Goal One: Academic Life
Judson University will have an engaging, innovative and robust academic life

Objective 1.1: Develop and implement a strategy for academic program sustainability and structure

Each academic program will have a thoroughly researched analysis of: its present status, its vision, the resources necessary to accomplish the vision, and a 5 year plan for moving closer to or achieving that vision; and the analysis on the present status of academic programs and visions will serve as the catalyst for recommendations for new or renewed academic programs

Objective 1.2: Define, articulate, and implement a strategy for developing new graduate programs

Using the vision from Objective 1, Judson University will develop new Master’s and Doctoral programs and move from a Carnegie Classification of Bac/Diverse: Baccalaureate Colleges—Diverse Fields to a Master’s/S: Master's Colleges and Universities (smaller programs), and maintain its commitment to a liberal arts core for undergraduate education

Objective 1.3: Develop and implement a strategy for creating a comprehensive approach to international experiences including study abroad, international mission experiences and global language competencies to be supported by both the curricular and co-curricular programs

Premise Statement: By 2019, 75% of all Judson students will have some form of international experience

Objective 1.4: Develop and implement a comprehensive plan which clearly defines the academic requirements for majors/or minors in each traditional undergraduate academic program

Each academic program will have clearly stated academic requirements for major or minors

Objective 1.5: University Academic Success Center (UASC) – development and implementation of a comprehensive strategy

Each undergraduate student will have a detailed plan to ensure their matriculation, graduation and academic success, and a UASC will be created and implemented to structure the process, coordinate the resources and track students’ progress

Objective 1.6: Develop and implement faculty development endowments

An endowed fund will be created to support excellence in faculty development, and the Provost will lead the discussion and approval with appropriate faculty representation of how the earnings from the fund will be awarded
Objective 1.7: Development of Centers

Distinct centers of excellence will be created to support the intellectual engagement of Judson students and faculty, and these centers will be oriented around a core academic program, multi-disciplinary in structure and positioned to attract financial resources from outside the University to help support the growth and development of these entities.

Goal Two: Campus Master Plan

Judson University will develop a clear vision for developing campus facilities and related infrastructure for the next decade.

Objective 2.1: Development and implementation of a campus master plan

A comprehensive master plan for current and future facilities and infrastructure will be developed and initiated, and the plan will include the following infrastructure elements – campus safety, campus aesthetics and regular/deferred maintenance.

Objective 2.2: Campus-wide/universal identification cards (assessment, development of plan and implementation)

A more progressive and sophisticated infrastructure will be developed and implemented for campus identification cards for students, faculty and staff to ensure access, safety and portability.

Goal Three: Enrollment and Retention

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.

Objective 3.1: Development or affirmation of a clearly stated philosophy of student recruitment and retention reflecting Judson’s mission and identity

Judson University will continue to pursue academic excellence and opportunities for access for a diverse student population within the context of our mission as a Christian university with a Baptist foundation and Liberal Arts education core, and develop and disseminate a clear and concise statement regarding the traditional and adult learners we desire to extend the invitation for the Judson educational experience.

Objective 3.2: Recruitment and retention of a diverse student body

Specific plans and implementation of those plans will be developed with regard to the recruitment and retention of minority, international, transfer, adult, online and differently-abled students.

Objective 3.3: Student-athlete recruitment and retention

The recruitment of student-athletes is a priority for a vibrant university, so a comprehensive plan will be developed and implemented that complements the University’s faith perspectives, mission and academic expectations.

Objective 3.4: Acceptance policies

A long-term vision, comprehensive plan and implementation of that plan will be developed for acceptance of students, and it will be built around the concepts of access, educational preparation and potential for academic success within the context of specific departmental and school goals and accrediting requirements.
Objective 3.5: Detailed enrollment goals by department and co-curricular activity
A five-year vision for academic and co-curricular programs will be developed around specific enrollment goals based primarily upon the capacity of current resources for this plan and will also include capacity for future growth.

Objective 3.6: Honors program recruitment
An innovative and exceptional program will be developed and implemented to ensure the recruitment of academically talented, primarily traditional students, to participate in a program that is academically, financially and programatically supported.

Objective 3.7: Pricing management (tuition, board, meals, books, student insurance, etc.)
A five-year plan that addresses the comprehensive costs of traditional, adult degree completion and online degrees and which incorporates engagement from the academic community will be developed and implemented.

Objective 3.8: Development of strategic marketing plans
A comprehensive and market responsive five-year marketing plan will be developed and will incorporate plans for each academic program, co-curricular programs, and the campus as a destination for conferences and special events.

Goal Four: Judson Community Care and Development
Judson University will take care of the people associated with it who are dedicated to the University’s vision and mission.

Objective 4.1: Salary structure/compensation/benefits development
A comprehensive plan will be developed that creates a foundation for the appropriate policies and procedures for overall compensation, salaries and benefits which meets the current and developing needs of Judson employees.

Objective 4.2: Strengthening the University’s human resource function
A robust plan for a comprehensive human resources structure will be developed and implemented, and it will include personal growth and development of employees, educational attainment, assistance regarding compensation and benefits, and recognition of service to Judson.

Objective 4.3: Develop and implement a comprehensive plan for wellness for students, faculty and staff to include programs related to physical and mental health, service delivery and facilities as well as a plan for spiritual support for faculty and staff.
A plan will be developed and initiated that will assist Judson faculty, staff and students with choices for healthier lifestyles, and programs focused on spiritual development will be developed in conjunction with existing programs to strengthen the faith life of Judson employees.
Objective 4.4: Implementation of an institutional research/business analysis office to ensure that we are living out the Judson mission
A plan to address the collection of relevant data, analysis of data and creation of institutional and market research will be developed and implemented to meet the requirements of the continual growth of state, federal and accrediting regulations as well as appropriate best practices for market research and business development

Objective 4.5: Develop a robust Alumni Association reflective of strategic goals and engaging to alumni
The Alumni Association Board of Directors and the University’s chief alumni officer will develop and implement a strategic plan that both qualitatively and quantitatively increases the engagement of Judson University alumni, friends and donors

Objective 4.6: Continued development of the World Leaders Forum
The World Leaders Forum will become an auxiliary and supporting non-profit entity with a mission to raise significant financial resources for the University, increase the awareness of Judson nationally, and provide world-class learning experiences for Judson students, faculty, staff, alumni, friends and the Elgin community

Goal Five: Student Life
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

Objective 5.1: Spiritual formation
Students will have the opportunity to significantly deepen their spiritual growth and formation while at Judson with chapel being the catalytic experience in the process, and we will measure the impact of our plans programs

Objective 5.2: Community life
A plan for a robust and engaging community life will be developed and implemented with the core elements being purposeful programmatic development in our residence halls, more stridently addressing the needs of our commuter students, engaging our graduate students and a clear communication and implementation of each students’ understanding and participation in our community lifestyle standards

Goal Six: Technology
Judson University will greatly strengthen and more fully integrate technology into the academic, co-curricular and business affairs of the institution

Objective 6.1: Develop and implement a strategy to provide systems that present members of the Judson University community with convenient, intuitive and authorized access to data that promote the efficient administration of the University
Judson University will upgrade or migrate to more robust systems for the management of academic data and resources, constituent data and the business affairs of the institution
Objective 6.2: Develop and implement a strategy for integrating mobile technology into curricular and co-curricular experience (e.g.: laptop/tablet/smart phone engaged for academic and co-curricular use)
Judson University will adopt a Bring Your Own Device operating philosophy to ensure that its technology capacities keep pace with the accelerated growth and dependence on mobile technology

Objective 6.3: Plan for and communication of adaptability to emerging technologies (e.g.: social media, Wifi accessibility, mobile technology, R&D, training, etc.)
A focused, five-year plan will be developed to strategically prioritize how Judson will develop technological capacities in targeted areas directly tied to institutional growth and success, and effective, annual quantifiable measures will be put into place to ensure the appropriate resources are being directed to the greatest priorities
Goal One: Academic Life

Judson University will have an engaging, innovative and robust academic life

Objective 1.1: Develop and implement a strategy for academic program sustainability and structure

Each academic program will have a thoroughly researched analysis of: its present status, its vision, the resources necessary to accomplish the vision, and a 5 year plan for moving closer to or achieving that vision; and the analysis on the present status of academic programs and visions will serve as the catalyst for recommendations for new or renewed academic programs

Action Step 1.1.1 – By September 2014, the University Assessment Committee (UAC) will revise their duties to include assessment of the sustainability of academic programs. The sustainability assessment will begin in fall 2014 with the academic programs that are under review in 2014-15, followed by the academic programs that are under review in 2014-15, and so forth over the five year cycle of academic program reviews.

