

175th Anniversary Plan

2013

A Working Document for a
Strategic Future

Lux et Veritas

Vision & Mission

The twenty-first century marks the beginning of Judson's third century of service. We must consider all that is behind us a preamble to our future. We will endeavor to become the finest Christian arts and sciences college for women in America. Our twenty-first century students must be academically prepared for life and learning, always ready to exemplify the life and teachings of Christ.

Judson College, a private, undergraduate institution of liberal learning and professional study related to the Alabama Baptist State Convention, offers distinguished student centered academic programs in a residential single gender setting and through distance education to both genders. As a caring collegiate community, Judson College is dedicated to maturing its students into well adjusted and productive citizens through the transmission of knowledge, refinement of intellect, the nurturing of faith, and the development of character. Resulting from these efforts, Judson graduates will:

- Know general information common to the educated public and detailed information of an academic discipline;
- Do critical thinking and effective communicating;
- Be persons of enduring faith and character who are eager to serve and to lead.

Core Values

Preamble

Judson College is a purposeful, caring community of students and employees who live, work, and learn together, and who are united by faith in God and adherence to Christian traditions. Based upon the character and teaching of Christ, the Judson community commits itself to “Principles of Light and Truth” that frame our common concerns and core values. Acceptance of these values is a pledge to exercise them consistently in our treatment of others, and to expect to be treated in kind.

Core Values

As a Christian, liberal arts institution for women, Judson College seeks to adhere to convictions best exemplified in the life and teachings of Jesus Christ.

As a Christian community, the College embraces:

- faith in God, adherence to Christian traditions, commitment to the ministry and mission of the Christian church;
- the infinite worth of persons and the development of the full potential of each person at every stage in life, and "love of neighbor as one's self;"
- the lifelong pursuit of knowledge and understanding;
- the making of ethical choices based on the life of Jesus Christ, the teachings of the Bible, the well-being of others, and an informed conscience;
- openness, truthfulness, justice, and fairness to all people regardless of gender, ethnic origin, age, and level of ability; and respect for opinions, convictions and beliefs different from our own;
- the aspiration for personal achievement, economic self-sufficiency, and public usefulness;
- a work ethic characterized by diligence, honesty, stewardship, and a sincere effort to do one's best;
- service to community and constituency, within the College and the wider society.

**Reviewed and Revised by the Steering Committee
of the Strategic Improvement Initiative**

October, 1997

Approved by the Board of Trustees

February, 1998

Context

The College must remain cognizant of the environment in which it serves and competes. This section of the Strategic Plan will identify major trends and issues within the context of the institution's operation.

As a woman's college, Judson occupies a unique niche in the State of Alabama. No other single-sex programs exist within the State. Women's colleges in other parts of the country experienced steady growth during the decade of the nineties. Judson's enrollment fluctuated from a mean of 361 by a negative 8% to a positive 16% during the same period.

The Adult Studies division of the College, which is co-educational, achieved a record number of credit hours in 1998, 1999, due in part to a degree completion program at Vaughan Regional Medical Center. During this period of time, credit hours increased from 410 to 684. Average hours taught during the decade were 497. During the spring semester of 2001/02, Adult Studies enrollment grew to a total of ninety-one students taking courses through alternate delivery. The College's experience in this area is in keeping with the prevalence of on-line degree programs in the higher education industry. The University of Phoenix, University of Washington, Penn State University and Dade County Community College, and the advent of Southern Regional Educational Board's clearing house for on-line coursework portray the remarkable level of availability and competition for the adult student market. Given these market conditions and the growing acceptability of alternate delivery systems, the College will continue to develop and to implement learning technologies both on and off the campus. This is consistent with Stamats' research of "Brick and Click" institutions that are expected to experience the greatest growth in the coming decades.

The College draws students primarily from the southern region of the United States. Statistically, traditional college age women will increase 5% by 2005. The State of Alabama from which the College draws 88% of its student body, will grow more slowly at a rate of 3% during the same period.

Judson College carries out her mission of Christian higher education for young women in the Black Belt of Alabama. An analysis of the context within which the institution functions cannot ignore the fact that the school operates in one of the poorest regions of the United States. Furthermore, the institution functions in an area of Alabama that is sparsely populated. The population of the entire county of Perry is estimated in the U.S. Bureau of the Census, *Estimates of the Population of Counties; July 1, 1996* to be 12,710. Of the total population of the County, 41.3% live in poverty and 50.5% of the children live

in poverty (U. S. Bureau of the Census, *State and County Income and Poverty Estimates; 1993*).

