

THE POWER OF UNION
Strategic Plan for Union College
2020-2025

Preamble

I arrived at Union College in July 2018, and we are now on the verge of a new strategic plan. The timeline was aggressive, but strategic planning was a fantastic way to learn about our Union community. I am even more excited about being Union's 19th president because I can see clearly the unique assets of Union and the incredible possibilities that lie ahead for this special place.

Last fall, I established an Executive Committee on campus grounded in the existing Planning and Priorities Committee. This group met monthly to advise on the structure, process, initial focus areas, emerging recommendations and final substance of the strategic plan. An Ad Hoc Committee of the Board of Trustees also met monthly to discuss progress and provide feedback on benchmarks throughout the planning and writing processes. The Board of Trustees held a two-day retreat in February with experts in higher education sharing best practices in a number of areas of interest. There were four working groups, each co-chaired by a member of the senior staff and a faculty or staff member. The working groups were composed of 89 members of the Union community with broad representation. They looked at current trends, and Union and comparative data, and they closely examined a range of guiding questions.

The four working groups met weekly over a five-month period. They participated in 12 hours of tabling at Reamer Campus Center over four days to hear ideas from the community and reached out to 19 campus constituencies to listen to their views. They also facilitated breakout sessions at our four town hall meetings, each attended by more than 100 campus community members. Each working group prepared a report that summarized its findings and made recommendations for its specific area. Alumni and parents contributed to the conversation at a Facebook forum in the fall and again in the spring. More than two dozen members of the President's Council, a group of alumni and parent ambassadors with whom I meet twice a year, met with representatives from the working groups. In the spring, I sent a Prelude document to the campus community that introduced a vision for Union College. We held five feedback forums, four for faculty in each academic division and one for the whole campus. Feedback from the entire college community has been invaluable to this process.

In June, we held an all-day retreat with the Executive Committee plus some key stakeholders on campus to discuss the working group reports and to begin to draft goals and objectives with the help of Keeling & Associates. We worked with three writing groups to further develop goals, objectives and activities. The Executive Committee and Ad Hoc Committee held two more meetings over the summer to discuss and contribute to the evolving strategic plan draft. Next, we shared the draft plan with the campus community for one last round of feedback. The completed plan then went to the Board of Trustees in October, and attention now shifts fully to implementation, which includes identifying and tracking metrics for each goal, objective and activity.

The Power of Union: A Strategic Plan for Union College (2020-2025) is a directional document to guide our decision-making over the next five years. The Plan consists of three parts: (1) *An Aspirational Preview of Union in 2025*, (2) *Where We Are Today* and (3) *a Vision and Plan to Achieve Further Success*.

This plan is guided by what we have been and by where we need to go. It is guided by an appreciation for the programs and approaches that have served our community so well for decades, and an acknowledgement of the changing experiences and needs of today's students, and the opportunities and challenges they will encounter in the coming decades. It is also guided by the words we heard repeatedly when people described what is and must be core to Union: excellence, rigor, curiosity, discovery, ethical, creativity, innovation, critical thinking, reflection, integrity, accountability, empathy, inclusion, intentionality, resilience, respect, community, joy and Union pride.

There is one other word that, perhaps more than any other, emerged as central to what we are and what we must be. Union is not only our name but also the key to our future success. This plan is about the power of unions between ideas, approaches, individuals and groups that are often thought to be at odds with one another, and how bringing them together propels this school and its people to surpass the lofty goals we set for ourselves.

I look forward to working with all of you in the years ahead.

David R. Harris
19th President of Union College

THE POWER OF UNION: An Aspirational Preview of Union in 2025

Union College is thriving, **230** years after its founding, amid more than a decade of global technological, social and economic transformations that are challenging all institutions in fundamental ways. The keys to our success are:

- the synergistic use of classroom and discretionary time
- the immersive experiences both inside and outside the classroom
- the strengthening and deep integration of the traditional liberal arts and engineering
- the expansion of connections across internal and external communities, and
- an intentionality that ensures the full power of Union is embraced and experienced by *all* students.

