The Center for Wellness has been proposed and is being reviewed and evaluated by the strategic planning committee.

Dr. Robert Wallace is the chair of the International Programs Committee. The committee is working on a 7-year plan that will create an international programs department that will support having 75% of the student body participating in some aspect of an international experience.

NEW GRADUATE PROGRAMS BEING PROPOSED

Master of Arts in Human Services Administration
Master of Arts in Clinical Mental Health Counseling

CREATION OF THE STUDENT SUCCESS CENTER

The newly redesigned Student Success Center services undergraduate and adult students at both the Elgin and Rockford campuses by providing test proctoring, tutoring, interactive workshops, writing help, and career development. The Elgin-based center is also a hub for Judson University’s ADA accommodations, Bridge Program, Orientation, and Retention. This year, the Student Success Center has serviced more than 3,650 students to date through these programs. It hosted more than 80 workshops (including 16 on the Rockford campus) and is home to 11 student study groups.

Judson University will have an engaging, innovative and robust academic life.
Judson University will develop a clear vision for developing campus facilities and related infrastructure for the next decade.

**CAMPUS MASTER PLAN: THE SEQUENCED PROJECTS**

**Build New Residence Hall**

**Lindner Tower Renovation/Repurpose**
Areas to be affected: Retail food service kiosk, the bookstore, Eagle Lounge, and may include a fourth floor build out.

**Lindner Commons Expansion/Renovation**
Areas to be affected: Post office relocation; dining area expansion; Upper Commons renovation.

**Repurpose University Center**
Areas to be affected: Main level classrooms; upper level residential, Student Life building; suite and apartment housing; catalyst for Honors Program and other Centers on campus.

**Demolish Volkman**
Areas to be affected: Space opens for recreation field.

**Build Second New Residence Hall**

**Renovate/Repurpose Creekside South**
Areas to be affected: Building to be new home for Student Recreation Center, Health Services, Student Life.

**Renovate/Repurpose Plant Operations Building**
Areas to be affected: Building to be new home for Student Recreation Center, Health Services, Student Life.
Judson University will develop clear goals for growth in retention and enrollment for the next five years as well as strengthen the foundation for both for the next decade.

**Philosophy of Student Recruitment and Retention**
Judson University strives to recruit and retain a diverse and academically-sound student body that reflects our vision and mission as a Christian liberal arts university. Judson aims to increase recruitment of future graduates across all programs and sub-categories through quality and diverse academic programs, competitive financial assistance, and targeted recruitment orchestrated by our marketing and admissions staff. Upon recruitment, Judson University will emphasize retention by cultivating a welcoming environment for students of all backgrounds and experiences, offering academic support services, and prioritizing student-centered service and satisfaction.

**Enrollment & Retention**

<table>
<thead>
<tr>
<th>Program</th>
<th>2014 Actual</th>
<th>2015 Goal</th>
<th>2016 Goal</th>
<th>2017 Goal</th>
<th>2018 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult Undergraduate</td>
<td>289</td>
<td>337</td>
<td>370</td>
<td>408</td>
<td>449</td>
</tr>
<tr>
<td>Master of Arts in Organizational Leadership</td>
<td>63</td>
<td>33</td>
<td>36</td>
<td>40</td>
<td>44</td>
</tr>
<tr>
<td>Master of Business Administration</td>
<td>21</td>
<td>46</td>
<td>51</td>
<td>58</td>
<td>61</td>
</tr>
<tr>
<td>Master of Leadership in Ministry</td>
<td>0</td>
<td>8</td>
<td>11</td>
<td>13</td>
<td>15</td>
</tr>
<tr>
<td>Master of Architecture</td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>22</td>
</tr>
<tr>
<td>Master of Education in Literacy</td>
<td>18</td>
<td>18</td>
<td>18</td>
<td>18</td>
<td>18</td>
</tr>
<tr>
<td>Doctorate of Education in Literacy</td>
<td>11</td>
<td>27</td>
<td>36</td>
<td>35</td>
<td>36</td>
</tr>
<tr>
<td>Total</td>
<td>432</td>
<td>489</td>
<td>542</td>
<td>591</td>
<td>645</td>
</tr>
</tbody>
</table>

Average annual growth 8%

DEVELOPMENT OF STRATEGIC MARKETING PLANS
Each year, the PR/Social Media Plan will be created by July 30.