Action Step 1.1.2 – At the end of each academic year, the chair of UAC will present the findings of the sustainability assessment of the academic programs under review to the Dean of the College/School in which the academic program resides and the CAO.

Action Step 1.1.3 – Within six months of receiving the report, the Dean in consultation with the Department Chair will recommend to the CAO either

a. continuance of the academic program
b. recommend minor to major changes to the academic program required for sustainability
c. recommend elimination of the academic program

Action Step 1.1.4 – If (b) above, the Dean, Department Chair, and faculty of the respective program will provide a report that recommends changes necessary (e.g., financial resources, financial support, instructional support) to sustain the program. The recommendation will also include student bound interest in the program over the next ten years and other applicable data. Based on the nature and scope of the changes, the Dean and Department Chair may be required to bring the changes to the appropriate academic policy committee and Academic Cabinet as outlined in the Academic Governance and Curriculum Procedure Guidelines. The recommendation report is due one year after the CAO receives the report from the respective Dean (1.1.3 above).

Action Step 1.1.4a – If (c) above, the CAO will recommend the elimination of the academic program to the Academic Cabinet. The CAO on behalf of the Academic Cabinet will recommend the elimination of the program to the President and Leadership Team.
Goal One: Academic Life

Judson University will have an engaging, innovative and robust academic life

Objective 1.2: Define, articulate, and implement a strategy for developing new graduate programs

Using the vision from Objective 1, Judson University will develop new Master’s and Doctoral programs and move from a Carnegie Classification of Bac/Diverse: Baccalaureate Colleges—Diverse Fields to a Master’s/S: Master’s Colleges and Universities (smaller programs), and maintain its commitment to a liberal arts core for undergraduate education

Action Step 1.2.1 – The Deans will meet with the Directors of the Graduate Programs to develop a survey for all full-time and adjunct graduate faculty evaluating the enrollments, resources, support, faculty availability, and suggestions for additional programs by October 2014.

Action Step 1.2.2 – IPD (or some equivalent agency) will research proposed areas of interest and internal academic strength for future development of graduate programs by February 2015.

Action Step 1.2.3 – The Graduate Academic Policies Committee and Deans will collect and review the data from the faculty surveys and (IPD) to discuss the proposals for new online, hybrid, or traditional programs by April 2015.

Action Step 1.2.4 – The Deans will meet with their faculty to review the information to implement a plan for new graduate programs by October 2015.

Action Step 1.2.5 – The Deans, following approval from their faculty, will submit their graduate program proposals to the Graduate Academic Policies Committee, followed by review by the Academic Cabinet by May 2016.

Action Step 1.2.6 – The Academic Cabinet will submit the newly developed and revised programs to the Faculty Assembly by September 2016.

Action Step 1.2.7 – The Faculty Assembly will submit their recommendations to the Leadership Team and President for approval by November 2016.

Action Step 1.2.8 – The Leadership Team will examine the data and deliver new graduate program proposals to the Board of Trustees for approval by May 2017.

Action Step 1.2.9 – The Leadership Team will appropriate financial, staff, and support resources to establish the approved graduate programs.
Goal One: Academic Life

Judson University will have an engaging, innovative and robust academic life

Objective 1.3 - Develop and implement a strategy for creating a comprehensive approach to international experiences including study abroad, international mission experiences and global language competencies to be supported by both the curricular and co-curricular programs.

Premise Statement: By 2019, 75% of all Judson traditional undergraduate students will have some form of international experience.

Action Step 1.3.1 – No later than February 16, 2014, the President will appoint a chair for a special committee to coordinate campus-wide discussions on how to structure an international programs office/department at Judson.

Action Step 1.3.2 – The special committee will present its recommendations to the Academic Cabinet and the Leadership Team by May, 2014, for structuring the office/department and a potential five-year budget with a modest start-up in years one and two, a more substantial support in years three and four, and full funding in year five.

Action Step 1.3.3 – The Leadership Team will appropriate financial, staff and support resources to establish an initial office/department to begin in fiscal year 2014-15.

Action Step 1.3.4 – The International Programs Coordinator will complete an audit of current Judson University international experiences, activities and programs by November 2014 and submit the report to the Academic Cabinet and the Leadership Team to include existing gaps in possible programs, services and funding.

Action Step 1.3.5 – The International Programs Coordinator will take the recommendations provided by the Academic Cabinet and the Leadership Team, and develop a four-year plan to fully create an Office/Department of International Programs with specific goals and objectives to support achieving the goal of having 75% student participation by May 2019, and present the plan for approval to the Academic Cabinet and the Leadership Team by March, 2015 to begin implementation on July, 2015.

Action Step 1.3.6 – The International Program Coordinator will present a progress update on the plan to the Academic Cabinet and the Leadership Team by May, 2016.

Action Step 1.3.7 – The International Program Coordinator will present a progress update on the plan to the Academic Cabinet and the Leadership Team by May, 2017.

Action Step 1.3.8 – The International Program Coordinator will present a progress update on the plan to the Academic Cabinet and the Leadership Team by May, 2018.
Action Step 1.3.9 – The International Program Coordinator will host an international programs mini-summit during the fall semester, 2018, to update the campus community on progress made towards the goal of 75% student participation in international experiences and collect input to begin shaping the long-term vision for international programs.

Action Step 1.3.10 – The International Program Coordinator will present a long-term vision for international programs by March, 2019, for approval by the Leadership Team.

Action Step 1.3.11 – The International Program Coordinator will present a progress update on the plan to the Leadership Team by May, 2019.
Goal One: Academic Life

Objective 1.4: Develop and implement a comprehensive plan which clearly defines the academic requirements for majors/or minors in each traditional undergraduate academic program. Each academic program will have clearly stated academic requirements for major or minors.

Action Step 1.4.2 – The Dean representing each School/College will be responsible for bringing forth the information to the Academic Cabinet at the April 2014 meeting.

Action Step 1.4.3 – The Deans of each School/College will meet with Admissions and Enrollment teams to explain the details of the School/College’s requirements by April 2014.

Action Step 1.4.4 – The Undergraduate Academic Policies Committee will review Judson’s entrance requirements and determine if adjustments are necessary to meet the criteria of the requirements established in the Schools and College by April 2015.

Action Step 1.4.5 – The new admissions requirements for each program will be presented to the Leadership Team for its approval by May 2015.

Action Step 1.4.6 – All changes to admission requirements will be updated in accordance with any changes in policy:
   1.4.6.a. The Marketing and Communications will ensure up-to-date information for individuals searching Judson’s website.
   1.4.6.b. Deans will review and up-date printed materials within departments.
   1.4.6.c. Enrollment and Admissions Office will provide updated printed materials.
Goal One: Academic Life

Judson University will have an engaging, innovative and robust academic life

Objective 1.5: University Academic Success Center (UASC) – development and implementation of a comprehensive strategy
Each undergraduate student will have a detailed plan to ensure their matriculation, graduation and academic success, and a UASC will be created and implemented to structure the process, coordinate the resources and track students’ progress

Action Step 1.5.1 – UASC staff will collect and examine data to determine content areas of support most frequently needed by students attending UASC by April 2014.

Action Step 1.5.2 – UASC will survey all students who attend tutoring sessions during the 2013-2014 academic year to determine their satisfaction with the services provided and solicit their suggestions for areas of improvement by April 2014.

Action Step 1.5.3 – UASC will survey the individuals that have served as peer tutors during the 2013-2014 academic year to determine their satisfaction with the current format and solicit their suggestions for areas of improvement by April 2014.

