

UNITED BOARD

# HORIZONS

DECEMBER 2021

UNITED BOARD FOR CHRISTIAN HIGHER EDUCATION IN ASIA



**100 Years of Great Expectations**

**In this issue:**

***Our 2021 Annual Report***

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# Message from the President

## Great Expectations for our Next Century of Service

Winter greetings!

Our theme for the United Board's Centennial celebration in 2022, "Great Expectations," provides an opportunity both to affirm our heritage and look to the future. In that spirit, this issue of *Horizons* takes a look back at what the United Board has achieved in the face of the challenges of the past year, while also looking ahead to upcoming programs and events.

Two aspects of the United Board's response to the COVID-19 pandemic over the past year stand out: first, the Pandemic Response Fund, which we rapidly created to provide \$1 million in grants to assist colleges and universities in our network to weather some of the early challenges of the pandemic; and, second, our program team's success in developing a range of online programming and events when it became impossible to meet in person.

Fortunately, we were able to continue one of our key programs, our Faculty Scholarship program, by extending previously awarded grants to faculty from our network institutions pursuing advanced degrees at other Asian institutions. These and other developments are described in these pages as part of our Annual Report. As we move forward, we will continue to adjust our programs as we learn the long-term impact of the pandemic on campus enrollment, finances, and the teaching and learning needs of our network institutions.

This year, we welcomed Dr. Christian Murck as the new chair of our Board of Trustees, with much gratitude for distinguished service to our outgoing chair, long-serving trustee Judith Berling. A member of our Board of Trustees since 2014, Dr. Murck brings extensive experience from several senior business positions in Asia and a deep interest and expertise in Asian higher education. Dr. Murck's leadership will play a vital role in guiding the United Board's continued growth.

The United Board's mission and strategic priorities provide clear direction at a time of many challenges and uncertainties. With support from our community of donors, we are confident that the United Board will continue to adapt, evolve, and work closely with our network of over 80 institutions to help meet important needs in Asian higher education. Thank you for the essential support you provide.



Nancy E. Chapman  
President

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# Building upon a Tradition of Excellence

## Christian Murck

*Christian Murck became chair of the United Board's Board of Trustees on July 1, 2021. Now retired, Dr. Murck had a long business career, holding senior positions in Asia for APCO Worldwide, Chase Manhattan Bank, and Chemical Bank. He holds a PhD in East Asian Studies from Princeton University.*

***You spent many years living in Asia and working with Asian professionals. How have those experiences shaped your understanding of higher education in Asia?***

My first experience in Asia was teaching English at New Asia College in 1965, soon after it had become part of the Chinese University of Hong Kong (CUHK). CUHK was a new university then, and has since grown into a major teaching and research institution. CUHK's remarkable success has given me an awareness that Asian universities can grow rapidly to meet the needs of their societies.

Over the years, Asian colleagues have given me a sense of the remarkable variety of colleges and universities, the rapidity of change these institutions have experienced, and the ambition they bring to their efforts.

***Since joining the Board of Trustees in 2014, what are some of the changes you have observed in the United Board and its approach to higher education in Asia?***

My time on the Board of Trustees has not been a period of radical change — it has been a period to focus on ideas that were already in place. For example, whole person education was already being discussed when I joined the board, but now there is a more concrete sense of what it means and how to put it into practice.



Christian Murck with our former Board Chair, Judith Berling, at 2018 Board Meeting in Sri Lanka

I've also seen the Asianization of our board and the organization become more deeply established. Our Hong Kong office is the base through which our programs are directed. Our Asian trustees have strengthened our regional and local expertise. Asianization is now simply part of who we are and how we function.



Christian Murck  
Board Chair

Guided by our strategic priorities, we've been putting a stronger emphasis on the network effects of our programs, and we are better able to build bridges among our network institutions. Our network has become broader, deeper, more open, and more flexible. It now both shapes and supports our programs.

Of course, the pandemic has brought significant changes to our work style. Our limitations have become an opportunity, as we've been able to reach a wider group of people through online programming. How our work style will evolve, once we can resume in-person programming, remains to be seen.

***The United Board's Centennial is in 2022. How does its Centennial theme of "Great Expectations" describe its outlook for the future?***

"Great Expectations" is a useful theme as we prepare for rapid change for Asian higher education institutions and the societies in which they exist. We want to invest in this change and help meet the ethical, moral, and social needs of these communities. But rather than being locked into specific programs, we will look to develop programs that advance our goals, reflect our desire for excellence, and rely upon a collaborative, consultative approach. We are confident that our partners bring their own great expectations for the future.