### Planned Social Media Posts

<table>
<thead>
<tr>
<th></th>
<th>Fall 2014</th>
<th>Spring 2015</th>
<th>Combined</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planned</td>
<td>39</td>
<td>38</td>
<td>77</td>
</tr>
<tr>
<td>Actual</td>
<td>39</td>
<td>38</td>
<td>77</td>
</tr>
</tbody>
</table>

Explanation: There is at least one post per large event typically, although many will have 2-5 and possibly more, including a preview and after posting. ALSO: This year’s postings include after-hour student and staff posting(s) about several impromptu events.

### Planned Press Releases

<table>
<thead>
<tr>
<th></th>
<th>Fall 2014</th>
<th>Spring 2015</th>
<th>Combined</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planned</td>
<td>40</td>
<td>55</td>
<td>95</td>
</tr>
<tr>
<td>Actual</td>
<td>45</td>
<td>58</td>
<td>103</td>
</tr>
</tbody>
</table>

### Number of Times Judson's Enrollment Services Team Connects with Prospective Students

<table>
<thead>
<tr>
<th>Category</th>
<th>Sophomores</th>
<th>Juniors</th>
<th>Seniors (Leads)</th>
<th>Seniors (Inquireds)</th>
<th>Seniors (Admitted)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emails</td>
<td>12-13</td>
<td>14-15</td>
<td>8-10</td>
<td>–</td>
<td>18</td>
</tr>
<tr>
<td>Mail Pieces</td>
<td>1</td>
<td>3-5</td>
<td>3</td>
<td>3-5 (additional)</td>
<td>5</td>
</tr>
<tr>
<td>Recurring Calls</td>
<td>–</td>
<td>1 to Inquireds (every 6-8 weeks)</td>
<td>–</td>
<td>1 (every 4-6 weeks)</td>
<td>1 (every 2-4 weeks)</td>
</tr>
</tbody>
</table>
Shaping Our Future / 9

Steps to Aid in Student Athlete Retention Contain Three Main Components:

Academic Support
Student Success Center (SSC) will host an Open House for student athletes the second week of each term.
- Athletic coaches are expected to meet with student athletes, three times a semester, to check on progress.
- Student athletes on warning/probation must register for GDN909 course.
- Student athletes will have access to peer tutoring/Writing Center as resources.

Student Success Center (SSC) will host an Open House for Academic Support.
- A Student Athlete Success (SAS) pilot program for freshman student athletes (with fewer than 13 semester hours) began during Fall 2014 term. At risk freshman student athletes (academic, social, financial, campus culture, etc.) must report to Director of Retention and Orientation.

Student Athlete Orientation
Student athlete orientation will occur during Fall Orientation Weekend in August. It will include a one-hour session and cover eligibility, the athlete handbook, and expectations.

Early-Alert System
The Director of Retention and Orientation will email coaches every three weeks to encourage them to submit a retention referral via MyJudson for student athletes who experience difficulty or get injured at Judson. Referrals can be done at any point.

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The Honors Program Curriculum
The Honors Program exists to help exceptional students achieve their highest potential as scholar citizens through advanced academic and co-curricular activities, building a community that inspires an engaged faith life and service.

The Honors Program plan involves three key areas of the student experience: academic, co-curricular, and community. This year, the strategic planning process has most encouraged a major initiative in the academic category—working with departments to develop designated Honors sequences of courses within the major. This provides students with the most coherent and synchronized opportunities for enhanced academic development, designed specifically with Honors student development in mind. Departments with designated Honors sequences now include Architecture, Art, Biology, Biochemistry, Education, and Math.

General Education Core Courses
- Questions of Life: Entering the Judson Conversation
- Foundations of Speech
- History of Civilization II
- Any upper division English literature course in the 360s and 370s
- Additional options exist for students prevented from taking one or more of the above due to unavoidable conflict with major schedule/4-year plan.