Action Step 1.5.4 – Assistive-augmentative technology will be purchased to support students with identified needs (e.g. Dragon Speech, etc.) as needed 2014-2019.

Action Step 1.5.5 – UASC staff and faculty from the School of Education will collaboratively, by November 2014, develop a program for students interested in becoming peer tutors that will ensure tutors implement best practice and research-based teaching methodology.

Action Step 1.5.6 – Additional staffing of the UASC by faculty/staff with expertise in working with students with special needs will be hired to support the peer tutors, students, and departmental staff for the 2014-2019 academic years.

Action Step 1.5.7 – The UASC staff will collect longitudinal data to determine the outcome of strategies implemented for further study and make necessary adjustments at the end of each academic year from December 2014-May 2019.
Goal One: Academic Life

Judson University will have an engaging, innovative and robust academic life

Objective 1.6: Develop and implement faculty development endowments

An endowed fund will be created to support excellence in faculty development, and the Provost will lead the discussion and approval with appropriate faculty representation of how the earnings from the fund will be awarded

Action Step 1.6.1 – The Advancement Team will convene a committee to develop guidelines for faculty endowed programs and professional development initiatives by September 2014

Action Step 1.6.2 – The Advancement Team will provide Judson’s webmaster with application forms to be uploaded to Judson’s faculty information website by October 2014

Action Step 1.6.3 – The Advancement Team will discuss strategies and develop a timeline for pursuing potential donors for identified projects, programs, and individual faculty endowments by December 2014

Action Step 1.6.4 – The Advancement Team will contact faculty to submit endowment proposals between December 2014 – December 2017

Action Step 1.6.4 – The Endowment Committee will review faculty applications for adherence to the endowment guidelines and refer them to the Advancement Team to align with identified donors as they become available

Action Step 1.6.5 – The Advancement Team and/or President will contact the identified donors for their consideration of proposed endowments and report secured gifts to the Chief Financial Officer for distribution of the endowment
Goal One: Academic Life

Judson University will have an engaging, innovative and robust academic life

Objective 1.7: Development of Centers

Distinct centers of excellence will be created to support the intellectual engagement of Judson students and faculty, and these centers will be oriented around a core academic program, multidisciplinary in structure and positioned to attract financial resources from outside the University to help support the growth and development of these entities

Action Step 1.7.1 – Deans will meet with their faculties and staff to determine their interest in developing centers related to their academic core programs by January 2015

Action Step 1.7.2 – A committee will be established by the appropriate dean(s) within the School/College and across Schools/Colleges, when needed, that expresses an interest in center development to collaborate with the Leadership team and faculty involved in the Campus Master Plan by March 2015

Action Step 1.7.2 – A representative from the Leadership team will initiate contact with the Mayor of Elgin, the Chamber of Commerce, educational institutions, and/or local clergy for their feedback regarding the community’s interest in the identified center by June 2015

Action Step 1.7.3 – The Leadership team will compile the data collected and present the results to the Board of Trustees by November 2015 for its review

Action Step 1.7.4 – The Campus Master Plan Committee will act upon the recommendations of the Leadership team and Board of Trustees
Goal Two: Campus Master Plan

*Judson University will develop a clear vision for developing campus facilities and related infrastructure for the next decade*

**Objective 2.1:** Development and implementation of a campus master plan

*A comprehensive master plan for current and future facilities and infrastructure will be developed and initiated, and the plan will include the following infrastructure elements – campus safety, campus aesthetics and regular/deferred maintenance*

**Action Step 2.1.1:** The President will form a Campus Master Plan Task Force, which will include the VP for Business Affairs and the Campus Architect to procure a consulting firm *(Accomplished: Two groups were created: Strategic Group & Task Force; completed 2-24-14)*

**Action Step 2.1.2:** The Campus Master Plan Task Force will develop an Aesthetics Policy plan for consistency among and/or between campus buildings, interior and exterior, and cross-campus grounds keeping by May 30, 2014

**Action Step 2.1.3:** A Leadership Team member will coordinate with the appropriate campus groups to develop a regular/deferred building and grounds maintenance policy by August 1, 2014

1. **2.1.3a:** Nancy Binger in coordination with John Potter will work with the appropriate campus groups to develop regular building maintenance schedules for each campus building by August 29, 2014
2. **2.1.3a:** Nancy Binger in coordination with John Potter will work with the appropriate campus groups to develop regular grounds maintenance schedules for the campus by August 29, 2014

**Action Step 2.1.4:** A priority listing of deferred capital maintenance items for building and grounds will be finalized by *September 30*, 2014 based on listing of outstanding deferred capital projects submitted to the Campus Master Plan Task Force, during the Campus Master Plan process

**Action Step 2.1.5:** The Campus Master Plan Strategic Group will present a Campus Master Plan to the Leadership Team and Board of Trustees by October, 2014

**Action Step 2.1.6:** The Director of Campus Safety will assess current safety practices on campus and report findings by January 1, 2015 to the Leadership Team. This assessment will include, but not be limited to:

1. **2.1.6a:** Adequacy of two-person shifts
2. **2.1.6b:** Adequacy of surveillance cameras
3. **2.1.6c:** Effectiveness of emergency phone boxes
4. **2.1.6d:** Viability of arming campus safety
2.1.6e: Public Access control of the campus (buildings and grounds)
2.1.6f: Adequacy of pedestrian safety lighting

**Action Step 2.1.7:** The Associate Vice President for Advancement will identify funding opportunities for the Campus Master Plan by March 1, 2015

**Action Step 2.1.8:** A Leadership Team member will work with the appropriate campus groups to implement reporting mechanisms to include supervisory assessments and customer satisfaction surveys for the regular building and grounds maintenance schedules by May 1, 2015

**Action Step 2.1.9:** The Director of Campus will form a cross-functional campus violence prevention committee by May 1, 2015
Goal Two: Campus Master Plan

Judson University will develop a clear vision for developing campus facilities and related infrastructure for the next decade

Objective 2.2: Campus-wide/universal identification cards (assessment, development of plan and implementation)

A more progressive and sophisticated infrastructure will be developed and implemented for campus identification cards for students, faculty and staff to ensure access, safety and portability

Action Step 2.2.1: (Assessment) The VP for Business Affairs will form a cross-functional analysis team by February 1, 2014 to assess specific applications for which the universal ID cards will apply.

Action Step 2.2.2: (Assessment) The VP for Business Affairs will survey similar educational institutions regarding their use and applications of smart card systems by April 15, 2014.

Action Step 2.2.3: (Assessment) The Director of Information Technology will assess current campus technology and future equipment needs to support the universal ID cards proposed applications by April 15, 2014.

Action Step 2.2.4: (Development) Proposal for Campus-wide/universal identification card system to be presented to the Leadership Team by June 3, 2014.

Action Step 2.2.5: (Development) The VP for Business Affairs to submit RFP for card system software to potential vendors by July 1, 2014.

Action Step 2.2.6: (Development) Selection of software/equipment vendor for card system to be approved by Director of Information Technology by September 1, 2014 with confirmation by Leadership Team by September 15, 2014.

Action Step 2.2.6: (Implementation) Implementation of card system process targeted for completion by December 31, 2014.
Goal Three: Enrollment and Retention

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.

Objective 3.1: Development or affirmation of a clearly stated philosophy of student recruitment and retention reflecting Judson’s mission and identity.

Judson University will continue to pursue academic excellence and opportunities for access for a diverse student population within the context of our mission as a Christian university with a Baptist foundation and Liberal Arts education core, and develop and disseminate a clear and concise statement regarding the traditional and adult learners we desire to extend the invitation for the Judson educational experience.

Action step 3.1.1- By March 1, 2014, the Executive Director of Enrollment Services will appoint a committee that will be responsible for developing a clearly stated philosophy of recruitment and retention that reflects input from faculty, staff, and students.

Action step 3.1.2- By April 15, 2014, the Executive Director of Enrollment Services will present this philosophy of recruitment and retention to the Leadership Team.

