



UNION 2010:

A VISION FOR EXCELLENCE

E I G H T P R I O R I T I E S

P R I O R I T Y 1

Strengthen the Guiding Vision and Shaping Values to focus the entire University on future opportunities and challenges consistent with the institution's mission and purpose.

P R I O R I T Y 2

Being rooted in the great Christian intellectual tradition we will nurture an ongoing commitment to the Great Commandment, which compels our community to recognize that a love for God requires a love for all humanity.

P R I O R I T Y 3

Cultivate a climate of excellence and innovation based on our distinctive vision and mission with continuous and measurable improvement, in all aspects of University life.

P R I O R I T Y 4

Continue to seek opportunities to expand the financial resource base coupled with the encouragement of greater institutional stewardship of these resources.

P R I O R I T Y 5

Monitor a pricing structure to balance affordability and accessibility with our commitment to Christ-centered excellence and our vision for expanded program offerings and new student markets.

P R I O R I T Y 6

Continually develop and nurture a team-oriented, relational approach to University operations that emphasizes clear and comprehensive communication lines and shared decision making where responsibility is aligned with each institutional priority.

P R I O R I T Y 7

Enhancing relationships with University constituencies by articulating the distinctives of the Union story with compelling and motivating messages.

P R I O R I T Y 8

Build on Union's historical legacy while developing an awareness of and appreciation for institutional memory throughout the University to help bridge our hopes for the future with Union's distinctive heritage.



UNION 2010:

A VISION FOR EXCELLENCE

Union Trustees have approved a long-range plan that includes the introduction of new graduate programs, increased enrollment goals and continued improvements to the Jackson campus.

The strategic plan, "Union 2010: A Vision for Excellence," is a creation of faculty and staff members who worked with students and friends of the university to craft a blueprint for success at the university during the next five years.

"I believe Union University is on the verge of a major breakthrough," Union President David S. Dockery said. "This plan for 2010 will keep us focused on the future, and will keep before us a vision of what we expect Union to be."

Dockery said the Union 2010 plan

ethics and a master of Christian studies. These programs are in addition to the Certified Registered Nurse Anesthetist (CRNA) program and the new doctor of education degree in higher education administration.

The CRNA program will begin in the 2005-2006 academic year and will include a 30-month curriculum designed for those who already hold a nursing degree. West Tennessee Healthcare recently committed a \$2.5 million gift to support the program.

While the master's degrees in biblical studies and Christian ethics are specifically designed for full-time students on Union's campus, department chairman George Guthrie says the master of Christian

department's growth in both size and quality, Guthrie said the graduate programs will be beneficial to students who seek challenging postgraduate work.

"With the rising levels of our undergraduate programs, we've had students who wanted to be pushed to the next level here, and that's where the master of arts degrees come from," said Guthrie.

AMBITIOUS GROWTH

Another part of the Union 2010 plan calls for the continuation of the campus master plan project. At the forefront of this plan is completion of White Hall, Union's proposed science building (pages 21-26).

Among other possibilities being



*Benjamin W. Perry Professor of Bible
George Guthrie takes his class on the road to
Davis-Kidd Booksellers for a change of pace.*

includes eight priorities (pages 24-25) for the university during the next five years. Among those priorities are keeping Union focused on future opportunities and challenges consistent with the institution's mission and purpose, cultivating a climate of excellence and innovation, expanding the university's financial resource base, and balancing affordability and accessibility with Union's commitment to Christ-centered excellence.

CHRISTIAN STUDIES AND CRNA

As part of the plan, the Christian studies department will launch three new degree programs – a master of arts in biblical studies, a master of arts in

studies degree is geared more to staff and church members in west Tennessee churches.

"It gives us a presence in broader Baptist life in terms of graduate education in Christian studies," Guthrie said. "It takes the quality of what we've been doing at the undergraduate level and moves it up a notch."

