

**Overall Goal:** To enhance the student experience in ways that align with our Jesuit Catholic mission, rooted in our legacy of developing leaders that make a significant impact on society.

**Overall Focus: Student Success**

**Pillar One: Jesuit Catholic Mission – The Jesuit Catholic Education brings together the humanistic and professional development of our students, with a focus on their heart, mind and body.**

- 1.1. *Shape, solidify, and brand our identity (culture and values) by reflecting on our dynamic history and contributions to the future.*
  - 1.1.1. Enhance marketing and communication processes to better communicate to and reach stakeholders.
  - 1.1.2. Ensure brand consistency across all the departments, offices, and divisions.
  - 1.1.3. Enhance Ignatian Formation for all College constituencies.
  
- 1.2. *Attract, recruit and retain students and employees who align with our identity, cultural values and mission.*
  - 1.2.1. Enhance educational experience with ongoing professional and personal development of students.
  - 1.2.2. Plan and host signature events and programs that will increase community engagement and support our mission.
  - 1.2.3. Prioritize events and experiences that have broad impact for the campus and surrounding communities.
  - 1.2.4. Continue to foster and lean on leadership of ICP graduates.
  - 1.2.5. Enhance recruitment and retention of employees.
  - 1.2.6. Continue to increase enrollment to achieve right-size goal of 1200-1400.
  
- 1.3. *Build sustainable culture and community focused on communication, collaboration, engagement, and recognition.*
  - 1.3.1. Enhance professional development opportunities for teaching and innovation.
  - 1.3.2. Establish and maintain community partnerships to enhance high impact student learning opportunities and other programs that are mutually beneficial.

- 1.3.3. Expand partnerships with Catholic & Jesuit higher ed institutions. Lean into justice/faith focus with the global impact perspective.
- 1.3.4. Instill financial discipline in a business model with a focus on return on each investment.
- 1.3.5. Build the endowment for a sustainable future for Spring Hill.
- 1.3.6. Ensure thorough communication regarding new initiatives and significant campus updates.
- 1.3.7. Ensure effective and timely business and operational processes guided by best practices.

1.4. *Enhance belonging focus for faculty, staff and students.*

- 1.4.1. Establish initiatives focused on opportunities for interfaith education and dialogue.
- 1.4.2. Create a campus diversity plan to align with SHC strategic plan.
- 1.4.3. Design and implement pay equity strategy and enhance employee benefits.
- 1.4.4. Emphasize fulfilling relationships and experiences in revitalizing campus.

**2. Pillar Two: Academic Excellence – Jesuit Colleges and Universities are known for their academic excellence and rigor that develops students into well-rounded graduates and leaders in service for others.**

2.1. *Provide high-quality and relevant academic programs based on data-informed decision making.*

- 2.1.1. Develop new, relevant academic programs that align with our mission and attract students.
- 2.1.2. Consistently assess each academic program's viability and adjust appropriately.
- 2.1.3. Streamline program offerings as necessary.
- 2.1.4. Provide support for existing programs that demonstrate relevance and vitality.

2.2. *Support and develop the faculty and to provide excellent teaching and learning.*

- 2.2.1. Continue to implement programming to support teaching and innovation across campus.
- 2.2.2. Ensure campus-wide involvement in assessment and accreditation through active two-way communication.
- 2.2.3. Develop on-campus resources to complement academic programs and benefit students across campus.

- 2.2.4. Grow experiential learning and rigorous work study opportunities for students that benefit students' preparation for their career and support the needs of the campus.
  - 2.2.5. Assess and realign curriculum offerings in order to be as efficient as possible.
  - 2.2.6. Continue to assess the needs and gaps in the faculty and hire as appropriate.
  - 2.2.7. Further develop relationships between faculty and librarians in order to leverage information literacy instruction to the benefit of students.
- 2.3. *Increase retention for students by providing excellent student support and vibrant programming.*
- 2.3.1. Increase utilization of Badger Way referral system to impact retention through *cura personalis*.
  - 2.3.2. Enhance counseling services through education and increased student engagement.
  - 2.3.3. Foster Living/Learning Communities to build community and belonging.
  - 2.3.4. Develop a targeted support program for high risk students that includes tutoring and active advising.
  - 2.3.5. Strengthen communication with and support for student athletes.
  - 2.3.6. Evaluate curricular and co-curricular programming to enhance student engagement.
  - 2.3.7. Evaluate and assess advising model and impact on retention.
  - 2.3.8. Expand retention programming for sophomores and returning students.
- 2.4. *Develop partnerships and collaboration to foster student success and service to the community.*
- 2.4.1. Expand vision and service opportunities for Foley Center.
  - 2.4.2. Reinforce collaboration and recruitment for the Italy Center, including faculty-led programming.
  - 2.4.3. Grow community partnerships to provide internships and skills for students.
  - 2.4.4. Increase employee involvement in the community.
  - 2.4.5. Develop initiatives and events on campus that engage the community using faculty and staff expertise to make SHC a leader in the Mobile community.

**3. Pillar Three: Enhancing Our Campus: Improving our facilities will impact the student experience both in and out of the classroom and provides the best environment for faculty, staff and students.**

*3.1. Upgrade athletic facilities to provide more opportunities for students and athletic programs.*

- 3.1.1. Upgrade fields and facilities for all sports based on the athletic assessment, prioritizing player safety and conference requirements.
- 3.1.2. Renovate pool space in Outlaw Center in order to have a functional space for athletic teams and events.
- 3.1.3. Determine a transportation plan for all sports that is organized and consistent.
- 3.1.4. Ensure that athletic facilities and spaces support students.

*3.2. Develop new spaces for our internal and external community to gather.*

- 3.2.1. Design gathering areas in the new Health and Science Innovation Center.
- 3.2.2. Create more spaces on campus for students and others to get together naturally.
- 3.2.3. Ensure comfortable and safe living and learning spaces on campus that are appealing and contribute to community gathering and development.
- 3.2.4. Renovate existing spaces on campus dedicated to student gathering.
- 3.2.5. Investigate the return on investment and opportunity of purchasing our own property in Italy.

*3.3. Maintain and improve existing spaces and infrastructure to ensure a positive campus experience.*

- 3.3.1. Implement a capital plan and timeline to address aging buildings and equipment focusing on high priority and safety issues.
- 3.3.2. Establish a preventative maintenance philosophy practice to support future maintenance.
- 3.3.3. Design a comprehensive plan for Mirror Lake that benefits the College.
- 3.3.4. Create programmatic opportunities on campus that bring students, faculty, and staff together in shared spaces.

*3.4. Maintain up to date technology across campus to meet current expectations of campus stakeholders.*

- 3.4.1. Enhance campus technology to support daily work and educational activities. *(examples of operational initiatives below)*
  - 3.4.1.1. Update aging IT equipment across campus.

- 3.4.1.2. Update individual technology including computers for faculty and staff
- 3.4.1.3. Transition to Jenzabar One, with proper campus training and utilization
- 3.4.2. Improve technology to enhance recruiting and retention (*examples of operational initiatives below*)
  - 3.4.2.1. Develop and launch a new website
  - 3.4.2.2. Increase wireless access and bandwidth across campus