As we approach our 100<sup>th</sup> year, the United Board stands on a tradition of excellence set by its previous chairs and trustees and benefits from the skills, passion, and commitment of its staff members. All of this gives us momentum to carry us forward into the next chapter of our work!



# Centennial Anthem: Cherished Moments

The United Board has commissioned a Centennial Anthem in preparation for our 100<sup>th</sup> anniversary in 2022. The anthem will be performed on a number of occasions during our centennial year and supports our centennial theme of “Great Expectations” by celebrating both our heritage and future.

Composer Victor Chan, conductor Carmen Koon, and the Chung Chi Choir contributed their talents to creating the anthem, titled “Cherished Moments.” The anthem blends choral music with lyrics celebrating whole person education. The lyrics call attention to whole person education, with “leaders, strong and ethical” and “teachers, kind and capable” who have “students’ futures at their core.” Three versions of the anthem — a cathedral version, an ethnic version, and a soli version — allow for different stylistic interpretations.

“Cherished Moments” had its world premiere in March 2021, performed by the Chung Chi Choir at a celebratory concert to mark both the 70<sup>th</sup> anniversary of Chung Chi College and the United Board Centennial. We were also honored to have the Silliman Choir perform the three versions of the anthem — an ethnic version, a solo version, and a unity version — in July 2021 at the Joint Virtual Consultation with the Association of Christian Universities and Colleges in Asia (ACUCA) to commemorate Silliman University’s 120<sup>th</sup> anniversary and the United Board’s 100<sup>th</sup> anniversary.

## Lyrics to “Cherished Moments”

*Cherished moments we praise,  
A time to sing and celebrate;  
Shepherd by our yesterdays,  
Great Expectations as we pray.*

*Institutions large and small,  
Students’ futures are their core;  
All leaders strong and ethical,  
All teachers kind and capable.*

*Let students be taught as they should,  
To serve the world as best they could;  
Among all these spirited souls,  
Our mission is to make them whole.*

*For ten decades we embraced,  
Education is the way;  
A hundred years more we pray;  
The world will be a better place.*



Silliman Choir performed at the Joint Virtual Consultation



Students from the Chung Chi Choir

## YouTube Playlist



Scan this to view the full playlist of our Centennial Anthem on YouTube!



Chung Chi Choir at the Celebratory Concert



# Centennial Challenge Grant Initiative: Petra Christian University's New Office Boosts Donor Engagement

“Ricky has always been a mentor who keeps OIA's torch burning bright by providing guidance, ideas, and networks to advance Petra's growth.”

One of the United Board's ongoing strategic priorities is to encourage our network institutions to become financially self-reliant through alumni engagement and fundraising. This effort includes a grant initiative to help colleges and universities establish a full development function.

Petra Christian University in Indonesia demonstrates the success of this approach. In 2018, Petra established its Office of Institutional Advancement (OIA) and recognizes the roles the United Board and our Executive Vice President, Ricky Cheng, have played in both its formation and continued success.

“Ricky has been instrumental in encouraging the university to become proactive in its outreach efforts to engage students and alumni,” says Ms. Meilinda, the founding Director of OIA. “Ricky highlighted that Petra has to actively seek and forge relationships with parties that share our mission and vision to further develop Petra as a quality higher education institution.”

Since then, the United Board has continued to work with OIA to put their development efforts into practice. In January 2021, the United Board initiated its Centennial Challenge Grant (CCG) Initiative, a donation matching scheme for Petra and other selected institutions. With added impetus provided by the 60<sup>th</sup> anniversary of the foundation of Petra, OIA raised over \$40,000 from their



Ricky at the Advancement Workshop in Petra Christian University in 2019

alumni and friends in just six months, which qualified it to receive the maximum matching funding of \$25,000 under the CCG scheme.

“Thanks to United Board's support in breathing life into this young department, OIA is now a fully functional feature of the university,” says Meilinda.

In just a few years, OIA has assembled a network of 528 donors in its database. It promotes fundraising through seminars, workshops, auctions, charity concerts, and meetings with alumni. To date, OIA's fundraising efforts have helped secure scholarships to support 60 Petra students and also funded the purchase of two buses worth a combined 1.75 billion rupiah (US\$123,000) from partner companies to serve Petra.