Action Step 3.1.3- Upon approval, the philosophy will influence decisions in marketing, admissions, student development, retention, academics and athletics accordingly.
Goal Three: Enrollment and Retention

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.

Objective 3.2: Recruitment and retention of a diverse student body

Specific plans and implementation of those plans will be developed with regard to the recruitment and retention of minority, international, transfer, adult, online and differently-abled students.

Action step 3.2.1- By March 1 2015, a committee will be created to assess the support systems and resources needed for the various minority groups on campus. The committee will be comprised of a representative each from retention, admissions, the faculty, and student life.

Action Step 3.2.2- By January 30 2016, the committee will submit a proposal to address the specific needs of identified minority groups to the Academic Cabinet and the Leadership Committee.

Action Step 3.2.3- By August 1 2015, the Bridge program will be supported financially.

Action step 3.2.4- By August 1 2015, the University will purchase a Retention Management System (RMS).

Action step 3.2.4- Beginning August 1 2015, staff and faculty will be informed how to address student needs from diverse populations represented among the current student body.

Action step 3.2.5- Beginning August 1 2015, a comprehensive plan for recruiting and engaging transfer students will be implemented.

Action step 3.2.6- By November 2014, an International Office that recruits and supports International students will be created.

Action step 3.2.7- By August 1 2015, the International Programs Coordinator will develop a comprehensive five-year plan for recruiting and retaining international students, including student enrollment projections from targeted countries and resources needed.

Action step 3.2.8- IPD will meet its goals for recruitment and retention with input from the Leadership Team throughout the life of this Strategic Plan.

Action step 3.2.9- By August 1 2015, A five-year plan for the recruitment and retention of minority populations will be submitted to the Leadership Team. This plan will identify those populations Judson
can best attract and serve based on an analysis of the market, finances and other support needed. (Institutional Research)

**Action Step 3.2.10** - By August 1 2016, plans for scholarships, institutional aid, and grants to support the goals of identified minority populations will be created.

**Action Step 3.2.11** - By August 1 2017, marketing plans to recruit identified minority populations will be implemented.
Goal Three: Enrollment and Retention

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

Objective: 3.3: Student-athlete recruitment and retention

*The recruitment of student-athletes is a priority for a vibrant university, so a comprehensive plan will be developed and implemented that complements the University’s faith perspectives, mission and academic expectations*

**Action step 3.3.1** - By July 1, 2014, the Athletic Director will create a five-year plan for the recruitment of student athletes, which contains projections for how many students each team will recruit each year. These projections will be reviewed and updated on an annual basis.

**Action step 3.3.2** - By August 1, 2014, The Athletic Director and the Director of Financial Aid will create the financial aid strategy that aligns with the recruiting plan.

**Action step 3.3.3** - By July 1, 2014, a recruiting communication plan will be created for Admissions and Athletics.

**Action step 3.3.4** - By July 1, 2014, the Athletic Director and the Director of Retention will create a plan for student athlete retention that focuses on academic support, orientation and an early-alert system.

**Action step 3.3.5** - The Athletic Director will recommend adding or deleting sports as needed to the Academic Cabinet in order to maintain alignment with the Chicagoland Collegiate Athletic Conference (CCAC) throughout the life of this Strategic Plan.

**Action step 3.3.6** - By December 1 2014, the Athletic Director will collaborate with the Director of Advancement to develop a five-year plan for including representatives from Athletics in university-wide recruiting and advancement events.

**Action step 3.3.7** - By October 1, 2015, marketing materials will be created to promote the Athletics Program.

**Action step 3.3.8** - By December 1 2014, The Athletic Director and Fellowship of Christian Athletes Coordinator will create a five year plan for FCA.

**Action step 3.3.9** - The Athletic Director will submit a facility priority list to the Leadership Team by April 1, 2014. The Leadership team will evaluate and prioritize funding for necessary facilities.
Goal Three: Enrollment and Retention

*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*

Objective 3.4 Acceptance policies

*A long-term vision, comprehensive plan and implementation of that plan will be developed for acceptance of students, and it will be built around the concepts of access, educational preparation and potential for academic success within the context of specific departmental and school goals and accrediting requirements*

**Action Step 3.4.1** – Beginning April 1, 2014, the Admissions staff will be provided with an annual report of all department and school/college admission requirements that have been approved by the Leadership Team under section 1.4 of this Strategic Plan.

**Action Step 3.4.2** – Beginning June 1, 2014, the University Academic and Career Services Center will provide the Registrar with an annual assessment of the services provided in the areas of tutoring, testing, career development, and number of students served.

**Action Step 3.4.3** – Beginning July 1, 2014 the Academic Cabinet will submit to the Leadership Team an annual plan that aligns university acceptance policies with academic support services.

**Action Step 3.4.4** – By August 1, 2014, resources and funding will be provided to enact the approved plan.
Goal Three: Enrollment and Retention

*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*

Objective 3.5: Detailed enrollment goals by department and co-curricular activity

*A five-year vision for academic and co-curricular programs will be developed around specific enrollment goals based primarily upon the capacity of current resources for this plan and will also include capacity for future growth.*

**Action Step 3.5.1** – Beginning February 1, 2014, each academic department will submit a five-year enrollment goal plan that can be updated annually to its respective Dean, the Provost, and the Admissions Leadership Team.

**Action Step 3.5.2** – Beginning February 1, 2014, each co-curricular activity coach/director will submit a five-year participation goal plan that can be updated annually to the Provost.

**Action Step 3.5.3** – Beginning June 1, 2014, each academic department will provide an annual assessment of faculty (full-time and adjunct) and staff needs, physical resources, to the respective Dean and Provost.

**Action Step 3.5.4** – Beginning July 1, 2014, each academic department will submit an annual proposal for required faculty (part-time and full time) and staff, physical and financial resources for the following academic year (e.g. 2015-2016 for the report filed July 1, 2014), to the respective Deans and Provost.

**Action Step 3.5.5** – The Provost and the Executive Director of Enrollment Services will submit a five-year vision for academic and co-curricular programs with enrollment goals to the Leadership Team by August 1, 2014.
Goal Three: Enrollment and Retention

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

Objective 3.6: Honors program recruitment

Premise Statement: An innovative and exceptional program will be developed and implemented to ensure the recruitment of academically talented, primarily traditional students, to participate in a program that is academically, financially and programmatically supported

Action Step 3.6.1 – By February 16, 2015, an Honors Program space will be dedicated for student support, study, recruitment, and advising.

Action Step 3.6.2 – By August 2014, the Director of the Honors Program will develop opportunities that promote leadership skills, networking, academic initiatives, and experiential learning (e.g. hosting a table at World Leaders Forum).

Action Step 3.6.3 – By July 2014, the Dean of the College of Liberal Arts and Sciences will establish an Honors budget to underwrite new initiatives (i.e. honorariums/local travel for speakers, stipends for faculty teaching extra Honors components, developing/overseeing Honors projects, representatives to national conferences).

Action Step 3.6.4 – By July 2015, the Director of the Honors Program, the Dean of the College of Liberal Arts and Sciences, and the Provost will evaluate faculty load for the Director of the Honors Program, and assess the need for administrative support.

Action Step 3.6.5 – By December 2014, the Director of the Honors Program will investigate the viability of a May term academic trip for the Honors students.

Action Step 3.6.6 – By May 2014, the Director of the Honors Program will request feedback from the faculty to evaluate the current Honors curriculum.

Action Step 3.6.7 – By May 2014, the Director of the Honors Program will collaborate with the faculty to develop a plan to expand Honors course offerings and other enrichment opportunities.

Action Step 3.6.8 – By July 2015, the Director of the Honors Program and the Dean of Student Life will explore options for Honors-designated housing.
**Goal Three: Enrollment and Retention**

*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*

**Objective 3.7:** Pricing management (tuition, board, meals, books, student insurance, etc.)

*A five-year plan that addresses the comprehensive costs of traditional, adult degree completion and online degrees and which incorporates engagement from the academic community will be developed and implemented*

**Action Step 3.7.1** - By March 2014, the Leadership team will evaluate a tuition cost guarantee program for four years for incoming freshmen students. If decided upon a five-year plan of minimal (3% or less) yearly increases for tuition and fees for each new entering freshmen class throughout the 2018-2019 academic year will be created. This will take into account that tuition and fees for the 2014-2015 year will remain the same as the 2013-2014 year.