Judson College is an entity of the Alabama Baptist State Convention. Her trustees are elected by the Convention after recommendation from the President and the Committee on Trustees of the Board of Trustees. To date, no individual that the College has recommended as a trustee has been rejected by the Convention. While Convention support declined through most of the nineties, the Education Commission of the Convention recommended that the formula for the distribution of funds be modified in order to avoid further penalty of Alabama Baptists' smallest college. Since the adjustment in the formula for distribution, Judson has experienced an increase in funding each year from a low of \$616,000 to a recommended 2001 budget of \$865,000. The College's relationship with the Alabama Baptist State Convention remains stable and strong. The formula adjustment which provided the improvement for Judson was approved by unanimous vote of representatives from the 3000 plus churches of the Alabama Baptist State Convention. While the Alabama Baptist State Convention is a partner with the Southern Baptist Convention in many mission endeavors, actions of the Southern Baptist Convention are not binding upon the congregations of the Alabama Baptist State Convention. The State Convention continues to follow its prudent history of affirming the autonomy of local churches. This practice of the State Convention has yielded a remarkably stable setting in which to implement the College's mission of Christian higher education.

Alumnae of the College remain loyal and supportive of their alma mater. During the past three fiscal years, alumnae giving has ranged from \$585,696 to \$ 822,369. As of December 31, 2001, alumnae support had reached \$264,629, excluding estate gifts in various stages of probate that range from \$400,000 to \$450,000. Additionally, the percent of alumnae participation has routinely exceeded forty (40%) percent in recent years.

The College carries out her mission on an historic campus. While fires of the nineteenth century consumed the grand buildings of the College, Judson enjoys the beauty of turn-of-the-century architecture. The careful analysis by the architectural firm of Bailey and Corley prompted initiatives that were found in the 1993 strategic plan which called for major restorations, renovations and improvements to infrastructure. Those investments of more than \$8.5 million have paid important dividends by improving the competitiveness of campus facilities and enhancing the College's ability to achieve quality instruction. The restoration of Alumnae Auditorium and Bean Hall, and the construction of Tucker Hall and the Lowder Science Building provide effective classrooms for science, fine arts and humanities students. The College remains aware of the trend within residential environments of apartment-style living with private

rooms sharing community space. These residential trends also include important amenities in food service, wellness centers, recreation, and technology resources. Planned renovation of the College's residence facilities will take into account the need for these expanded concepts of student living.

The Board of Trustees of the College remains a source of stable leadership and effectively drives policy decisions and supervises the President. The Board participated in the Association of Governing Boards' Self-Study in 1999. The Study critically examined perception concerning the Board's performance and provided key information to facilitate the Board Mentor Workshop of A.G.B. The evaluation indicated a functional and engaged membership and committee structure.

Judson remains dependent upon annual support of faithful donors, the Alabama Baptist State Convention and endowment returns for approximately one third of the cost of offering higher education, leaving the institution too dependent upon tuition and fees. While benchmark studies indicate that many colleges and universities have a greater dependence upon tuition than does Judson, the College should continue to press endowment growth that will sustain its fiscal operation during any temporary downturn in enrollment. Additionally, the College must continue to secure scholarship assistance for needy students in a manner that will not increase the amount of tuition discounting that erodes the Institution's revenue stream. These two revenue issues must be addressed simultaneously with the College's efforts to expand key academic programming and services in order to retain its market viability and competitive edge.

Competencies

The College possesses important competencies that are essential to the achievement of her mission.

The Student Satisfaction Inventory indicates a higher than average level of satisfaction on key indicators when compared to a national norm. These indicators include student centeredness, concern for individual, campus climate, academic advising and instructional effectiveness. Student centeredness (on a scale of one to seven) improved from a 1998 rating of 5.69 to a 1999 level of 6.01 and was statistically significant at the .05 level. Students who attend Judson College value the size and individual attention of the College.

Faculty credentials steadily improved during the decade of the 90's. The percentage of Ph.D.'s and other terminal degrees in disciplines increased from 51% in 1990 to 66% in the Fall of 2000. The completion of dissertations by

faculty members during this academic year will raise the percentage to 74%. Compensation for faculty improved at a higher rate than the national average of increases.

The size of the College and her mission as a single-sex institution contribute significantly to the success of a deferred giving program. Alumnae desire to sustain their College and are confident in her future. During the decade of the 90's the College enjoyed \$8.5 million in total gifts from alumnae through bequests and trusts. Expectancies from alumnae and friends in this decade are estimated in the range of \$6.4 million.

The College engages her students in matters of faith at a remarkable level. Of the 253 traditional students, more than 70 were active in campus ministries and 108 were involved in volunteer missions and service. This compares favorably to a national average of volunteer service of 70% (*How Service Learning Affects Students*, Alexander W. Astin, Lori J. Vogelgesang, Elaine K. Ikeda, and Jennifer A. Yee; Higher Education Research Institute, University of California, Los Angeles, January, 2000.)

The College's record of placement by employment or enrollment in graduate school is an important competency. An average annual placement for the preceding four years is 95% for graduates. These are placements for employment or in a graduate program of their choice. The average annual placement in graduate programs is 22% and ranged from a low of 16% to a high of 31%. Additionally, one hundred percent of the recent graduates who sought admission to graduate or professional school programs have been accepted to the schools of their choice.