Union is thriving as a diverse and inclusive community of scholars at the forefront of undergraduate education, defining and redefining what it takes to prepare students for multiple tomorrows, both those we can anticipate and those we cannot. Union is thriving because our students master critical skills and competencies through integrated, innovative, liberal arts and engineering curricula that champion breadth and depth, as well as a range of intentional, immersive experiences that include research, athletics, clubs, internships, service, Greek life and study away from campus. We are the school that best embodies the power of a holistic approach in preparing students to achieve their goals in the near and long terms. Our focus is the whole U.

Students, parents, employers and society at large grasp the power of combining liberal arts and engineering in a small residential college setting to leverage new ways of understanding the world and addressing local and global challenges. Given the pervasiveness and pace of technological and social change, there are clearly distinct advantages to being a liberal arts college, especially one with a 180-year history of teaching engineering and of bridging across liberal arts disciplines. Union's integrated approach ensures that, for example, the engineer appreciates the cultural, historical and economic forces that determine an innovation's necessity, value and impact, just as the historian appreciates how analysis and visualization of underappreciated data can provide deeper understanding of cultures and events.

Every Union student can demonstrate and articulate the knowledge and skills they have acquired during their four years: critical thinking, problem solving, ethical inquiry, strong communication skills, empathy, an understanding of other cultures and ways of being in the world, technical and digital proficiencies, and a lifelong love of learning. They have acquired knowledge and skills not only from faculty who are teacher-scholars and talented staff offering an eclectic array of immersive learning and

developmental opportunities, but also from their peers. Students are part of a tight-knit, enduring community of classmates, faculty, staff and alumni who are deeply committed to one another.

Union is thriving because it is a community where students, faculty, staff and alumni inspire and encourage one another to identify, pursue and achieve beyond what they thought possible. Being comfortable being uncomfortable is what we expect of ourselves and our community; a journey we take together with mutual admiration and support. It is why the people who come to Union have disproportionate positive impact on their local communities and the world. It is why the connections made here last a lifetime.

Union is thriving because alumni, who were all challenged and who grew and developed in the shadow of the Nott Memorial, revel in remaining part of this community. They provide advice, friendship and myriad opportunities, from admissions interviews, welcome receptions, internships and job opportunities to the financial support that is critical to ensuring access to a transformative Union experience. Every student's growth and development at Union is enhanced by personal connections to one or more alumni.

Union is thriving because it takes full advantage of its location. The historic, revitalized city of Schenectady, the greater Capital Region, and the nearby Adirondack Park provide abundant opportunities for education, cultural and social activities, recreation, community engagement and internships. Proximity to major rail, road and air travel means that an even broader and more diverse range of options are also easily accessible.

At its core, Union and those who join our community are thriving because we appreciate that long histories do not entitle us to long futures. We gain wisdom and lead by making the most of our diverse range of academic offerings and innovating on them; prudently developing and stewarding resources; embracing the personalized, supportive and challenging environment that our size and culture provide; taking every opportunity to learn lessons in many ways, from many people, and in many places; and never being afraid to do what it takes to ensure that we achieve the academic and developmental goals that have inspired and driven us since 1795.

Union has a storied past, but our best years lie ahead.

THE POWER OF UNION: Where We Are Today

Building on Strength

Emboldened by the success of its previous strategic plan and a keen awareness of the significant challenges facing higher education, Union College is again innovating on the idea of a liberal arts college, a tradition now 225 years old. We remain open to change while grounding our mission in the long history of teaching, learning and scholarship in the expanded and integrated arts, humanities, social sciences, natural sciences, mathematics, engineering and computer science, all of which are essential and which collectively distinguish us from our peers. Union has deep and rich traditions, has made its mark with groundbreaking innovations, has invested significantly in capital projects to create state of the art facilities, and has vibrant academic offerings fueled by talented and dedicated faculty members who are exceptional teachers and scholars in their fields. These serve as the foundations upon which we can reconceive and rejuvenate a Union education so students and faculty are best positioned to address key areas of inquiry, practice and action, now and in the future. Union is forever committed to providing a rigorous and relevant education, one steeped in values and vision. Once again, it is the time for Union to seize its position as the harbinger of innovation.