Union's Christian studies department has grown considerably during the past decade. The number of students with Christian studies majors has increased from 70 to 230, while faculty numbers in the department rose from six to 13.

This growth has allowed the Christian studies faculty to offer a more diverse and rigorous program, focused on language, research and writing. Because of the

considered are an events center, an addition to Jennings Hall, a second building on the university's Germantown campus, improvements or additions to residential housing, or a library building.

"All of these proposed buildings are needed on our campus right now, but we will address the needs as funding is provided," Dockery said.

Other components of the Union 2010 plan include:

- Beginning a department of interdisciplinary studies on the Jackson campus.
- Starting a university debate team
- Building a soccer complex, art village and lighted intramural fields (pages 19-20)
- Starting a women's soccer team
- Exploring a possible move from

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Allison Rasnic ('05), cares for a patient at Jackson Madison County General Hospital in Jackson, Tenn.

continued from pg.15

NAIA to NCAA membership

In addition, the Union 2010 plan calls for the university to do a feasibility study on at least two other new academic programs. Among those being considered for further study are pharmacy, physical therapy, medical technology, in addition to graduate programs in areas such as music, liberal arts, accountancy, management, social work, and others.

The new plan projects a fall enrollment of 3,500 by 2010, up from 2,919 in fall, 2004. Union enrollment has increased from 1,975 to 2,919 in the past nine years.

"We are incredibly excited about the potential of this plan, which is extremely thorough and comprehensive," Dockery said. "The plan has been processed across the university over the past 12 months. Strong support for the plan can be seen across all sectors of the campus. We believe it will propel Union to new heights and will enhance the quality of our work in everything we do."

A TIME TO REFLECT ON THE PAST FIVE YEARS

The adoption of Union 2010 officially closes the university's previous growth plan, entitled "Vision and Values 2005."

Originally adopted in 2000, "Vision

and Values" outlined a series of goals toward which university leaders have been working. Union met all of those goals, with two exceptions.

The two goals the university did not meet were a freshman enrollment of 500 for fall 2004, and construction of the new science building. Both remain high on the priority list for Union 2010.

But Union's other programs outlined in the "Vision and Values" document are now thriving. It called for the start of several new majors and degree programs, including engineering, digital media studies, a doctor of education degree, an educational specialist degree, a master of science in nursing, and a master of arts in intercultural studies.

In addition, the 2005 plan outlined an aggressive campus construction program. Union has built two single student dormitories that house 80 students; Hammons Hall, which houses the campus bookstore, conference rooms, classrooms, and the office of university relations; Jennings Hall, a 45,000 square foot facility that houses the academic departments of communication arts, music, and Christian studies; a 100-foot clock/bell tower, and other campus improvements.

Even though Union did not meet the goal of 500 freshmen, enrollment has been on the rise, Dockery said. Union

has had seven straight years of more than 400 freshmen students, compared to an average of about 350 in previous years.

"The academic quality has significantly increased, best seen by the fact that more than 20 National Merit finalists are enrolled this semester at Union," Dockery said.

Other attained goals from "Vision and Values 2005" included:

- Men's and women's cross country teams
- An outdoor basketball court
- Dorms wired to connect with the campus information network
- New athletic fields for varsity baseball, softball, and soccer

"The 2005 plan has propelled Union University forward in numerous ways, evident to many around the country," Dockery said. "Union is now seen as one of the truly premier private universities in the South and one of the outstanding Christian universities in the nation. The remarkable steps are evidence of God's hand of blessing on this university."

The following pages explore White Hall, Union's new Statement of Faith, proposed athletic improvements, and eight key priorities upon which Union 2010 will be evaluated.

UNION 2010: STATEMENT OF FAITH TO STRENGTHEN IDENTITY

Union University has adopted a statement of faith that President David S. Dockery says will serve as a type of guardrail in theological matters.