On the friend-raising front, OIA is supporting both alumni and students affected by COVID-19. The OIA has organized vaccinations for 3,000 students, alumni, and staff families, with backing from the Petra Foundation and the university's alumni association, KANITRA. OIA also set up Plasma Petra, a platform that connects plasma donors with those who need plasma for their COVID-19 treatment.

Meilinda comments that the work of OIA is never-ending, but she and her team are motivated by the positive impact that OIA brings to Petra and its stakeholders. In recognition of the importance of OIA's role, Petra's senior management is increasing the number of its staff from four to six.



Petra OIA receiving a donation



# Joint Virtual Consultation looks at route forward



This July, representatives from Christian higher education institutions from around Asia attended a Joint Virtual Consultation hosted by the Association of Christian Universities and Colleges in Asia (ACUCA), Silliman University, and the United Board.

The consultation was both an opportunity to commemorate historic milestones for the host organizations — the ACUCA’s 45<sup>th</sup> anniversary and Silliman University’s 120<sup>th</sup> anniversary in 2021 and the United Board’s 100<sup>th</sup> anniversary in 2022 — and look ahead.

In particular, the consultation featured two keynotes and three conversations on the theme of “Envisioning Christian Higher Education: Our Preferred Futures,” which involved looking at ways to creatively and collaboratively address the challenges of a post-pandemic world.

Betty Cernol McCann, who is president both of Silliman University and the ACUCA, noted that now is the time to take stock of the challenges that Christian higher education institutions need to address. She called for unity among them in tackling issues such as access to education, the inclusivity of education, the need to help communities heal from COVID-19, and the fight for both climate justice and sustainability.

One challenge that was discussed was helping students adapt to the uncertainties of the future, which was

illustrated during the Day 1 keynote address. In that address, Ulf-Daniel Ehlers, professor of lifelong learning at Baden-Württemberg Cooperative State University, Germany, encouraged institutions to help students build competencies and skills to handle an unknown and unforeseen future, which demands more than simply knowing how to navigate a digital world, or perform certain tasks. “You are able to deal with the future in which you meet problems which you do not know, which you are not trained to deal with,” Ehlers explained. “That’s the very core of the concept of competence and skills.”

Another topic was the widening digital divide. The pandemic is causing more learning to shift online, which impacts students without the hardware, broadband Internet, and software to participate. Panelists looked at new ways of teaching and learning to bridge this divide and expand the reach of educational institutions. For example, both Yonsei University Health System’s medical mission center in South Korea and the Asian University for Women in Bangladesh are working with community centers near their students to set up stations that can serve as the university’s local Internet access point.

Furthermore, panelists discussed the option of students only being on campus for part of the academic year, attending in person for practical work but taking part remotely at other times. Service-learning programs, which the United Board has supported for many years and helped pioneer in some of our network schools, may



# in a post-pandemic world

“We called for unity among us in tackling issues such as access to education, the inclusivity of education, the need to help communities heal from COVID-19, and the fight for both climate justice and sustainability.”

present another option by giving students an opportunity to give back to, and learn in the communities that are supporting their university education.

Climate change was another main focus, with Christine Loh, the Chief Development Strategist at the Hong Kong University of Science and Technology and Day 2 keynote speaker, encouraging higher education institutions to embed ideas about Planet Earth into their curricula. She talked about the need to reimagine development in a way that goes well beyond simple economic progress to address the Earth's climate needs.

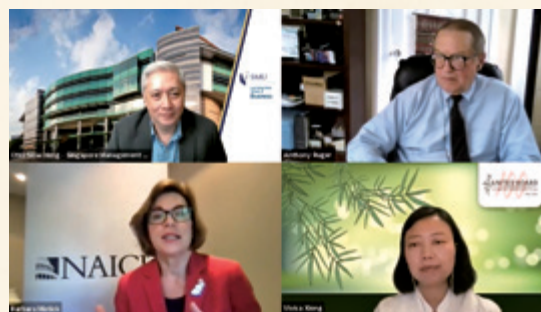
“Climate change and inequality are actually locked in a visual vicious cycle,” Priscilla Jeyasingh, the dean of

academic affairs for the sciences at Lady Doak College, said during a panel conversation. “When climate hazards strike, it is always a disadvantage to people in developing countries like India. Indigenous people or natives, women and children, aged ones, migrant workers and outdoor workers, [these] are the most vulnerable groups because they have far less capacity or capabilities to adapt to these adverse conditions.”

