



PROTINUS

THE STRATEGIC PLAN FOR UNION UNIVERSITY





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The Strategic Plan for Union University | 2023 - 2027



Onward! That is the character of this Latin word, **PROTINUS**, and it is the character of our strategic plan as we enter a new century of Christ-centered higher education at Union University. **PROTINUS** is an adverb that functions as an imperative. It means to move immediately, forward, continuously, uninterrupted, as from the very first. Thus, our strategic plan builds off the strength of our commitments from the very beginning of our history, including the most fundamental – *Religio Et Eruditio* – faith and learning.

Union University has celebrated its bicentennial during the 2022-2023 academic year by looking back to remember God's faithfulness to the institution and how he has blessed Union over the past two centuries. At the same time, we've dreamed about the future – about what God might do through Union over the next two centuries.

The four major themes of **PROTINUS** – advancing Christ-centered higher education, pursuing faithful innovation throughout and across campuses, continuing to solidify

and develop Union's financial position, and enhancing Union's culture of shared life and commitment to one another's flourishing – will guide our operational goals and planning through 2027.

As we embark on this next chapter in Union's long and faithful history, we do so with gratitude to God for the great things He has done for Union. And we look forward with hopefulness and expectation, trusting that the same God who has preserved and provided for Union in the past will continue His work through us in the decades to come.

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I.

ADVANCING CHRIST-CENTERED HIGHER EDUCATION

This is our cornerstone and capstone.

- Focus each department and athletic team on intentional student discipleship
 - *Equip and encourage faculty and staff for discipleship and mentoring*
- Develop a strong biblical anthropology (a vision centered on God and disclosed in the person of Christ)
- Develop a theological statement on diversity
- Develop faculty and staff as Christian leaders in their disciplines
- Enhance alumni engagement (including workshops and recruitment)
- Provide leadership to kindred Christ-centered institutions of higher education
- Increase diversity of student body



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II.

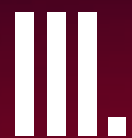
PURSuing FAITHFUL INNOVATION THROUGHOUT AND ACROSS CAMPUSES

We always want to be improving what we do well, and we want to stimulate progress, even as we remember that our innovation must be faithful, not simply novelty.

- Develop new interdisciplinary programs and initiatives
- Provide innovative classroom and learning spaces
- Consolidate graduate and non-traditional admissions office
- Utilize technology to enhance efficiency and effectiveness
- Automate employee workflows and manual processes
- Amplify faculty and staff expertise
- Enhance academic advising
- Develop dual enrollment possibilities (including online course options)
- Engage social media to advance Union's mission



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CONTINUING TO SOLIDIFY AND DEVELOP OUR FINANCIAL POSITION

The Lord has immeasurably blessed the people and place of Union University; relatedly, we desire to steward well our resources to advance the mission and prepare for future challenges.

- Complete a comprehensive fundraising campaign
 - \$80 million by December 31, 2027
 - Grow alumni giving and donor base
- Responsibly manage debt
- Build reserves
- Build/renovate campus facilities
 - McAfee School of Business, Engineering, and Computer Science facility
 - Chapel
 - Residence halls
 - Memphis facility
- Develop available real estate
- Prepare to become independent of Title IV aid
- Increase enrollment with a focus on net tuition revenue
- Move to a 12:1 student:faculty ratio
- Explore new and emerging markets for academic programs
- Streamline curricula, consolidate programs, and evaluate low enrollment programs



IV.

ENHANCING OUR CULTURE OF SHARED LIFE AND COMMITMENT TO ONE ANOTHER'S FLOURISHING

A strong sense of community requires intentionality and diligence.

- Eliminate silos to ensure we are serving students and one another well
- Focus on student and employee well being
- Create a center for wellbeing
- Strengthen a culture where people believe in and buy into the mission
- Design and launch the “Educate U” initiative for professional development
- Provide time off for employees participating in missions endeavors



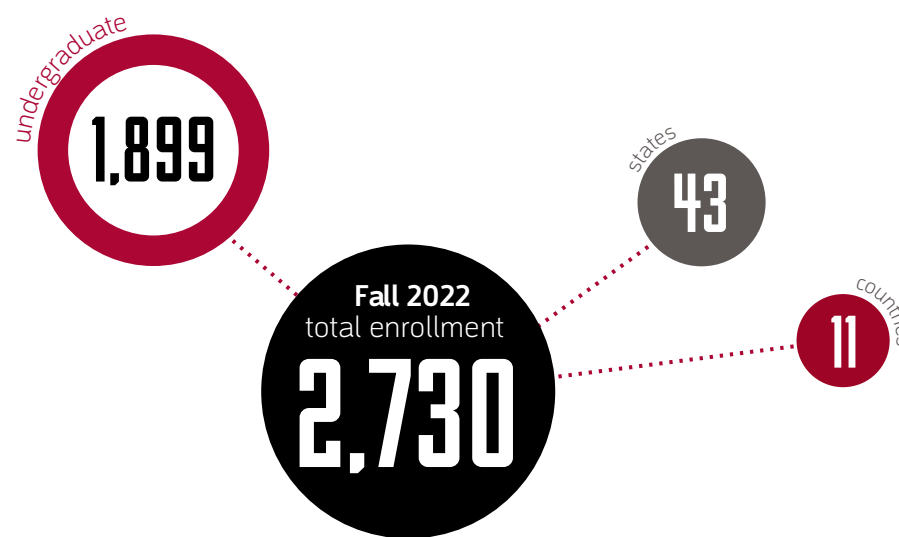


UNION AT A GLANCE

A private, Christian, four-year, coeducational, liberal arts-based university offering bachelor’s, master’s, and doctoral degrees.

Located in Jackson, Tennessee, Union is approximately 80 miles east of Memphis and 120 miles west of Nashville. Union also has extension campuses in Germantown, Memphis, and Hendersonville, Tennessee.

OUR MISSION: Union University provides Christ-centered education that promotes excellence and character development in service to Church and society.



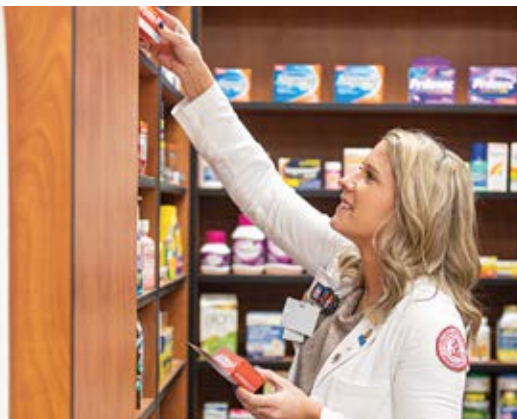
1823 Year Founded
Oldest institution affiliated with Southern Baptist life

TOP TIER
National University by U.S. News & World Report

9:1 Student to Faculty Ratio
100% of classes taught by Union faculty, not graduate assistants



**THE LORD HAS DONE GREAT THINGS
FOR US; WE ARE GLAD.
– PSALM 126:3**





SINCE 1823, UNION UNIVERSITY

has been providing students with a Christ-centered education that promotes excellence and character development in service to Church and society. Through rigorous academics and a commitment to the authority of Scripture, Union has transformed the lives of thousands of students and prepared them to be salt and light in thriving careers, ministries, and graduate education across the globe.

**Lean more about our strategic plan.
Visit uu.edu/about/strategic-plan**