"The Statement of Faith, while true and trustworthy, is no guarantee that in itself it will prevent the rise of error on this campus," Dockery said. "Yet, it nevertheless is a safeguard and it is an identity marker of our orthodox and evangelical convictions, and it demonstrates our connectedness with the primary emphases of historic Christianity."

Dockery spoke to the Union community in a chapel service Feb. 4 about the significance of Union's newly-adopted confessional statement, developed to solidify the university's mission and to strengthen its identity.

Following the address, campus leaders took turns signing a statement pledging their commitment to the confession.

Though not "distinctively baptistic" in nature, Dockery said the Union statement of faith is consistent with affirmations found in Baptist confessions. It also recognizes common convictions Baptists share with other orthodox Christians "who stand in continuity with the consensus of the early church on matters such as the truthfulness of

holy Scripture, the doctrine of God and the person and work of Jesus Christ."

Dockery described Union's Statement of Faith as a summary of other well known confessions, such as the Baptist Confession of 1678 (often called the Orthodox Confession), the Nicene Creed, the Apostle's Creed and the Chalcedon Confession. These statements have successfully and succinctly articulated the first order principles of Christianity.

"We recognize this morning that we drink from wells that we did not dig and eat from gardens that we did not plant," Dockery said. "And thus today we are accepting our responsibility to receive this tradition and to pass it on to others here at Union University, and therefore to pass it on to the ends of the earth."

The Union president acknowledged that the statement of faith isn't on the same level as Scripture. It is not infallible, nor is it free from possible revision in the future.

"The Union statement has been developed at a particular time as the university seeks to clarify what it means to be a Christ-centered institution," Dockery said. "It is in this context that we carry out our commitment to academic excellence in the Christian tradition, even recognizing that we are swimming upstream in doing so."

UNION 2010: BUILDING A BETTER ATHLETIC PROGRAM

Mapping significant improvement for Union's athletic program is a challenge, because most of the school's teams already enjoy powerful reputations rooted in many seasons of success in the National Association of Intercollegiate Athletics (NAIA).

But the Union 2010 plan does call for an examination of membership in the National Collegiate Athletic Association (NCAA), either at the Division I or Division III level.

"About five years ago we talked about going (NCAA) Division II, but that didn't seem to be the right fit," said Union President David S. Dockery. "Right now we're totally committed to the NAIA."

IMMEDIATE UPGRADES: WOMEN'S SOCCER AND FIELD HOUSE

Union 2010 provides for improvement of facilities already considered among the finest in NAIA's membership. An 18,000 square foot field house will support men's baseball and women's softball. Included in the plan is a 9,000 square foot turf room, locker rooms and showers for each home and visiting team, coaches offices and an

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Trustee chairman Mike Weeks is the first of the Trustees to place his name on Union's Statement of Faith.

continued from pg.17

athletic training room.

"It's something that we've wanted for a long time," said Andy Rushing, Union's director of athletic facilities and fields. "The indoor practice facility gives us an advantage because it will allow us to prepare inside during the cold months. This is a great addition to an already top-notch baseball facility."

Union coaches say the additions will help tremendously with recruiting, since many prospects judge a school's athletic commitment in relation to the quality of their facilities.

The field house would also support major additions to Union's soccer program. Construction began this spring on a second lighted soccer field with Blue Tag Certified T-10 Bermuda turf. Completion is expected by fall.

Also in the fall, Union will compete in women's soccer for the first time, at both the varsity and junior varsity levels. New women's coach Brandon Boylan says he is excited about the possibilities as he begins building the program.

"My job is challenging because I

want to take the winning tradition of the Union athletic department and bring that to the women's soccer program," Boylan said. "I want to build the women's program with young ladies who will excel on and off the field."

Boylan is a 1996 Union graduate who was instrumental in starting and building the university's first soccer program. Varsity competition began two years after his graduation.

On the men's side, junior varsity competition will be added on a full-time basis after brief trial in 2004.

"We are expanding our soccer program in response to the national growth trend that has been going on in our nation for several years in regards to soccer," said Union men's soccer coach Darin White. "Soccer has grown in both participation and in fan and student support."