The host organizations worked to ensure that as many participants could take part in envisioning the future of Christian higher education. An average of 164 attendees were present during the live webinar but the open sessions were live streamed on Facebook and YouTube.



Conversation 1 on access, equity, and inclusion



Conversation 3 on leading changes for our preferred futures



Conversation 2 on climate justice, stewardship, and sustainability



# Asian Academy for Campus Ministry Expands with Support of Trinity Church Wall Street

“The United Board and Trinity Church Wall Street recognize that campus chaplains are being called to respond to an ever-changing set of needs.”

The United Board will expand its Asian Campus Ministry program to better respond to the changing roles and expectations of college and university chaplains, with the support of a \$50,000 grant from Trinity Church Wall Street. The expanded program, now known as the Asian Academy for Campus Ministry, will develop leadership skills through an immersive training program; share best practices through study visits and an open online platform; facilitate innovative project development through small grants; and lay the foundation for a sustainable, Asia-wide network of campus chaplains. The program will be conducted in partnership with Asian higher education institutions that are committed to campus ministry and whole person education.

“The United Board and Trinity Church Wall Street recognize that campus chaplains are being called to respond to an ever-changing set of needs,” United Board President Nancy E. Chapman said.



“Greater religious and cultural diversity on campus, increasing student requests for mental health services, the stress associated with conflict and post-conflict situations, and other challenges — all of these point to the need for supporting chaplains through leadership development, skills training, and peer networks.”

The Asian Academy for Campus Ministry reflects the United Board’s strategy of building strong institutional leaders and leadership cultures, as it highlights the specific role that campus ministry can play in supporting holistic human development on Asian campuses.

We are excited to have the support of a new partner in Trinity Church Wall Street, an Episcopal parish in New York City that seeks to serve and heal the world by building neighborhoods that live Gospel truths, generations of faithful leaders, and sustainable communities. Currently in the planning stages, the United Board anticipates launching the first components of the Asian Academy for Campus Ministry in 2022.

For more information on supporting this and our campus ministry programs, please contact Trudy Loo, Director of Development at (212) 870-2612 or by email at [tloo@unitedboard.org](mailto:tloo@unitedboard.org).



*Our Centennial Initiatives will renew and expand our support for leadership development and faculty development; bring creative approaches to campus ministry; explore the innovative and ethical use of digital technology in higher education through digital programming; and, through special initiatives, respond to the needs of lesser-resourced countries and regions as well as disadvantaged populations. To learn more about supporting this work, please contact Trudy Loo, Director of Development at [tloo@unitedboard.org](mailto:tloo@unitedboard.org) or (212) 870-2612.*



# Going into the Community to Learn

## Dr. Annette Beatrice, Women's Christian College

“Every course lends itself to the community.”

“The United Board introduced me to service-learning,” Annette Beatrice, associate professor in nutrition at Women's Christian College (WCC) in India, said in a recent interview. Several projects helped deepen her understanding of the value that combining classroom learning with volunteering can bring to students, teachers, and communities.

A United Board grant enabled her to design a project on complementary foods, and she developed 50 simple recipes for soups, porridges, and desserts, using low-cost, locally available foods. She and her third-year Dietetics students standardized the recipes in the laboratory and demonstrated the recipes to mothers at an outreach center connected to WCC. “That project was a small beginning for me,” she recalled. “I thought of it as community service, something that benefits the community.”

Through subsequent projects, Dr. Annette realized that the benefits of service-learning can flow in multiple directions. Service-learning enabled her students to put academic theory into practice and hone their practical skills, and it also gave them opportunities to learn from people from different walks of life. For one project, supported by the United Board, she and her students traveled to a village situated at the outskirts of the city, where they explored conditions that contribute to high levels of anemia among children. The students learned folk songs and dances, and used them to educate children about nutrition.



For a project focused on the nutritional needs of transgender women, Dr. Annette and her students invited the transgender women to the campus and responded to their requests to learn how to prepare healthy foods in the home science laboratory. A current project combines research with a service-learning component, and focuses on the nutritional status and empowerment of women in the tribal population of Kolagur district, Yercaud.