Since the adoption of Union College's strategic plan in 2008 and its 2013 revision, Union has invested \$160 million to modernize its campus. The results are striking, welcoming, and vibrant. Spectacular renovations for the arts, humanities, and social sciences – with the Henle Dance Pavilion, Feigenbaum Center for Visual Arts, Karp Hall, Lippman Hall, the Kelly Adirondack Center and Lamont House – combined with the renovations and new construction for the Integrated Science and Engineering Complex, including the Peter Irving Wold Center, and Stephen Charles Ainlay and Judith Gardner Ainlay Hall, place Union in an enviable position of strength. These buildings accommodate most of the academic departments and interdisciplinary programs on campus with cutting-edge technology and flexible spaces for collaboration. In the past decade alone, we built a new student residence, Garnet Commons, and a co-generation plant to reduce Union's carbon footprint. Students' health and well-being remain core to our mission. The Wicker Wellness Center was established to ensure Union meets the needs of a changing student body. It and all of our programs excel because of the talented and resourceful staff who embody and advance our goals.

Commitment and appreciation for a Union education is strong. Thanks to our generous and accomplished alumni, Union raised more than \$250 million for student scholarships, facilities, new faculty, programs and current operations in the last capital campaign. The 2008 plan and its successful implementation have provided a solid foundation upon which to build as we embark on a new era with significant challenges and opportunities. The momentum must not only continue but accelerate. It is time for the next chapter.

A Challenging Context

Colleges and universities are facing a confluence of factors that are challenging our viability. These include a decline in the number of high school graduates (especially in the Northeast, where Union recruits the majority of its students); the shrinking middle class; high costs; public perception and concerns over rising student debt levels; a growing emphasis on job and career preparation; increased regulations and compliance; and pressure on the admissions process to attract exceptional students.

Union is in a strong financial position, but it is not immune to the challenges that are affecting all of our peers. The annual cost to attend Union and its peers exceeds the U.S. median family income. We have increased our expenditures on financial aid, which puts great stress on our budget. Our endowment per student is far less than the mean of the group with which we compete for students. To ensure that Union will thrive in this changing higher education landscape, we need innovative approaches to recruiting, developing and retaining talented students, faculty and staff; prudent fiscal management; effective messaging; ambitious fundraising; and responsive infrastructure.

Preparing for Multiple Tomorrows

As has been the case since 1795, the students who come to Union will encounter known and unknown challenges and opportunities throughout their lives. A Union education prepares them to understand, engage and affect the world around them. Preparing students to engage known futures is difficult. Preparing students to engage futures that will be marked by rapid and pervasive change can be daunting.

There is little doubt that the global climate crisis, human migration, economic uncertainty, prejudice and discrimination, threats to freedom and democracy, and assaults on rationality and objectivity are among the forces that will affect students' futures in profound ways. For each, there are known impacts, but each will also have consequences that are difficult to foresee and impossible to fully appreciate.

Rapid technological change is another force that is affecting all college students in clear and substantial ways, and will affect their futures in ways that will be profound and unpredictable. Technological innovations have fueled both a constantly shifting economic environment and corresponding disruptions in cultures, politics and relationships. We live in a time where information is being created at an unprecedented rate. We must grapple with the moral and ethical questions technology raises as it simultaneously broadens and narrows our access to information and our interactions with one another.

When one considers how current students differ from those who preceded them, the information, or digital, revolution may well be among the most important driving forces. Social science research suggests that this generation of students, the first to grow up in a digital world with smartphones and social media, has distinctive social patterns, behaviors, mental health and academic needs. Technological disruptions are changing jobs and sectors, even those we thought would be immune to

change. Students will switch jobs every few years, not decades, as in years past. New occupations will emerge while existing professions become outdated or obsolete. These students will engage a world that demands breadth and depth as well as resiliency and flexibility.

All of these factors have significant implications on college campuses, including teaching and learning, retention, course design, research and scholarship, career advising, health and wellness services, and overall campus culture. Colleges everywhere are struggling to meet these challenges. This is especially difficult at a time when the cost of higher education is prohibitive to a staggering number of students, and the value of higher education is both objectively high and frequently questioned. The status quo is not stable.