Funding for the soccer program and the field house has been provided by gifts from university friends and the athletic booster club. The lead gift of \$500,000 was provided by Benny and Norma Fesmire and the

Fesmire Foundation.

LONG-TERM UPGRADES: STUDY OF A SPECIAL EVENTS CENTER

In addition to a feasibility study of NCAA membership, another possible improvement covered in the Union 2010 plan is a Special Events Center with an arena large enough to host intercollegiate basketball, special events such as the annual scholarship banquet, and graduation.

As proposed, the \$12 million building also would host athletics, the physical education and wellness department, and fitness facilities.

But the Special Events Center is just one project on a list of five campus development proposals in the Union 2010 plan. It is likely only one of the five will receive significant consideration and funding in the next six years.

The other possible development projects on that list include a second phase of Jennings Hall, a second building for the Germantown campus, a library building, and new, renovated or expanded residential housing.



Benny Crozier (8) controls the ball during Union's win over Delta State



W H I T E H A L L , U N I O N U N I V E R S I T Y

UNION 2010: STATE-OF-THE-ART SCIENCE FACILITIES

One of the first and most visible of the Union 2010 improvements will be White Hall, Union's new science building scheduled for completion in summer 2007. It will house the university's biology and chemistry departments, and the school of nursing.

Those outstanding faculties provide instruction for more than 400 majors and minors on the Jackson campus — roughly 15% of the university's fall 2004 enrollment. In addition, virtually all undergraduates take core classes in biology or chemistry. In the 2003-04 academic year, Union students completed more than 2,000 credit hours in those two departments.

"We want to provide a space where serious learning can take place among science majors as well as an appropriate place for Union students who are taking the required science core classes," said Carla Sanderson, Union's provost and a professor of nursing.

Top alumni joined administrators in setting the agenda for White Hall, which will be named to honor Roy L. White of Memphis. Dr. White provided

the lead gift for the \$13.5 million facility.

"This new facility is proof that the school is committed to offering the best education in the field of science," said Steven Chipman, a biology major who was graduated in 2000. "It's an investment in Union's academic reputation."

"The working relationships between faculty, administration and staff in planning this project have been excellent," according to Keith Dismuke, who completed his Union chemistry degree in 1970. "We're addressing today's needs and our vision for the future."