The College remains competitive when compared to key strategic indicators in the industry. During the 1990's, a common median ratio of students to computers at private institutions with tuition comparable to Judson's was 39 to 1. Judson continues to maintain a student to computer ratio of 7 to 1. Educational and general expenditures per student remain strong when compared to independent colleges in the region. For example, in the 1998/99 fiscal year, the average per student expenditure for instruction at the six (6) private colleges and universities in Alabama was \$17,481 annually. Judson expended \$22,231 for instruction in that same year with only Birmingham Southern expending more dollars per student at \$26,042. With an endowment per student of \$31,000, Judson is approaching the average endowment per student for the six (6) private colleges and universities in Alabama of \$40,309. Nationally, fewer than 5% of all private colleges and universities with tuition under \$10,000 have an endowment to student ratio that is comparable to Judson College.

Strategic Directives of the 175th Anniversary Plan

The following eight Strategic Directives flow from the realities described in the preceding context and competencies, are in concert with the College's core values, and are intended to help accomplish the vision of becoming the finest Christian liberal arts college for women in America.

Strategic Directive One – Academic Programs

By the year 2013, Judson will be an institution that is known regionally and nationally for its focused academic programs and instructional techniques. Judson will still maintain a low student to teacher ratio, giving students opportunity in and out of the classroom to discuss their academic and career interests. Judson will remain committed to the open inquiry by all its community members and will seek specific ways to encourage and develop a Christ-centered world view in the exchange of ideas. To accomplish these tasks, the College will attract and retain a faculty that is competent and trustworthy, well versed in their academic disciplines, and innovative in their commitment to expanding pedagogical excellence.

Strategic Directive Two – International Travel & Study

When Judson College celebrates its 175 years of service, the global community will be a greater reality than at any previous time in the Institution's history. In order to help students understand their world-wide opportunities and responsibilities, the College will encourage and facilitate more avenues of international travel and study. Through technology and innovative teaching methods, a greater emphasis will be placed upon language study. Service opportunities through campus ministries will emphasize Christian leadership around the globe and around the corner. Judson graduates will find that they are comfortable and competent anywhere they choose to be.

Strategic Directive Three – Master Facility and Landscape Plan

In 2013, Judson College will be committed to creating a complete learning environment, with every aspect of the campus being intentionally designed. From academic spaces and student activity areas to residence halls and pedestrian gardens, Judson will be known for having integrated beauty and functionality in a way that makes the community uniquely inviting. To facilitate these aspirations, the College will adopt and implement a Master Facility and Landscape Plan that will be used to direct these efforts.

Strategic Directive Four – Faith Based Service & Service Learning

When Judson College celebrates her 175th Anniversary, service learning will be a pervasive component of all curricular and co-curricular programming. This will be due to the College's cultivation of responsibility to others that recognizes a vital integration of faith and career. Demonstrated in the life commitments of faculty and staff, students will be given opportunities in and out of class to understand their ambitions as a calling from God to live a life of leadership and service.

Strategic Directive Five – Enrollment

In 2013, the enrollment of Judson College will be unparalleled in her history. With increased public awareness of the value of a Judson education, the re-known faculty, the attractiveness of the College learning environment, and innovative approaches to high quality distance education, the College will limit enrollment to 300 residential students and 200 asynchronous adult learners. Expanded scholarship resources will make these opportunities available to a wide range of academically qualified students, regardless of socio-economic backgrounds.

Strategic Directive Six – Retention

All of the improvements achieved by 2013 will have the result of increasing significantly the rate at which the College retains and graduates the students that choose the Judson Experience. Minimal retention rates of 80% Freshmen to Sophomore and 65% Freshmen to Senior will be common occurrences. In keeping with the College's reputation for individual attention to students and their needs, Judson will follow the progress of each student, seeking to anticipate learning barriers and to intervene positively at the first sign of difficulty. This example of institutional care will be one of the distinguishing characteristics of Judson College when compared to other institutions of higher learning.

Strategic Directive Seven – An Enabling Endowment

To facilitate these improvements and expand scholarship opportunities for worthy students, Judson will achieve a level of financial support comparable to a \$50 million endowment by its 175th anniversary. The Alabama Baptist State Convention will provide a significant portion of this increase as its annual support could be viewed as the earnings from approximately \$20 million in additional endowment. The growth of the College's endowment from its current level to \$30 million will be the objective of capital campaign goals and planned giving strategies. Accomplishing this level of endowment support

will allow greater flexibility in pursuing new academic endeavors, recruiting exceptional faculty, admitting the highest caliber students, and offering creative and attractive support systems. This level of responsible stewardship will commend the College's operation in ways that will demand significant notice and create a dynamic synergy that extends beyond financial security.

Strategic Directive Eight – An Empowering Technology

Through a prudent and ethical use of technology, Judson College maintains a strong and stable extended community. Faculty and staff provide quality lifelong learning opportunities for our extended community using technology systems and services that are appropriate, integrated and accessible. The College seeks to evaluate the effectiveness of its technology use, develop and maintain faculty and staff who are technologically proficient, and integrate technology enhanced instruction throughout the academic program.

Each year the administration of the College, in concert with the faculty and staff, will prepare a rolling five year strategic plan that takes into account significant changes in context and competencies and includes specific tactical implementation of each Strategic Directive. To obtain a complete copy of the current strategic plan, you may write the college or visit the web at the following addresses:

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