Union Will Thrive

For 225 years, Union College has been an innovator in liberal education, making its curriculum relevant to the contemporary world. In the early 19th century, Union pioneered teaching modern languages and integrating engineering into a liberal arts curriculum in response to the economic and social challenges facing the nation. Throughout our long history, we have placed a premium on the ability of a liberal arts approach, steeped in diverse ideas and perspectives that cultivate critical thought and strong communication skills, to create a good unto itself, but also to prepare students to effectively address the social, political and economic problems that face our communities locally, nationally and globally. In our interconnected and rapidly changing world, Union students also need skills and a range of experiences – learning from successes and failures alike – that will enable them to produce, synthesize and employ knowledge. With this strategic plan, we will leverage our unique academic offerings and invest in immersive experiences to ensure that every student develops the skills and knowledge to lead for whatever their future will hold. Rather than prepare students for a specific and known tomorrow, we are preparing students to lead across multiple tomorrows.

The full Union experience that many have been able to construct throughout our history must now be an intentional and expected part of what it means to be a Union student.

We confidently forge ahead.

THE POWER OF UNION: A Vision and a Plan to Achieve Further Success

The Union College strategic plan is inspired by a bold, enduring vision: **Developing every student to lead with wisdom, empathy and courage, in ways large and small, now and across multiple tomorrows.**

This vision guides our next chapter, but it is embedded in the mission that has been our beacon since 1795, which we now articulate as follows: Union College provides a rigorous, holistic and immersive residential liberal education that emphasizes **integration, innovation, inclusion and reflection** for every student.

Our plan is focused on two goals—identifying how we will achieve our vision, and ensuring we have the resources to thrive:

1. Union will strengthen its vibrant community of learners, scholars and teachers, so that we can more fully blend the liberal arts and engineering, transcend disciplinary boundaries, bridge classroom and immersive experiences, and engage and embrace diverse experiences and perspectives.
2. Union will ensure that it has the resources required to thrive in a changing higher education landscape.

Vision.

“Every student”: It is not enough that many students uncover all that Union has to offer. We must be intentional in ensuring that every student is aware of all that Union offers and has the means, perspective and encouragement to achieve to the best of their potential.

“To lead”: Union College students will effect positive change in the world.

“Wisdom”: Part of our motto, wisdom is an extension of data, information and knowledge.

“Empathy”: Leading requires understanding and respecting others’ experiences and perspectives.

“Courage”: Doing what one believes to be right and important, not just popular or easy; being comfortable being uncomfortable.

“In ways large and small”: Leading sometimes requires grand, formal action, but it is often done quietly and informally, perhaps even with little acknowledgement.

“Now and across multiple tomorrows”: Leading is something students do now in academic, co-curricular and social settings, and that they must be prepared to pursue as they face unforeseen challenges and opportunities throughout their lives.

Goal 1. Union will strengthen its vibrant community of learners, scholars and teachers, so that we can more fully blend the liberal arts and engineering, transcend disciplinary boundaries, bridge classroom and immersive experiences, and engage and embrace diverse experiences and perspectives.

Objective 1. Reimagine the curriculum and renew pedagogy to anticipate and respond to contemporary and emerging academic needs and opportunities.

Activity 1: Emphasize and integrate cross-disciplinary opportunities, pursue the power of immersive and experiential approaches to achieve critical learning outcomes, and empower all students to become more active participants in their educations.

Activity 2: Ensure Union’s faculty, academic programs, teaching and experiential learning opportunities prepare students to respond to current and future challenges.

- Significantly broaden and deepen faculty expertise and programming at Union, particularly in engineering and computer science, so that all students are prepared to respond to current and future challenges. We must address current and growing student demand and enable all students to take full advantage of the integration of engineering and the liberal arts.
- Through integrated, collegewide, curricular and co-curricular initiatives that address a series of big questions and grand challenges, students will gain a deeper appreciation for what they learn in courses and develop the skills required to lead. Potential areas of focus include the global climate crisis, economic disruptions and artificial intelligence.