WHAT'S INSIDE WHITE HALL

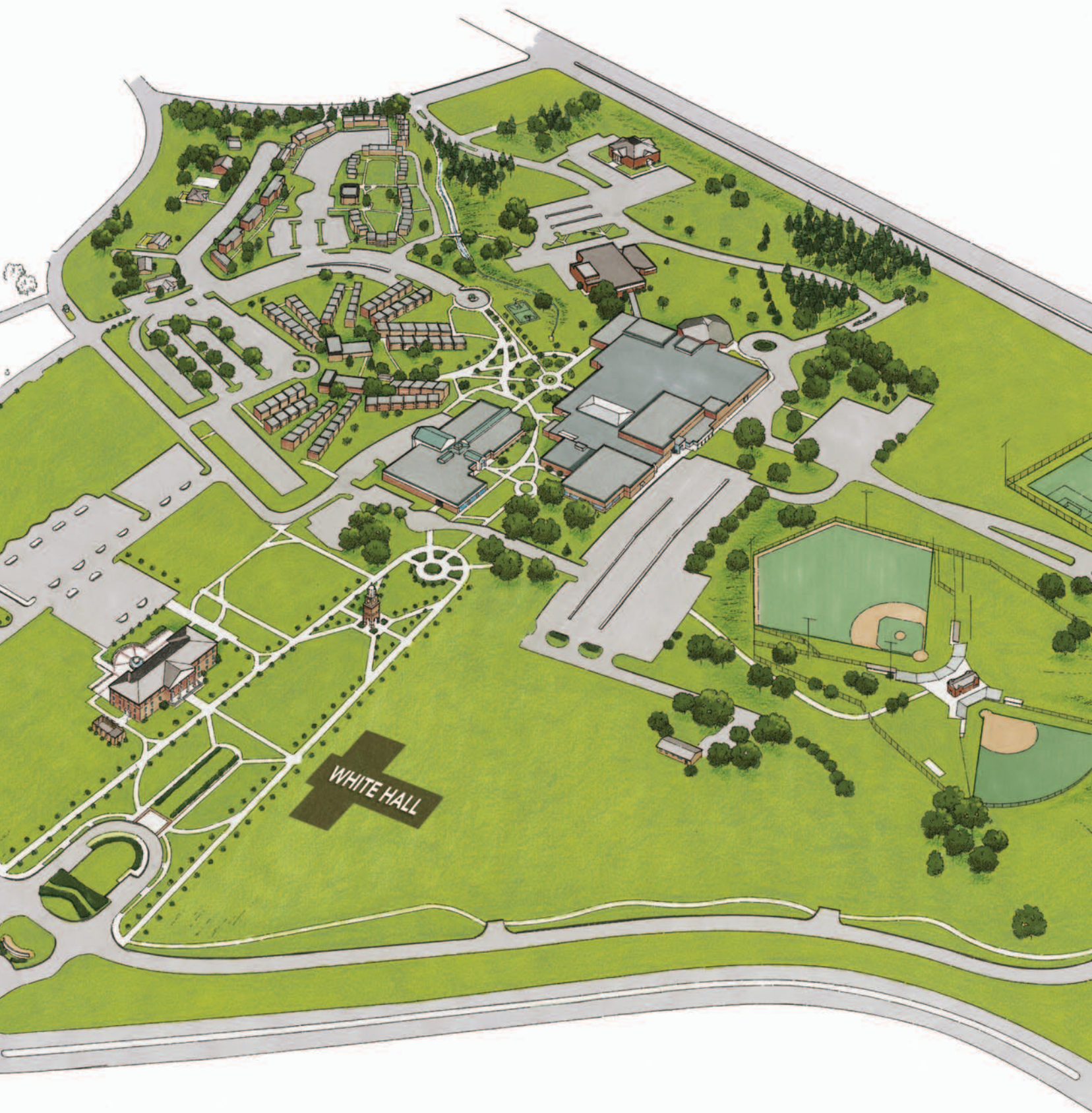
A third floor was added to original plans for White Hall when Union committed to offering a certified registered nurse anesthetist program (CRNA). As Union builds its CRNA program, hospitals in the region will partner with the school to provide clinical experience. "You don't see a lot of schools working to build a network of rural hospitals for a program like this," said Timothy Smith, the dean of Union's nursing school who began work in January. "It's the beginning of a new era in Christian education."

A floor plan of 63,345 gross square feet will be divided among three floors, with biology on the first, nursing on the second, and chemistry on the third level. White Hall will house seven lecture halls, 42 offices for faculty and staff, and three conference rooms. Wireless hubs will serve the computer systems.

Among the 20 teaching laboratories is a nuclear magnetic resonance facility, and the labs will support the highest levels of undergraduate study found anywhere. Patient mannequins and other teaching aids rarely found in such settings are in the plans.

"The science building and the CRNA program have the potential to advance the work of Union University in very significant ways," said Union President David S. Dockery, who praises leadership on the project from trustees, faculty, staff, and alumni.