**Action Step 3.7.2** - Adult undergraduate program tuition and fees will be evaluated annually beginning July 1, 2014. This evaluation will include a projection of potential increases over the next five years that will remain competitive with the cost of programs at colleges and universities located within a 50 mile radius from Judson’s Elgin and Rockford locations.

**Action Step 3.7.3** - Graduate program in Architecture tuition and fees will be evaluated annually beginning July 1, 2014. This evaluation will include a projection of potential increases over the next five years that aligns closely with the tuition and fees for traditional students.

**Action Step 3.7.4** - Guidelines previously established for the Master of Education in Literacy program tuition and fees will be evaluated annually beginning July 1, 2014. This evaluation will include a projection of potential increases over the next five years.

**Action Step 3.7.5** - Doctor of Education in Literacy program tuition and fees will be evaluated annually beginning July 1, 2015. This evaluation will include a projection of potential increases over the next five years as well as costs already determined for the launch in January 2014.

**Action Step 3.7.6** - Master of Arts in Organizational Leadership tuition and fees will be evaluated annually beginning October 15, 2015. This evaluation will include a projection of potential increases over the next five years.
**Action Step 3.7.7** - Master of Business Administration tuition and fees will be evaluated annually beginning October 15, 2015. This evaluation will include a projection of potential increases over the next five years.

**Action Step 3.7.8** - The Master of Leadership in Ministry tuition and fees will be evaluated annually beginning October 15, 2015. This evaluation will include the initial costs for the launch of the first cohort early in 2014, the potential for funded scholarships, and a projection of potential increases over the next five years.
Goal Three: Enrollment and Retention

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

Objective 3.8: Development of strategic marketing plans (e.g. Year One: Architecture, Educational Literacy, etc.)

A comprehensive and market responsive five-year marketing plan will be developed and will incorporate plans for each academic program, co-curricular programs, and the campus as a destination for conferences and special events

Action Plan 3.8.1 By August 1, 2014, create a communications flow to targeted leads that includes several delivery methods such as direct mail, reoccurring emails, unique events, to engage leads to visit campus and enter the admissions recruiting funnel.

Action Plan 3.8.2 Create a yearly PR and Social Media plan that promotes the marketing efforts for branding, program specific and co-curricular programs to eventually dovetail with the marketing plan. This will be completed by July 30 each year beginning in 2014. In order to accomplish this, dates, times and locations for key events need to be scheduled by May 15 for the upcoming school year.

Action Plan 3.8.3 By August 1, 2014, develop a dashboard of comparison institutions that displays tuition, type of student, academic offerings, and unique or showcase programs that allow us to see changes in the marketplace and act responsively.

Action Plan 3.8.4 Develop a proposal outlining a five-year marketing strategy that includes faculty and staff input (particularly regarding curricular and co-curricular programs and program distinctives), relevant market data (e.g. Noel-Levitz), dashboards, branding, resources required, etc. and submit this to the Leadership Team for review by March 1, 2015.

Action Plan 3.8.5 Beginning August 1, 2016, the marketing plan will be evaluated each year and adjusted for market and budgetary changes.
Goal Four: Judson Community Care and Development

Judson University will take care of the people associated with it who are dedicated to the University’s vision and mission

Objective 4.1: Salary structure/compensation/benefits development

A comprehensive plan will be developed that creates a foundation for the appropriate policies and procedures for overall compensation, salaries and benefits which meets the current and developing needs of Judson employees

Action Step 4.1.1 – The Human Resource Director will establish a Staff Compensation Study Committee by February 16, 2014. (Accomplished)

Action Step 4.1.2 – Beginning with the 2014-2015 academic year the Staff Compensation Study Committee and the Faculty Compensation Study Committee will merge into one joint committee. The committee members will consist of two faculty and two staff by the appointment of the President.

Action Step 4.1.3 – During the 2014-2015 academic year the new committee will research appropriate benchmarks for total compensation including salary and benefits (such as educational attainment, development, health insurance, and time accruals) for all current faculty and staff positions and establish the procedure for evaluating these benchmarks on an annual basis.

Action Step 4.1.4 – During the 2015-2016 academic year the committee will assess the institutions progress on reaching these benchmarks and provide campus with an annual report by April 1, 2016. This annual report will include a pay grade chart for the staff. The faculty will use the base faculty salary submitted to the trustees for approval and other increases specified by the Faculty Handbook.

Action Step 4.1.5 – This committee will continue to provide these annual reports by April 1 of each year through the life of this strategic plan.
Goal Four: Judson Community Care and Development

Judson University will take care of the people associated with it who are dedicated to the University’s vision and mission

Objective 4.2: Strengthening the University’s human resource function

A robust plan for a comprehensive human resources structure will be developed and implemented, and it will include personal growth and development of employees, educational attainment, assistance regarding compensation and benefits, and recognition of service to Judson

Action Step 4.2.1 – The Human Resource Director will report to the President no later than March 1, 2014 regarding the current and future technology needs related to university wide human resources functions.

Action Step 4.2.2 – All aspects of this department will be assessed by our University Assessment Committee during the 2014 – 2015 AY.

Action Step 4.2.3 – Timelines for annual performance review structure will be established no later than July 1, 2014. Complete implementation of annual performance reviews and updated job descripts for every employee will be established by May 1, 2015.

Action Step 4.2.4 – The Human Resource Director, in consultation with the appropriate faculty committee and the Leadership Team, will develop a process for new faculty and staff orientation to be implemented by July 1, 2014.

Action Step 4.2.5 – This orientation process will be assessed by the Human Resource Director and reported to the Leadership Team minimally annually throughout the life of this strategic plan. Beginning October 1, 2014.

Action Step 4.2.6 – The committee established in 4.1 will assess the benefit packages available to faculty and staff on an annual basis and report to the Leadership Team, faculty and staff.

Action Step 4.2.7 – Human Resource Director will develop and implement a standardized staff hiring procedure by July 1, 2014.

Action Step 4.2.8 – Human Resource Director will develop a calendar of staff and faculty development opportunities and recognition.
Goal Four: Judson Community Care and Development

Judson University will take care of the people associated with it who are dedicated to the University’s vision and mission

Objective 4.3: Develop and implement a comprehensive plan for wellness for students, faculty and staff to include programs related to physical and mental health, service delivery and facilities as well as spiritual support for faculty and staff

This plan will include both new initiatives and existing programs, such as chapel, that support the physical, emotional, and spiritual well-being of Judson faculty, staff and students, and quantitative and qualitative assessments to measure the collective benefits for the Judson community

Action Step 4.3.1 – Chapel programs will be made available to the public by digital media beginning Fall, 2014, and an appropriate structure for retaining and cataloguing chapel presentations will be implemented by June, 2015

Action Step 4.3.2 – The Leadership Team will develop a structure to include spiritual development and involvement in faculty and staff performance reviews beginning with annual reviews in May, 2015 for the purpose of supporting each Judson employee’s spiritual growth and collecting appropriate examples of the blessings the Lord inspires through spiritual development, and annual “spiritual stories” will be shared through various University media

Action Step 4.3.3 – A Chapel attendance plan for faculty and staff will be developed to include distinct times designated for all-community worship that align with the Christian calendar, and the Director of University Ministries will develop and implement a plan for hosting such community wide events by August 1, 2014 for presentation and approval by the Leadership Team

Action Step 4.3.4 – The Leadership Team will appoint a “Wellness Committee” by May, 2014 and develop a charge to committee that encourages the personal and University-wide benefits of healthy lifestyles by Judson faculty and staff, and the committee will develop a plan for wellness for Judson faculty and staff by December, 2014 to be implemented in 2015, to include an annual “Judson Community Wellness Report” beginning in December, 2015
Goal Four: Judson Community Care and Development

Judson University will take care of the people associated with it who are dedicated to the University’s vision and mission

Objective 4.4: Implementation of an institutional research/business analysis office to ensure that we are living out the Judson mission

A plan to address the collection of relevant data, analysis of data and creation of institutional and market research will be developed and implemented to meet the requirements of the continual growth of state, federal and accrediting regulations as well as appropriate best practices for market research and business development

Action Step 4.4.1 – The position of Director of Institutional Research and Business Analysis will be established by May 1, 2014. The position will report directly to the President and be a member of the Leadership Team. This individual will develop and implement a plan for university wide assessment, which may include the outsourcing of some assessment functions, and will chair the University Assessment Committee. Other responsibilities will include, but not be limited to; university-wide accreditation reviews (e.g. HLC), assistance with school/department/program accreditation reviews (e.g. Architecture, Education), assistance with and review of department self studies, and institution wide information procurement and dissemination.