Integration.

The central animating principle behind a Union education is a deep commitment to a liberal education.

At its core, this is a commitment to integration: to expose students to the ideas and perspectives of the artist, the computer scientist, the engineer, the humanist, the mathematician, the scientist and the social scientist. As members of our collaborative community of learners, Union students will recognize both the truths that come through these perspectives and the truths that can be found at their intersections.

Today’s most pressing problems rarely sit comfortably within disciplinary boundaries. We will both empower students with disciplinary rigor and enable them to bridge disciplines in order to solve complex problems. Guided by the experience of faculty and staff, all Union students will learn to apply knowledge that transcends boundaries, and to demonstrate interconnectivity across fields of study, cultures, societies, and geographies.

- Increase support for interdisciplinary, innovative and inclusive approaches to teaching, advising and mentorship, including emerging instructional technologies and evidence-based instructional design methods.

Objective 2. Provide an intentional, invigorating and supportive student experience outside the classroom that is integrated with academic learning, develops critical competencies, and prepares all students for healthy, fulfilling and joyful lives of purpose.

Activity 1: Ensure that high impact, collaborative and immersive learning experiences are essential cornerstones of the Union experience for all students.

- Create opportunities for the use of experiential and immersive learning to empower students to apply ideas and understandings gained in the classroom in new and authentic contexts.
- Create a broad portfolio of out-of-classroom activities and experiences to prepare and inspire students to become thoughtful and effective local and global citizens.
- Partner with alumni and others to guarantee every student opportunities to develop core competencies and explore future paths through mentoring, internships and career networking.

Integration.

As in the past, Union will remain committed to continuous assessment and evaluation of its academic programming. This ensures we will properly engage with the world that *has been*, and prepare students for the world that *will be*.

With this strategic plan, all students will tangibly benefit from our unique academic offerings.

Activity 2: Reimagine the residential experience to fully realize the transformative potential of a living and learning community.

- Design and implement a residential curriculum that is grounded in the first-year experience, and builds continually on the skills and competencies students develop.
- Advance a renewed vision for Minerva houses, athletics and Greek life. They, and all other activities and programs at Union, must be able to demonstrate how they develop every student to lead with wisdom, empathy and courage, in ways large and small, now and across multiple tomorrows.
- Our primary focus is on people and programs, but we must also ensure that we have a residential master plan consistent with the reimagined residential experience.

Activity 3: Enhance student personal and academic support services (Class Deans, Accommodative Services, Wellness Center) to respond effectively to the unique and emerging needs of a changing student body.

- Expand the supports that will help our students develop and strengthen the resilience, adaptability and flexibility that will enable them to reach their full potential.

Integration.

A Union education is much more than a narrow set of courses focused on a specific discipline. An integrated and inclusive education cultivates the whole person, the head and the heart, through a range of learning experiences represented by multiple ways of knowing, thereby encouraging student growth, wellness and openness to change over time. We want students from all backgrounds to fully explore their interests and passions in the classroom, in labs, on athletic fields, and in local and global communities. We also must provide support to ensure that all of our students achieve success.

Union is a community of learners. At different times all members of the community take on the role of teacher-faculty, staff, alumni and students. Building more effective partnerships between constituencies will enhance and multiply these shared learning opportunities.

Objective 3: Inspire, advance, and support independent and collaborative research and scholarship, creative expression and discovery.

Activity 1: Support faculty in elevating a distinctive academic culture that values engagement with ideas, generates knowledge that advances understanding and has broad impact on society.

- Support the scholar-teacher model through foundational Union resources and infrastructure as well as support for external funding for scholarly research.
- Expand opportunities for undergraduate research by promoting faculty-student engagement in scholarly and creative pursuits in all disciplines.

Activity 2: Establish new programs, activities, and spaces that promote and sustain opportunities for innovation, experimentation and creative expression among students, staff and faculty. Examples include the MakerSpace, engineering teams and a range of performing arts pursuits. Success will require financial and space resources, as well as a new approach to faculty and staff expectations that values the mentorship and guidance they provide.