Major Courses
- History of Art II
- Digital Design Simulation
- Environmental Technology II
- Environmental Technology III
- Architecture for Conviviality
- Art: Studies Art
  - Methods and Critique
  - Senior Proposal
  - Senior Project
  - History of Art III
- Graphic Design
  - Graphic Design I
  - Graphic Design II
  - Web Design I
  - Web Design II
  - History of Graphic Design
- Art: Photography
  - Advanced Photography
  - Senior Proposal
  - Senior Project
- History of Art II
- Art: Film and Video
  - Advanced Video Production
  - Senior Proposal
  - Senior Project
- American or World Cinema
- Biochemistry
  - General Chemistry I with Lab
  - Genetic Analysis with Lab
  - General Biochemistry IV with Lab
- Biology
  - Principles of Zoology with Lab
  - Genetic Analysis with Lab
  - Ornithology with Lab
  - General Biochemistry IV with Lab
- Math (choose three)
  - Calculus I
  - Discrete Mathematics
  - Calculus IV
  - Linear Algebra
- Education (choose three appropriate to specialization)
  - Senior Seminar (all EDU majors)
  - Strategic Education (all EDU majors)
  - Development and Learning (all EDU majors)
  - Processes of Reading (Elementary)
  - Secondary Methods (Secondary)
  - Specific upper level course options for the following specializations within education are in development: Special Education; Early Childhood; Physical Education

Total Student Athletes Projected
From 2014 to 2016, the total number of student athletes of current teams will grow from 320 to 344.

320 to 344
(growth rate of 7.5%)
Judson University will take care of the people associated with it who are dedicated to the University’s vision and mission.

JUDSON’S HUMAN RESOURCES DEPARTMENT HAS IMPLEMENTED SEVERAL TECHNOLOGIES TO INCREASE SERVICES
• Upgraded ADP Workforce NOW System from version 2 to 7.
• Created an Online Applicant Tracking System with training and implementation taking place in April 2015.
• Created a Human Resource Information System that allows for performance reviews and tracking information to comply with the Affordable Care Act’s tracking and reporting requirements.

ALUMNI
• Alumni Board of Directors increased from 10 to 13 members this year.
• Class delegates were created to advocate and seek out networking opportunities in their regions. 25 traditional and 6 adult undergraduate programs.
• New Campus Events and Visits this year include: Recognition of 50th anniversary graduating class the night before commencement – class of 1964; Alumni Theater Gathering before Fall theater performance; Alumni Choir Members Gathering before spring concert on April 26.
• Spiritual Enrichment
  + Mission Trips to Belize – March 2014 and 2015
  + Alumni Blog that includes a monthly devotion for alumni

Increase in Regional Engagement (since February 1, 2014) and Alumni gatherings:

- Palm Springs in February 2014
- Columbus, Ohio and Indianapolis in April 2014
- Chicago Yacht Cruise in August 2014
- September 2014 in Peoria and Springfield
- Indianapolis leadership gathering in November 2014
- Five Florida gatherings in February 2015
The Judson University experience for our students will be spiritually enriching and intellectually challenging as well as include co-curricular experiences that help our students become well-rounded people.

**STUDENT LIFE**

Beginning in June 2015, Natalie Senatore will serve as the full-time Director of Student Life, a position that has been reinstated in order to better serve Judson’s students and fulfill the Student Life goals of the Strategic Plan.

**CHAPEL THEMES**

**STORYFORMED**
We are formed by God’s story. We are caught up into and shaped by the unfolding age-old story of Divine pursuit of broken humanity.

**COMMUNITY**
We courageously pursue being known. We are an inclusive community, welcoming the religious, irreigious, skeptic, doubter, seeker, and believer into a community obsessed with grace in the gospel.

**HONESTY**
We’re real. Jesus delights in us as we are allowing us to be candid with ourselves about our own stories, share our story with others, and express our hurts and celebrations with God.

**BEAUTY**
We create and enjoy beauty. Everything that is beautiful ultimately points to the beauty of the Creator, who we are to enjoy.

**DEPENDENCE**
We constantly need Christ. As we grow into deeper belief of Jesus Christ, we become increasingly dependent on His grip, His grace and His goodness.
Judson University will greatly strengthen and more fully integrate technology into the academic, co-curricular and business affairs of the institution.

THE UNIVERSITY HAS DEFINED AND PRIORITIZED THE REQUIREMENTS FOR A “BRING YOUR OWN DEVICE” AND MOBILE TECHNOLOGY ON CAMPUS TO:

- Improve Wi-Fi Infrastructure
- Print wirelessly from any device
- Mobile device management solution
- Classroom technology improvements to allow mobile devices to use technology in the classroom