Action Step 4.4.2 – The President will form a committee that will conduct a national search to fill this position during the 2014-15 AY.
Goal Four: Judson Community Care and Development

Judson University will take care of the people associated with it who are dedicated to the University’s vision and mission

Objective 4.5: Develop a robust Alumni Association reflective of strategic goals and engaging to alumni. The Alumni Association Board of Directors and the University’s chief alumni officer will develop and implement a strategic plan that both qualitatively and quantitatively increases the engagement of Judson University alumni, friends and donors

Separate PDF File contains these plans.
STRATEGIC PLAN
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FORWARD

The Judson University Alumni Association Board of Directors (henceforth referred to as “the Board”) has developed this Strategic Plan for the purpose of advancing the mission of Judson University. This mission is representing the Church at work in higher education, equipping students to be fully developed, responsible persons who glorify God by the quality of their personal relationships, their work, and their citizenship within the community, the nation and the world.

As a Board we are deeply committed to our mission to unite and serve alumni from Judson University and encourage alumni loyalty, support and involvement in the University. As such, we have established the following strategic plan that we believe will allow us to advance our mission in an unprecedented manner in the season ahead. The plan is organized with 3 driving forces of support, organization and communication, 4 vehicles for missional execution and 2 desired destinations for alumni family.

Drivers
The Board of Directors
Social media
Class Delegates

Vehicles
Campus Events and Visits
Regional Engagement
Career Mentoring & Alumni Network
Spiritual Growth

The Destination
Giving and Engagement
THE BOARD OF DIRECTORS

Objective
We envision an engaged and dedicated Board of Directors to lead the Alumni Association into a new period of Alumni engagement, unprecedented at Judson University.

The Plan
A. Strategic Planning – The Board will complete and approve its strategic plan and then work as one to implement said plan.

B. Quarterly Meetings and Summit– The Board will hold 3 quarterly meetings and 1 Alumni Summit in the summer.

C. Constitution & Bylaws– The Board seeks to examine the constitution and bylaws of the Board of Directors with the goal of creating a document that will carry the Board many years into the future.

D. Constituent Analysis – The Board seeks to create a document that summarizes the demographics of the Alumni Association as it currently exists.

The Timeline
Fall 2013 – The Board will complete its strategic plan. The Board will evaluate their strategic plan with the following questions in mind:

- What is the win?
- What is the goal?
- Who is represented?
- What message are we sending?

Winter 2014 – The Board will seek to connect its strategic plan to that of the University to gain any possible synergies and efficiencies.

Spring 2014 – The Board will begin to implement its strategic plan.

Spring 2014 – The Board will begin the examination of the Constitution and make any alterations necessary.
CLASS/PROGRAM/COHORT DELEGATES

Objective
We envision a widespread, plugged in network of engaged alumni representing every class year or program. A delegate will act as a communication vehicle, representative and champion for their class within the Association.

The Plan

A. Delegate Definition – An Alumni Delegate is an alumnus who desires to represent their class or program and get involved with the association in a non-Board role.

B. Delegate Responsibilities – The Alumni Delegation will meet once a year as a part of Homecoming festivities. There would ideally be a dinner or conference on Thursday or Friday where a series of activities would take place. The activities could include an address from the president, a guest speaker, presentations from the delegates, voting on major initiatives, words from the Board, focus groups, decade groups, reunion planning groups and a catered dinner.

C. Passing the Role – The role of delegate would be held for a minimum of 1 year but would be non-expiring. If at any point a delegate decides that they would like to end their term, they would be encouraged to choose and install their replacement.

The Timeline

Fall 2014
Each Board member will become the delegate for their class with their first task being to find their replacement.
The Board will send an email to all alumni to recruit as many years as possible.
Any years remaining vacant by July 2014 will be absorbed evenly be the closest years available until the year can be filled. At this time a Directory of Delegates will go live on the Judson website.

Homecoming 2014 – The inaugural Alumni Assembly will be held on campus.

Homecoming 2015 or sooner – All class years will be represented creating a baseline network for the association.
SOCIAL MEDIA

Objective
We envision a significant increase in the presence and use of the Judson Alumni social media platforms and communities. We envision a future staffing position will be needed for ongoing support of social media.

The Plan
A. Followers – We will look to significantly increase the number of followers on all of our current social media platforms (FB, Twitter) through a promotional campaign that will include post boosts and alumni networking. In addition, we will investigate and evaluate the addition of a presence on Pinterest, Instagram and LinkedIn.
   - Option – FB advertising – $200 = 500; promotes to people that mention Judson in their profile – they would be the only ones to see the ad.
   - Talk about the social media options in anything and everything – e-newsletter; Presidential letter; phone calls, etc.
   - FB incentives – “share” this and one of the people who shared this will get a gift card. We will give a gift card on this day if we get this number of followers.

B. Community – We will look to create a significant increase in on-line forums for the purpose of creating community and alumni interaction.
   - Share photos
   - 1 discussion post – 1x a week for example; set an expectation; 12-16% see any given post
   - Fridays are questions day; or every morning there’ll be a question; or Throwback Thursday; or Saturday Sports day; Photo Weds; creating events or a destination
   - We’ll look to help our alumni community with connections to resources such as the bookstore, chapel links, web site and spiritual development web site.

C. Promotion – As a result, we will look to increase the use of our on-line presence to promote regional and Elgin based events and opportunities and to educate alumni about our Alumni community.

The Timeline
We will evaluate our current philosophy and brainstorm new and creative ideas from November, 2013 to December, 2013.
We will look at beginning a promotional campaign on January 1, 2014.
We will begin community development forums on February 1, 2014 after a month of a “countdown”.

We will look at 2014 Regional events and Commencement as target promotional events in the spring of 2014.
CAMPUS EVENTS & VISITS

Objective

We envision an increase in the quality, diversity and quantity of connections with the university through campus visits for Alumni Association events and campus community events.

Catalysts

A. Homecoming – Homecoming is officially designated the Association’s signature event of the year. This weekend long event has acted as the primary “touch point” for the Alumni Association and Director in the past. The Board will work diligently to build on the base that has grown year over year for the past several years. It is the Board’s goal to see Homecoming attendance double over the next 3-5 years.

B. Secondary Alumni Events – Secondary events will be analyzed by the board for efficacy in achieving our objectives. After a list of existing events have been put in place the Board will work to build on these events. Once existing events have been stabilized, the Board will have the option to explore additional events to suit the needs of targeted demographics. (i.e. Alums under 30 or Alums in Education)

C. Campus Event Support – The Board will make efforts to encourage alumni to become more involved in the everyday events that are a part of campus life. These events include but are not limited to the following; athletic events, theater, music, art galleries, architecture critiques & academic symposia. The Board will provide the departments putting on the events with a vehicle for tracking alumni attendance at said events.

D. Alumni Speakers – The Board will seek to be informed by departments when alumni guest lecturers are brought in. This will allow the Board to make an effort to connect with the individual, be it through a meal or a small gift of appreciation.

The Timeline

The Board will evaluate current association events and functions determining where they need to go in the future or if they should continue.
During the 2014 Event year, the Board will reinforce and grow existing events and their attendance through class delegates and expanded social media presence.