Innovation.

Research and artistic production are critical to the professional development and fulfillment of faculty members, the academic success of students and the academic reputation of the College. Faculty research creates new knowledge, insights and perspectives; enables classroom instruction to incorporate the latest insights; provides opportunities for students to engage in hands-on, faculty-supervised research; and increases the visibility and prestige of the College. From the engineering pioneers of the early 1900s, who helped first integrate students into faculty research projects, to the humanists and social scientists whose work is influencing and impacting our understanding of the world today, Union has long been a hub for groundbreaking research. This is a legacy that we must nourish and advance.

Objective 4: Cultivate respect and understanding for all members of the Union College and broader communities, and welcome, include and support a measurably more diverse college community.

Activity 1: Develop among all members of the Union community a sense of belonging, empathy, responsibility, respect and pride, both on and off campus.

- Connections are deep and enduring within athletic, Greek and other Union communities. Through sustained, focused efforts and a commitment to learning from uncomfortable situations, we will leverage Union’s values, culture and small size to elevate school-level relationships to this higher level.

Activity 2: Raise expectations for, and strengthen cultural competency and the ability to engage with, difference among all members of the Union community.

- We will support and encourage the development of creative programming around constructive engagement activities, for small and large groups, each trimester.

Activity 3: Ensure that students of all economic backgrounds can access and take full advantage of the opportunities Union provides.

- Build on the success of the Making U Possible fundraising initiative.
- Redirect a portion of merit aid money to students whose family circumstances make it extremely difficult to afford the parental contribution required by standard formulas. This will create more equity among Union students while continuing to attract students with the strongest academic records.

Activity 4: Develop an explicit, integrated, strategic and collegewide approach to attracting, recruiting, developing and retaining a more diverse population of students, faculty and staff.

Inclusion.

As a college that was founded on the “union” of differing religious beliefs, Union is committed to being an integrated and inclusive community that fosters lifelong relationships grounded in shared experiences. We want students to be comfortable being uncomfortable and to encourage one another to reach beyond what they thought possible from themselves. We will provide academic and social opportunities that encourage constructive engagement among campus members and beyond campus that serve to educate and allow for the exchange of ideas, concepts, and theories.

With this strategic plan, the Union community will share in the responsibility of identifying, attracting, developing and retaining a more diverse student body, faculty and staff. The College will support faculty commitment to innovative and inclusive teaching, scholarship and mentorship. Union will develop a more cohesive and strategic approach for community engagement.

- Conduct a thorough assessment of the success of previous efforts at Union, and build on lessons learned at Union and other schools.

Activity 5: Integrate Union into the fabric of the Schenectady community, and deepen relations with Schenectady as a neighbor, partner and friend.

- Create an immersive experience for all first-year Union students in Schenectady as part of orientation and to continue throughout their time at Union.
- Dedicate a staff position with responsibility for identifying, facilitating and nurturing relationships between local communities and Union faculty, staff and students.

Objective 5: Enhance a learning environment that supports development of the self through a habit of introspection for deep understanding and lifelong commitment to intellectual and personal growth.

Activity 1: Empower students to develop ownership and accountability, understanding of oneself within the larger human ecosystem and independence in pursuing educational interests.

- Infuse opportunities for reflection inside and outside the classroom.
- Realize the potential of the new class deans and strengthen academic advising to enable self-reflection, integrated learning and student ownership/accountability.

Activity 2: Cultivate personal development, growth and reflection through the application of academic experiences in internships, volunteerism and other immersive experiences.

Activity 3: Support collective as well as individual engagement and reflection, enabling students, faculty and staff to gather together to share and grow as a community.

Reflection.

Reflection is necessary for enlightening moments of integration, which requires, in part, the individual to understand their experiences in light of those of the diverse community at Union and beyond. This understanding comes from a sense of self that is shaped by broad exposure to ideas and experiences through a liberal education; awareness of the limits of one's own perspectives and knowledge; recognition of the complexity of issues faced by humanity; appreciation for methodologies and approaches of multiple perspectives in tackling complex problems; and the forethought to seek out others' expertise and work as a team to tackle challenges. Union is committed to fostering opportunities for reflection upon curricular, co-curricular and experiential learning beyond the classroom. Such opportunities require time and space as well as moments of quiet contemplation and boisterous interaction.

