



Future Directed: Preparing for the Challenges Ahead

Union University has been blessed of God in amazing ways over the past decade. The qualitative indicators are almost too numerous to mention, but a few quantitative numbers in the chart below provide a quick snapshot.

By God's grace and with His providential enablement, I believe Union University is on the verge of becoming one of the truly outstanding Christian universities in the country. One of the four-fold pillars of Union University is a commitment to a *future-directed* vision for this institution. Thus we must be prepared for significant changes and challenges ahead:

Globalization: As we look around the globe we observe a shift among nations that will influence the 21st Century. Futurists suggest that China and India are countries to watch and places like Nigeria, Brazil and South Korea will be sources of strength for a "new Christendom" whose numerical predominance will be located in the Southern Hemisphere. Thus our international work must be strategically focused.

Technology: Technology is significantly altering the way education is delivered. We will find it increasingly difficult to keep pace and will have to find ways to make strategic choices among various new technologies for learning.

Classroom Boundaries: The interface between traditional education and the rest of society is changing. Internships, classroom consulting, service learning, distance learning, and strategic institutional alliances will force us to rethink traditional classroom boundaries.

Gender Balance: More women than men are enrolling in four-year universities, and the number of women attending graduate and professional schools is increasing rapidly. We will need to work hard to keep a gender balance, while monitoring this impact on the larger social setting.

Tuition/Financial Aid: Union's tuition remains nearly \$5,000 below the national average for private universities across the country. On top of that, the cost for providing an undergraduate education at Union is anywhere from \$1,000 to \$7,000 more than the full tuition price, depending on the major and subject matter selected by the student. Pressure for increased financial aid support will only increase. We will need to communicate clearly concerning issues of cost, price, and financial aid.

Student Recruitment: The competition for recruiting students has never been greater. While we have made huge strides in the past decade we must be aware that

Christian intellectual tradition, the building of authentic community, and our serious efforts toward racial reconciliation, intercultural and international awareness.

Strategic Planning: Finding the right emphasis on developing the campus, giving devoted attention to the \$110 million campaign, balancing the right mix of programs (undergraduate and graduate, Jackson and Germantown), making careful enrollment and revenue projections—all of these will be a high priority that will help carry Union University into the second decade of this century.

Connecting the Past and the Future: We must continue our commitment to

give priority to serving West Tennessee students, strengthening the strong relationship to Tennessee and Southern Baptists across the region, while developing and expanding the University's emerging national reputation. In order to advance the work of such a strong, vibrant, caring, dynamic and influential Christian academic community, we must enhance our vision for holistic learning that is consistent with our history and our heritage. We believe the future for Union University is very

bright as we carry out our commitments to offer education that is academically rigorous and unapologetically Christian. Union University has a unique opportunity to become both a regional and national resource for serious Christian thinking and scholarship in all disciplines for the 21st Century. We invite you to join us in this important work by offering your encouragement, your prayers, and your gifts for the good of Union University and the glory of God.

Soli Deo Gloria

David S. Dockery
David S. Dockery

Union University...	A Decade Ago	Today
Fall Enrollment	1975	2981
Non-Duplicating Enrollment	2200	3600
Annual Donors	under 2000	over 4000
Annual Gifts	\$3.9 million	\$8.1 million
Annual Budget	\$18 million	\$50 million
Annual Graduates	under 400	over 900
# of Faculty	110	161
% of faculty with terminal degrees	69%	83%

there are still many people who are not considering Union because they do not know about us or fully understand our mission. We will need to be focused as we seek to tell the Union story in an effective way.

Special Interest Groups: Special interest groups can be expected to offer pressure to conform on issues that could challenge our mission. We must anticipate that issues of sexuality, sexual freedom, and same-gender unions could challenge our hiring policies and other matters in the not-too-distant future.

Extending Our Mission: High on our list of priorities for ongoing implementation is the continuation of our commitment to thinking and living Christianly, including our dedication to the advancement of the