

# A Blueprint FOR THE FUTURE

## SPRING HILL COLLEGE'S STRATEGIC PLAN IS DESIGNED TO SECURE ONGOING AND PERMANENT EXCELLENCE

*To know the Hill is to love the Hill. Those of us at Spring Hill College know what a unique and special place this is. The atmosphere of scholastic and spiritual exploration rooted in its Catholic heritage and centuries-old Jesuit tradition of educational excellence. The sense of community that envelops us like the canopies of the magnificent oaks. We know all this because we are here. Yet, we understand that our footsteps are not permanent. Others must follow in them.*

For more than 185 years, Spring Hill College has served the educational needs of students from across the globe with a Jesuit, Catholic, liberal arts curriculum in a pristine campus setting in the geographic heart of the United States Gulf Coast. We have always aspired to, and, for the most part, achieved, excellence. But excellence is not static. It is not an artifact. It is a quality that is constantly changing with the times. Today, the environment for small, private, liberal arts colleges is subjected to intense competition and shifting student goals.

For Spring Hill to sustain—and enhance—its presence as a powerful entity in this rapidly changing and highly competitive environment, we must continue to ask, “How can we do more?” and “What can we do better?” And we must develop an effective approach to attract and retain qualified students with the access to resources sufficient to cover the cost of a Spring Hill College educational experience.

Understanding this necessity, President Dr. Christopher Puto initiated an institution-wide process in August 2015 at Spring Hill College to develop a strategic plan. The overarching goals of the process are to identify needs, discover opportunities, and create a sustainable plan to support and advance Spring Hill College’s vision, mission, and values.

Dr. Puto appointed a Strategic Planning Steering Committee composed of faculty, staff, and students to lead the effort, thus ensuring broad participation from across the College. Ultimately, the committee arrived at ten comprehensive Strategic Goals. Themes and commonalities within strategic goals were identified through an analysis of the data, revealing common elements in the strengths, weaknesses, and future direction of Spring Hill College. There are 137 unit goals presented within the overall Strategic Goals.

### GOAL 3

Strengthen the Jesuit and Catholic identity of the College through an increased visible presence of Jesuits at the College and through a deepened assimilation of the core values of our Jesuit heritage among students, faculty, staff and trustees of the College.

### GOAL 2

Create a working environment committed to ongoing staff development and appropriate compensation, clear communication, collegial governance, collaboration, and the achievement of appropriate efficiencies in delivering the highest quality Jesuit, Catholic educational experience for our students.

### GOAL 1

Build revenue streams and an endowment sufficient to create a thriving institution with resources to fund strategic goals of the College while limiting tuition increases and related costs of a private, undergraduate educational experience to match the published rate of inflation. This ultimately includes the ability to meet full financial need for every student admitted to the College.

### GOAL 4

Achieve a level of alumni engagement with the mission of Spring Hill College equal to that of the highest levels achieved by private U.S. colleges and universities.

### GOAL 5

Aspire for the highest quality academic program offerings reflecting the values of a Jesuit, Catholic, liberal arts undergraduate residential college and the needs of twenty-first century students with appropriate investments in those programs including adequate funding for ongoing faculty development and compensation including identifying and planning for appropriate resources.

### GOAL 6

Explore and offer adult education and graduate programs consistent with our Jesuit, Catholic tradition that offer appropriate financial return for the College.

### GOAL 7

Enroll sufficient appropriately qualified first-year undergraduate students and undergraduate transfer students to fulfill the financial plan for the College each year.

### GOAL 8

Achieve a first-year retention rate that places Spring Hill among the top 10% of peer private colleges and a four-year graduation rate equal to the 75th percentile of comparable private colleges.

### GOAL 9

Maintain a physical campus, including infrastructure, information technology, and building updates, that reflects the quality of the educational experience we promote to our students.

### GOAL 10

Provide a co-curricular experience and environment that complements and enhances the academic experience and includes opportunities for community engagement, social interaction, spiritual growth, a thriving residence life, athletic competition, and discerning a purposeful life.



# Strategic Goals

### Our Vision

Our goal is to be recognized as the “Crown Jewel” of the 28 U.S. Jesuit Colleges and Universities and the college of choice for students seeking a Jesuit, Catholic, undergraduate liberal arts, residential college educational experience in the Southeastern United States.

This strategic plan is the result of a College-wide effort to develop a “road map” for achieving our vision. It represents the collective efforts of many faculty, staff, students, alumni, and administrators who dedicated the better part of a year in assembling information regarding market and College conditions, organizing and analyzing it, and assembling it.

The plan was presented to the College’s board of trustees at their June meeting and the ten strategic goals were approved. Now, we can begin to ensure that all those who walk in our footsteps on the Hill will experience the full excellence of a Jesuit Catholic education, and our values of learning, faith, justice and service. ❀



*“The strategic plan is an important, necessary measure for affirming the College's vision and securing its long-term vitality in the face of continuous, rapid changes that face higher education as well as local, national, and global economies. With the support and guidance of those who know this College best - our faculty, staff, students, alumni, and trustees - I am confident that this plan will be a useful tool for ensuring Spring Hill College's continued success and progress as we move into our third century.”*

*- Dr. Christopher P. Puto, '64*