Even with these experiences in service-learning, Dr. Annette felt she needed to know more about its pedagogy. That thirst for information brought her to the United Board's Virtual Consultations on Service-Learning, held from August through November 2020, where she came away with some key learnings on the service-learning process. “After every phase there should be reflection,” she said, so that students can transform experience into learning. Dissemination is equally important. “We stimulate interest when we share what we learn with the rest of the class, with the student community, and with faculty,” she said. “Information from the project should be disseminated — and celebrated.”

For Dr. Annette, the possibilities to incorporate service-learning in the curriculum seem unlimited. “Every course lends itself to the community, and even a small service-learning component adds meaning to academic learning.” These projects were possible only through the support of the leader of the institution. She urges teachers and students to “go into the community and learn” and, as they encounter the lives of others, better understand their own strengths and weaknesses, reflect on challenges, and promote whole person development.

*Dr. Annette Beatrice was a 2008-2010 United Board Fellow.*



# Opening a Student's Eyes to the World

## Harry Swinney

Harry Swinney describes his late wife, Gloria, as being devoted to her alma mater, Silliman University. "Silliman opened Gloria's eyes to the world," he said. "She grew up in a remote village in the Philippines, where the sixth grade was the highest grade available at her local school. To be as successful as she was and to contribute in as many ways as she did — all that was enabled by her experience at Silliman."

Gloria Swinney — then Gloria Luyas — was the top student in her sixth grade class. That ranking made her eligible for a scholarship to Silliman High School — and set her on a path of lifelong learning. After high school, she entered Silliman University, graduating with a B.S. in nursing in 1963. A few years later, Gloria was serving as an exchange nurse at the University of Maryland Hospital in Baltimore, when Harry, then a graduate student at Johns Hopkins University, sat next to her at church one Sunday morning. They were married in 1967, and Gloria went on to earn a PhD in medical anthropology and join the faculty of the School of Nursing at The University of Texas at Austin. In 2018, Harry became Emeritus Professor of Physics at The University of Texas at Austin after having served for decades as the Sid W. Richardson Foundation Regents Chair of Physics and the director of the university's Center for Nonlinear Dynamics.



Swinney Family



The Silliman campus

Though far from her home in the Philippines, Gloria remained close to her Silliman network. She stayed in touch with Maria Roble, the long-serving dean of the School of Nursing and a mentor. Her friend Gloria del Carmen, a classmate in high school and at the School of Nursing, was living in the United States. Gloria's brother, Rolando del Carmen, was a prominent criminologist whose graduate studies at the University of California, Berkeley, had been supported by the United Board.



Harry Swinney

When possible, Gloria and Harry would visit the Philippines as well, and during these visits, Harry came to know and appreciate Silliman. "Silliman is a strong institution that fills a niche: educating students who are mostly from small islands, who often are an underserved population."

In 1995, Harry and Gloria suffered a tragedy when their teenage son died of glioblastoma multiforme, an aggressive form of brain cancer. They decided to honor his memory by establishing a scholarship fund for Silliman University students. Rolando del Carmen directed them to the United Board for help in setting up the fund, which awards scholarships to students in science, engineering, nursing, information technology, mathematics, or related sciences fields. Sadly, Gloria passed away from central nervous system lymphoma in 1997, but the scholarship support for students at her alma mater continues.

Harry continues to make additional contributions to the scholarship fund, and a bequest in his will designates support for the scholarship fund and for the United Board's Centennial Fund for Leadership Development. "I can think of no better way to honor my wife and son than to give students and their teachers the potential to do more," he explained. A scholarship changed the course of Gloria's life, and through the Gloria Luyas Swinney Scholarship, young Filipino students are being given a similar opportunity to expand their horizons.



# A Season for Giving



**Make a gift of appreciated securities** and you may have tax advantages while making a larger gift than you may have thought possible to support a program or institution in need.

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**Establish an endowment fund** and leave a legacy that will have an impact on future generations of scholars and faculty leaders in Asia.

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**Make a bequest or other planned gift to the United Board.** We are happy to assist you with ways to fulfill your philanthropic goals in support of strengthening whole person education in Asia.

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## **Consider an impactful IRA gift of up to \$100,000**

**To make a Qualified Charitable Distribution (QCD) from your IRA in 2021, you must:**

1. Be an IRA owner 70½ years or older in age at the time the gift is made.
2. Contact your IRA administrator to request a qualified charitable distribution from an IRA to the United Board for Christian Higher Education in Asia. (The funds must be transferred directly from your IRA administrator to the charity. Although there is no tax deduction, the distribution is excluded from your income for federal tax purposes.)
3. Contact Trudy Loo, Director of Development at [tloo@unitedboard.org](mailto:tloo@unitedboard.org) or (212) 870-2612 to inform us of your gift, so we can ensure it is designated accordingly and can relay our gratitude.