Union will encourage student agency to empower and develop ownership and accountability, self-assessment to understand oneself within the larger human ecosystem, and independence in pursuing educational interests and considering the questions, "Have I asked enough of myself?" and "Have I done enough to support my peers and community?"

Goal 2. Union will ensure that it has the resources required to thrive in a changing higher education landscape.

Objective 1: Create a sustainable, diversified and achievable financial model that supports the highest priorities and goals of Union College.

Activity 1: Create robust and comprehensive financial and capital planning and budgeting processes that are responsive to emerging trends and fiscal constraints.

Activity 2: Build a culture of financial rigor, transparency and holistic, data-driven analysis that guides financial decision-making and the strategic use of resources.

Activity 3: Systematically identify and develop new revenue sources.

Objective 2: Create a robust communications and marketing strategy that reaches new markets, advances Union's academic reputation and articulates our distinctiveness.

Activity 1: Establish the new role of vice president for communications and marketing with the mandate to find new and more effective ways to tell the stories of our faculty, students, staff and alumni to those who know us and to those who do not, across geographies, generations and communication styles.

Objective 3: Increase support at all levels and strengthen the culture of philanthropy at Union.

Activity 1: Launch an ambitious comprehensive capital campaign to advance Union's strategic priorities.

Activity 2: Systemically engage Union students, alumni and parents to maximize Union pride, cultivate lifelong relations with one another and Union, and help Union achieve its institutional goals.

Activity 3: Grow Union's endowment, Annual Fund and Parent Engagement Program.

Objective 4: Develop and implement a long-term enrollment plan that expands Union’s pool of applicants geographically, maximizes net revenue and enhances the diversity of our student body.

Activity 1: Offer an Early Action application option to increase the number and diversity of students who select Union.

Activity 2: Target geographies where Union is underrepresented relative to peer schools. This includes hiring a West Coast recruiter and partnering with College Relations to coordinate alumni and recruiting events.

Objective 5: Ensure that Union recruits, retains and develops the faculty and staff required to meet its mission.

Activity 1: Re-envision marketing and recruitment strategies to attract talented faculty and staff.

Activity 2. Design and implement multifaceted, tailored professional development activities to ensure the outstanding staff and faculty who are attracted to Union continue to be exceptional contributors on campus, locally and nationally.

- Support faculty development and innovation in pedagogy and scholarly inquiry with the creation of a new Center for Faculty Excellence in teaching and learning.
- Establish a Leadership Institute for staff development.

Activity 3: Ensure that faculty and staff are recognized and rewarded for efforts that are consistent with institutional goals.

Objective 6: Create a collegewide infrastructure to support the development of Union’s innovative student learning and living experience.

Activity 1: Develop an information technology infrastructure that is responsive, reliable, accessible and secure.

Activity 2: Embrace a technological foundation to facilitate the exploration of emerging/evolving technologies to advance teaching, learning and research.

Activity 3: Update and maintain facilities at the highest level while pursuing sustainability, energy efficiency, green standards and carbon neutrality.

Activity 4: Update the campus and energy master plan to inform and guide facilities goals and objectives.

The Power of Union

The future of Union requires that we build on our rich history and accomplishments while boldly innovating to achieve enduring goals in the face of evolving challenges and opportunities.

The future of Union is the Power of Union.

The Power of Union exists between ideas, approaches, individuals and groups that are often thought to be at odds with one another but that combine to propel this school and its people forward.

They include:

Liberal Arts and Engineering
Theory and Practice
Classroom and Experiential
Excellence and Access
Commonalities and Differences
Students and Alumni
Town and Gown
Local and Global
Union Communities and Union
Tradition and Innovation
Comfortable and Uncomfortable

The Power of Union will develop every student to lead with wisdom, empathy and courage, in ways large and small, now and across multiple tomorrows.

The Power of Union is U!