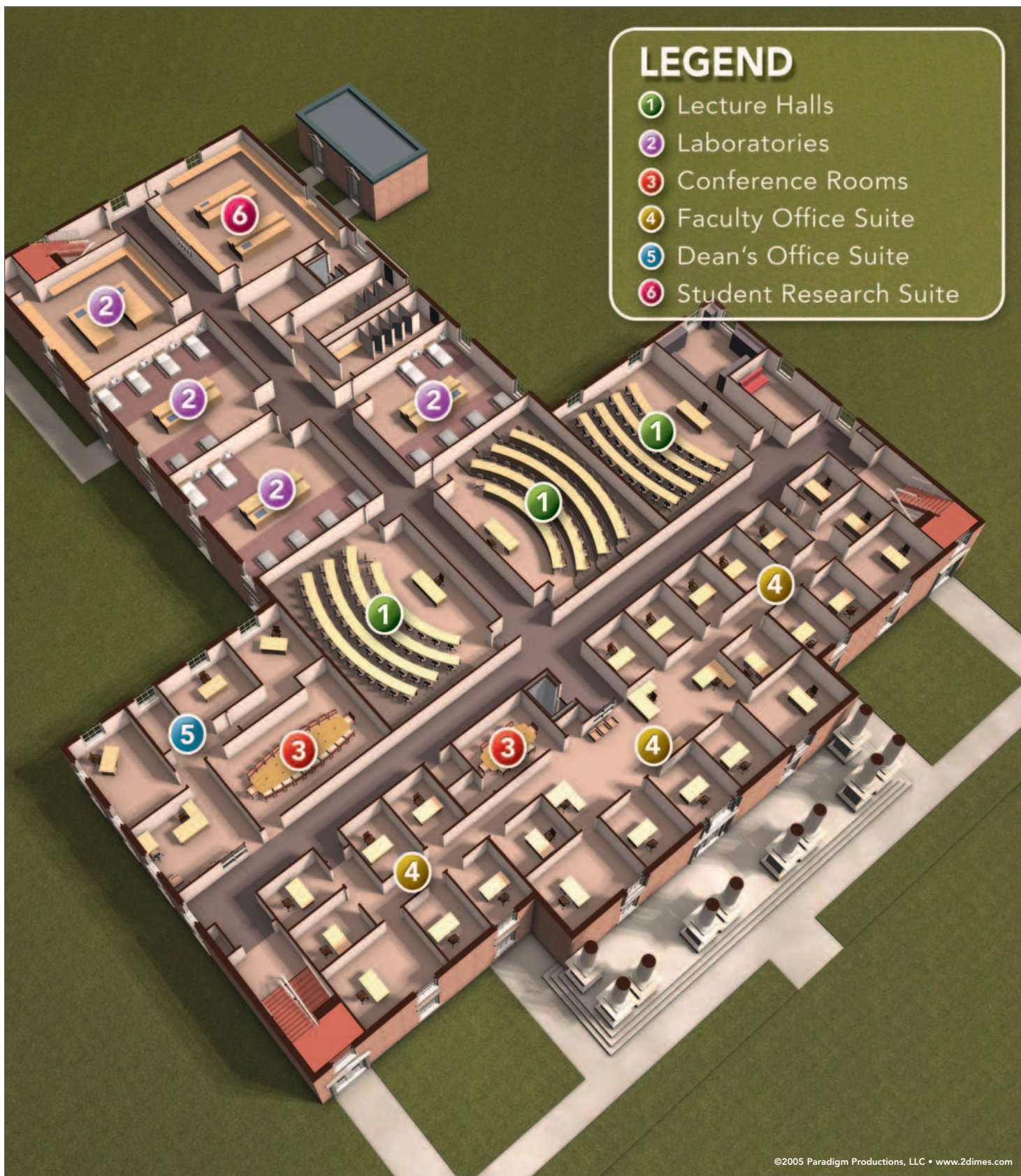
Fund raising efforts for White Hall are underway, with a wide array of naming opportunities still remaining. Inquiries should be directed to the Office of University Relations at 1.800.338.6644 or 731.661.5050. 



L O C A T I O N O F W H I T E H A L L
O N C A M P U S



W H I T E H A L L
F I R S T F L O O R P L A N
D E P A R T M E N T O F B I O L O G Y



W H I T E H A L L
S E C O N D F L O O R P L A N
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