*Please consult with your tax or financial advisor to determine the tax/financial implications for you and your family. The United Board for Christian Higher Education in Asia does not provide legal or tax advice.*

**Legal Name: United Board for Christian Higher Education in Asia**  
**EIN# 13-5562367**

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## **Support our Centennial Fund**

Our Centennial Fund gives special attention to three of our strategic priorities: Leadership Development, Faculty Development, and Special Initiatives. This issue of Horizons includes profiles of 11 individuals who have participated in our Leadership Development and Faculty Development programs. Their stories highlight the myriad ways that Asian educators are translating the principles of whole person education into meaningful practices.

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### **Contact us to discuss making a gift:**

Ms. Trudy Loo, Director of Development    1 (212) 870-2612    [tloo@unitedboard.org](mailto:tloo@unitedboard.org)



## Highlights of Whole Person Education Programs

In this report, we present some of the highlights of a year that challenged our staff to find new ways of presenting both enduring programs and new initiatives. Our work included the rapid creation of our Pandemic Response Fund, through which we made over \$1 million in grants to colleges and universities in our network reeling from the early impact of the Covid-19 pandemic. Our program team also showed remarkable creativity and flexibility in mastering new skills needed to move much of our program work online.

We continue to look forward to the day when we will be able to meet our colleagues throughout Asia in person once again. At the same time, we are excited about — and grateful for -- the possibilities that new technologies and new channels provide for us to further enhance our work. As always, we deeply appreciate the generous support our donors provide that allows us to advance whole person education in Asian colleges and universities.



### New Models of Education Webinar, Workshop, and Speaker Series

Jul - Oct 2020

This series explored possible futures in higher education as the world continued to cope with the COVID-19 pandemic. The webinar session introduced the concept of resilient higher education institutions and the leveraging of technology to ensure sustainability and growth. The multi-session workshop was designed to develop the skills necessary to use digital tools within teaching, learning, and assessment in higher education, while the speaker series provided a platform for principals and vice-chancellors to define relevant digital policies at higher education institutions, and the barriers to and implementation of such policies.

**Reached: 628 participants**

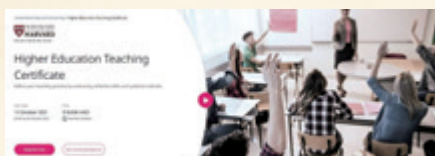


### Harvard Bok Higher Education Teaching Certificate Online

Jul - Dec 2020

Scholarship support for 21 educators to participate in an eight-week online certificate course offered by Harvard University's Derek Bok Center on Teaching & Learning. The course focused on theory; communication; planning, design, and delivery; and reflection.

**Supported:  
21 educators**



### Consultation on Service-Learning for South Asia Virtual Sessions

Aug - Nov 2020

This consultation series enlightened the participants to capture the correct concept of service-learning as a pedagogy for whole person education and shared different institutional service-learning models.

**Reached: 48 participants**





# Education in Asia Annual Report 2021



## Leading Through Crisis Series

A webinar series on higher education leadership in Asia, envisioned as an initiative to support leaders in the United Board network during the COVID-19 pandemic. It created an opportunity for educators to reflect on how to better lead the self, and exemplify whole person leadership in times of crisis.

**Reached: 1063 participants**



Aug - Dec 2020



## Women's Leadership Forum

This online forum held on October 23-24, co-organized by Ewha Womans University and United Board, served as an empowering platform for senior women leaders in higher education not only to discuss challenges and opportunities, share ideas, and create a network, but also to seek out practical measures and long-term visions so as to facilitate innovative changes in higher educational institutions to cultivate women's leadership and nurture the next generation of women leaders.

**Reached: 67 participants**



Oct 2020



## Building a Culture of Care Series

This webinar series explored the practice of non-directive listening and spiritual companioning, the core competencies for spiritual care (knowing, being, and doing), and how to cultivate empathy as practice of incarnation.