During the 2014 Event year, the Board will evaluate what programming voids need to be filled to accomplish this objective or the other objectives of this plan.

During the 2015 & 2016 event years, the Board will continue launching additional programs until the program calendar is deemed complete with ongoing evaluation of events.
Objective
We envision a campus where the grounds and facilities make alumni and the community at a large feel welcomed and at home when they come to visit campus, spurring additional visits and higher levels of engagement.

Catalysts

A. Grounds & Facilities Input – The Board recognizes the alumni’s desire to see the physical aspects of the campus grow in an exciting yet sustainable fashion while being respectful of and reinforcing the existing legacy of the look and feel of the campus and its buildings. The Board seeks to provide vehicle for alumni input into the future of the campus' buildings and grounds.

B. Dedicated Alumni Facilities – With the growth of the Association and its influence on campus the need for a dedicated facility will become more and more evident. The Board seeks to pursue the renovation of its existing space and eventually a new dedicated space.

- Alumni Center and Offices – A dedicated space for Alumni to meet while on campus. This space would eventually house the office of the alumni director and support staff as well as a display and collection of Judson Artifacts and Memorabilia.

- Track Grandstand & Homecoming Field Improvements – These improvements to the grounds surrounding the soccer field would reinforce and stimulate the growth of the Association's signature event – Homecoming. These improvements could range from power and water stations for the festival to a full blown grandstand with restrooms.

The Timeline

Fall 2013 - The Board will seek to gain input to the future of the built environment and grounds at Judson. The board will discuss the proper outlet with the Administration.

Spring 2014 - The Board will evaluate the current dedicated space in the Lindner Fitness Center and determine if it will suffice as a temporary center for Alumni or if an alternate space should be pursued.
Spring/Summer 2014 - The Board will create an action plan for the renovation of the chosen space and pursue funding for this space.

Future – The Board will seek a dedicated space on campus either through the construction of a new building, as a part of another new building on campus or the renovation of an existing space.
CAREER MENTORING & ALUMNI NETWORK

Objective

We envision increasing alumni engagement through a career mentoring program to encourage, advise and inspire our students. This program is a way for alumni to give back through their knowledge and experiences, as well as, to stay connected to Judson University. By developing a synergy between our alumni, current students and career services, we can bridge the gap between the classroom and the global economy for our students.

The Plan

A. Survey– We will survey our alumni to determine the interest and commitment level for such a program.

B. Research– We will research what steps other universities have taken to develop a mentoring program. Analyze cost/benefits to create communication piece.

C. Determine- We need to determine what technology platform is needed to create an effective matching program-students to alumni. Do we currently have the capacity in-house or will an additional financial investment be necessary?

D. Define- We will clearly define the objectives of the program, draft policy and procedures and begin creating the communication/marketing campaign.

The Timeline

December 15, 2013-surveys will have been sent to alumni and results will be tallied.

December 31-research will be complete, costs/benefits will be determined. We will determine whether we have the technology capacity for the program.

January 15, 2014-Program is developed with clear goals, policies and procedures.

February 1, 2014-Pilot program begins.

June 30, 2014-Evaluations will be sent to the mentor and the student. Information received will help us to determine what adjustments will be needed before the fall, 2014 semester.

August 1, 2014-Begin matching mentors and students for the next school year.
REGIONAL ENGAGEMENT

Objective
To unite alumni, prospective students, parents and friends of Judson in regional areas, creating synergy, excitement and ongoing involvement with the University

The Plan

A. Target Areas - Target specific geographical areas that will become annual hubs for Judson gatherings

B. Calendar - Create annual plan for those geographical areas including seasons for gatherings, locations for gatherings, partnerships with Judson activities such as choir tours, Judson athletic events, Citizen Way tour, etc.

C. Leadership – Appoint Regional Leaders (Chapter Leaders, Board Members), who will “own” the annual events in their area by helping coordinate facility, recruitment of participants, attendance at event, etc.

D. Integration – Have Regional Leaders attend annual Alumni Board Summit to be part of complete vision for alumni leadership.

The Timeline

We will discuss the plan in conjunction with other strategic initiatives from November, 2013 to December, 2013.

We will work with the Alumni Office to make a final decision on the plan before January 1, 2014.

We will bring names of potential chapter leaders/board members to each Alumni Board meeting beginning in January, 2014 and will assist with follow-up with these individuals.

We will give ideas by March, 2014 of how to best develop/incorporate these chapter leaders at the annual Board Summit.
SPIRITUAL ENRICHMENT

Objective
To encourage spiritual growth and spiritual comfort among the alumni through consistent corporate Bible reading and prayer.

The Plan

Strategy

A. Bible Reading – Through a variety of options and tools encourage the alumni to read the Bible on a consistent basis.

B. Prayer – Provide a forum for alumni to reach out to ask for prayer and to be prayed for by other alumni.

C. Spiritual Community – Use the social media platform to provide online spiritual growth tools, e.g. a weekly chapel broadcast online, a weekly devotional done by a faculty member or submitted by the alumni.

D. Missions Trip – Use the social media platform as a way to promote and raise funds for Dr. Crume’s spring mission trip. This will showcase the details and opportunities involved with the trip as well as provide an opportunity for alumni to donate to off-set the costs of the trip. This can also be a daily diary of the trip during the actual event.

Tactics

A. The Platform – Use the Social Media Platform (Facebook) to dedicate a page to spiritual development. This page should have two primary components:

- Prayer Request. An open forum for people to post both prayer and praise requests for the Alumni body to pray for them.
- Bible Reading. A discussion of Bible reading plans with links to sites and online Bibles. A place to sign up to commit to consistent Bible reading. A place for comments on how the Bible reading has impacted you.
B. Advertising – We will look to create a significant interest in the page through a variety of advertising and announcements to the Alumni including:

- Website. A discussion and link on the Alumni Website
- Email Announcements. Regular mentions of the site in the email announcements.
- Print Publications. Mentions of the site in publications sent to Alumni like Judson Today.
- Events. Use Homecoming, Commencement and Regional Events as a way of encouraging people to use the spiritual development site.

The Timeline

We will evaluate our current philosophy and brainstorm new and creative ideas from November, 2013 to December, 2013.

We will look at beginning a promotional campaign on January 1, 2014.

We will begin community development forums on February 1, 2014 after a month of a “countdown”.

We will look at 2014 Regional events and Commencement as target promotional events in the spring of 2014.
GIVING & ENGAGEMENT

Objective

We envision a university where all alumni are giving to the University through finances and/or time; or are engaged in some other way, such as attendance at events, connection through social media, or accessing e-news.

The Plan

A. Alumni Club – The Board will continue to pursue the promotion and expansion of the Alumni Club. The Alumni Club is comprised of alumni giving to JU annually at a rate of $10 or more.

B. Presidents Club – The Board will continue to pursue the promotion and expansion of the Presidents Club. The Presidents Club is ongoing giving to the Annual Fund with a minimum amount of $500 per year.

