What tools does Spring Hill College already have to do this work?
- What support and tools do we need?
- What does our current context, and our past experiences, tell us about who we are? Who we should be? How do strategic plan proposals relate to these (that is, to our mission and to our identity)?

### Action

- What actions can we take to address these challenges?
- How can we build on the programs and strengths our campus already possesses?
- What recommendations should we include in each of the pillars identified for our strategic plan?
- What resources do we need for each recommendation?
- What implementation timeline is reasonable?

### Evaluation

- How will we assess the strategic plan? How often?
- How will we update our strategic plan implementation?
- How will we incorporate our strategic plan into our budgeting process?
- How will we communicate updates to the strategic plan to College constituencies?
- How will department and divisions base their plans on the College's strategic plan?



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