**Reached: 418 participants**

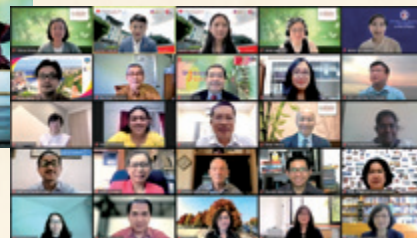
Feb - May 2021



## United Board Leadership Summit 2021: Rethinking Higher Education Leadership during and after the Pandemic

This online forum, co-organized by Lingnan University and the United Board, was held on April 23-24. This event served as a culmination of the Fellows Program Impact Study as well as our first Fellows alumni reunion.

**Reached: 92 former and current Fellows**



Apr 2021

## 2021 Financial Review

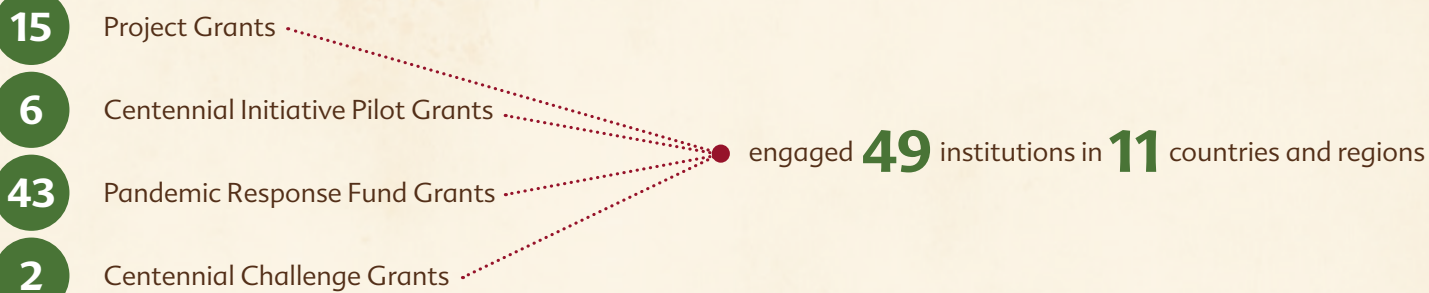
For the fiscal year ending June 30, 2021, the United Board had total support and revenue of **\$10,991,981**; total expenses of **\$8,451,003**; and total net assets of **\$170,211,948**. Support and revenue is comprised of contributions (both restricted and unrestricted) from individuals, foundation grants, and endowment income. The United Board's Form 990 can be found on the Financial Statements page of our website.



# Grant-making



The United Board awarded 66 grants in FY 2021, valued at \$1,393,624, to help institutions advance whole person education and overcome challenges posed by the COVID-19 pandemic.



## 2021 Donation Summary

Contributions from **625** generous donors expanded our impact.

In FY2021, alumni and friends supported our network institutions with **\$2,723,779** in designated grants. Endowment grants totaling **\$732,485** were disbursed, as an enduring legacy of generosity that supports new generations of educators and scholars.



# Our Donors

**The United Board gratefully acknowledges the generous support of our donors. Those listed below made contributions between July 1, 2020 and June 30, 2021.**

## **ALUMNI ASSOCIATION, INSTITUTION, AND CHURCH DONORS**

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Memorial Fund

## **BENEFACTORS (\$10,000+)**

A couple of 1976 Chung Chi graduates  
Anonymous (2)  
Mr. Adlai J. Amor

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## Tribute to Anne Phelan

In this issue, we extend a fond farewell and many heartfelt thanks to our colleague Anne Phelan, our gifted editor of *Horizons* since its inception in 2011.

Anne has provided an expansive lens to this publication, taking in the past, present, and future directions of this century-old organization and showing readers how each helps to define the United Board's mission and identity. As editor of *Horizons*, she has not only reported on important developments and changes at our organization, but also brought to life many inspiring stories of individuals and institutions who help to make the United Board network the warm and welcoming community that it is for so many. She has also introduced readers to trends and challenges in Asian higher education and profiled people developing effective and inspiring responses to these challenges.



In addition to editing *Horizons*, Anne's many contributions have far exceeded the duties that her title of "communications consultant" might suggest. She has participated actively in discussions of policy and program development, drafted numerous publications and policy white papers, produced brochures and videos, mapped out each year's annual report, helped to craft our mission and vision statements, coordinated a revamping of our website, maintained our social media presence, and devised both a theme for our Centennial celebration and ways of sharing it with our community. A font of great ideas, she has helped us transform many ideas into reality.

We thank Anne for her warm friendship and outstanding work for the United Board over the years. We wish her Godspeed on her way!

Nancy E. Chapman



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