B. Metrics of Engagement – The Board defines metrics of engagement to show the extent of the success or failure of the Association’s initiatives. The baseline metrics for 2013-2014 are

i. Membership in the Alumni Club
ii. Alumni attendance at event(s)
iii. Alumni giving
iv. Alumni attendance at regional events
v. Social media engagement
vi. E-newsletter circulation

The Timeline

We will evaluate our current philosophy and brainstorm new and creative ideas from November, 2013 to December, 2013.
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Goal Four: Judson Community Care and Development

Judson University will take care of the people associated with it who are dedicated to the University’s vision and mission

Objective 4.6: Continued development of the World Leaders Forum

The World Leaders Forum will become an auxiliary and supporting non-profit entity with a mission to raise significant financial resources for the University, increase the awareness of Judson nationally, and provide world-class learning experiences for Judson students, faculty, staff, alumni, friends and the Elgin community

Action Step 4.6.1 – The World Leaders Forum will become a Doing Business As entity of the university by March, 2014 with a vision of becoming a separately incorporated 501(c)(3) non-profit auxiliary organization of Judson University

Action Step 4.6.2 – The World Leaders Forum organization will develop a strategic vision and accompanying plan by September, 2014 to develop the Forum into a resource that generates $1 million annually for Judson University programs; enables and encourages broader participation by faculty, staff and students on issues of global leadership and entrepreneurship; and is self-sustaining financially

Action Step 4.6.2 – An annual report by the World Leaders Forum will be developed as an assessment and accountability resource and made available to the Judson community by June 30 each year beginning in 2015
Goal Five: Student Life

The Judson University student life experience for our students will be spiritually enriching and include co-curricular experiences that help our students become well-rounded people

Objective 5.1: Spiritual formation

Students will have the opportunity to significantly deepen their spiritual growth and formation while at Judson with chapel being the catalytic experience in the process, and we will measure the impact of our plans/programs

5.1.1: Implement an annual theme for chapel to be integrated across curricular and co-curricular programs beginning with the 2015-2016 academic year.

a. Campus wide discussion of how to implement and develop prospective themes (March-May 2014)
b. A proposed plan to be finalized (August 10, 2014)
c. Director of University Ministries will coordinate implementation planning meetings with key academic & co-curricular programs with final plan (Jan 8, 2015)
d. Annually, the theme for the next academic year will be communicated internally and externally from Jan-April (Starting Jan 2015)
e. Each May, Student Life leadership will present a comprehensive assessment of effectiveness of previous year’s theme to the appropriate Board of Trustee Committee (starting, May 2016)
f. A five-year assessment will be presented to the Strategic Planning Committee to ensure the operationalization of this initiative (May 2019)

5.1.2: Develop a sustainable model for students to engage in local and global outreach opportunities

a. Create an interdisciplinary team of representatives to collaborate on a sustainable model for outreach (January-May 2014)
b. Designate a point person to lead in the implementation (May 2014)
c. Develop a comprehensive approach to the sustainable model for outreach (May 2014-May 2015) with the help of the interdisciplinary team
d. Begin implementation (August 2015)
e. Each May, Student Life leadership will present a comprehensive assessment of effectiveness of previous year’s theme to the appropriate Board of Trustee Committee (starting, May 2016)
f. A five-year assessment will be presented to the Strategic Planning Committee to ensure the operationalization of this initiative (May 2019)
Goal Five: Student Life
The Judson University student life experience for our students will be spiritually enriching and include co-curricular experiences that help our students become well-rounded people.

Objective 5.2: Community Life
A plan for a robust and engaging community life will be developed and implemented with the core elements being purposeful programmatic development in our residence halls, more stridently addressing the needs of our commuter students, engaging our graduate students and a clear communication and implementation of each students’ understanding and participation in our community lifestyle standards.

5.2.1: Develop an engaging Student Leadership training program

a. Evaluate the current approach to Student Leader training (August 2013-May 2014)
b. Determine the essential elements in order for Students to effectively lead (May 2014)
c. Develop a curriculum for student leadership development (May-August 2014)
d. Implement the systematic approach for developing leaders (August 2014-May 2015)
e. Evaluate the effectiveness of the curriculum every semester and make modifications each year as necessary (January & August 2015)
f. Present a comprehensive assessment to the Strategic Planning committee (May 2019)

5.2.2: Develop an engaging Residence Life program

a. Resident Directors will identify the essential elements for successful community living (January-May 2014) and develop a year-long curriculum for community development within each Resident Hall. (August 2014-May 2015)
b. Resident Directors implement a systematic approach to developing students in the Resident Halls with the use of the newly developed year-long curriculum (August 2015-May 2016)
d. Evaluate the effectiveness of the curriculum (May 2016)
e. Modify the current curriculum based on feedback (May 2016) and implement changes to the curriculum (August 2016-May 2017).
f. The Resident Directors will present a comprehensive assessment to the Strategic Planning committee (May 2019)

5.2.3: Develop an engaging Commuter Life program

a. Designate a point person to develop an intentional community for commuters

b. Create a team of representatives from across campus to collaborate on a model for engaging commuter students effectively.

c. Develop a comprehensive approach to commuter engagement

d. Begin implementation

e. Assess the effectiveness of the approach to commuter engagement by surveying commuters and evaluating the feedback from the Director of Retention.

e. Present a comprehensive assessment to the Strategic Planning committee (May 2019)

5.2.4: Develop an engaging graduate student life program

a. Designate a point person to develop an intentional community for graduate students to include gathering appropriate data regarding best practices (May 2014)

b. Create a team of representatives to collaborate on a model for engaging graduate students effectively (August 2014)

c. Develop a comprehensive approach to graduate student engagement (May 2015)

d. Begin implementation (August 2015)

e. Assess the effectiveness of the approach to graduate student engagement

e. Present a comprehensive assessment to the Strategic Planning committee (May 2019)

5.2.5: Develop an engaging Intramural program

a. Designate a point person to develop an intramural program (March 2014)

b. Evaluate the effectiveness and needs of the current program (April 2014)

c. Develop a plan for a robust intramural program for the Judson community (May 2014)

d. Begin implementation (August 2014)

e. Evaluate the effectiveness each year (beginning May 2015)

e. Present a comprehensive assessment to the Strategic Planning committee (May 2019)
Goal Six: Technology

*Judson University will greatly strengthen and more fully integrate technology into the academic, co-curricular and business affairs of the institution*

**Objective 6.1:** Develop and implement a strategy to provide systems that present members of the Judson University community with convenient, intuitive and authorized access to data that promote the efficient administration of the University.

*Judson University will upgrade or migrate to more robust systems for the management of academic data and resources, constituent data and the business affairs of the institution.*

**Action Step 6.1.1** – By January 15, 2014 define and prioritize requirements for achieving a “robust” ERP/CRM system using the departmental business requirements and issues list.

**Action Step 6.1.2** – By April 1, 2014 define and prioritize requirements for achieving a “robust” technology infrastructure that supports the ERP/CRM, including Wi-Fi, Internet Connectivity, Business Continuity and departmental resources, using academic and business requirements.

**Action Step 6.1.3** – By February 15, 2014 determine whether or not to improve the current ERM/CRM system or migrate to a new system.

**Action Step 6.1.4** – By the end of February, 2014 develop and initiate an ERP/CRM migration or improvement plan.

**Action Step 6.1.5** – By May 1, 2014 develop and initiate an improvement plan for all technology infrastructure that the ERP/CRM system depends upon.
Goal Six: Technology

Judson University will greatly strengthen and more fully integrate technology into the academic, co-curricular and business affairs of the institution

Objective 6.2: Develop and implement a strategy for integrating mobile technology into curricular and co-curricular experience (e.g.: laptop/tablet/smart phone engaged for academic and co-curricular use)

Judson University will adopt a Bring Your Own Device operating philosophy to ensure that its technology capacities keep pace with the accelerated growth and dependence on mobile technology.

Action Step 6.2.1 – By August 1, 2014 define and prioritize academic and co-curricular requirements for BYOD and mobile technology.

Action Step 6.2.2 – By August 31, 2014 develop and initiate a strategy for infrastructure improvements (Wi-Fi, etc.) in support of BYOD and mobile device requirements as determined by 6.2.1.

Action Step 6.2.3 – By April 2015 measure and determine next phase in anticipation of expanding BYOD requirements.
Goal Six: Technology

Judson University will greatly strengthen and more fully integrate technology into the academic, co-curricular and business affairs of the institution

Objective 6.3: Plan for and communication of adaptability to emerging technologies (e.g.: social media, Wifi accessibility, mobile technology, R&D, training, etc.)

A focused, five-year plan will be developed to strategically prioritize how Judson will develop technological capacities in targeted areas directly tied to institutional growth and success, and effective, annual quantifiable measures will be put into place to ensure the appropriate resources are being directed to the greatest priorities.

Action Step 6.3.1 – By May 16, 2014 develop and implement a strategy for identifying, evaluating and prioritizing proposed technology initiatives that most influence/impact Judson’s growth and success. (technology review board)

Action Step 6.3.2 – By August 1, 2014 develop and implement an emerging technologies communication and training strategy for technology staff, key academic and business staff, and the Judson community.