



UNITED BOARD

HORIZONS

DECEMBER 2022

UNITED BOARD FOR CHRISTIAN HIGHER EDUCATION IN ASIA



Celebrate with us our
100th Christmas



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Foreword from the President

Words, particularly printed words, erase temporal and geographical differences, impart knowledge, and consolidate and grow a community founded and bound by a common cause or purpose.

The first issue of the official bulletin of the United Board, then known as the Associated Boards for Christian Colleges in China, appeared in June 1934. As the main thrust of the Associated Boards's work then was to coordinate efforts in funding and supporting 10 Christian colleges and universities in China, the bulletin was appropriately titled *The China Colleges*. In the 1950s when we began to take our work beyond China, a new name was called for to signify an expanded vision and scope. *New Horizons* saw the light of day in October 1953.

Modern communication technology has seen printed words giving way to moving images. The United Board has traversed wide terrains and weathered different climes since its founding in 1922. In observance of our Centennial this year, we have compiled a celebratory publication, *The United Board at 100: A Centennial Album*. In this issue of *Horizons*, excerpts from its first four sections are reprinted to offer the reader a glimpse of different chapters in the annals of the United Board (pp. 4-5).

In this issue, we also feature the United Board Fellows Program, which this year celebrates its 20th anniversary. We recently welcomed 30 young promising academics from different parts of Asia to join in this signature program in leadership development. The lead article in this issue looks at three of the fellows who come from different backgrounds but are united in their determination to enhance their leadership skills to meet greater expectations (pp. 6-9).

That the United Board has been able to support such a fine crop of talent and many other worthy causes in higher education is a constant reminder of the staunch and unwavering support of our friends and donors. Sometimes philanthropy gets passed down the generations. The two stories in "Giving is a Many-Splendored Thing, and a Family Trait Too" (pp. 10-11) are tributes to benevolent hearts and magnanimous deeds as well as an affirmation of the sons and daughters' wish to follow the shining examples of their parents.



Nancy Chapman, President

India is nowadays an exciting place to be for higher education. We are pleased to see that our work there has taken root and is yielding fruit. The summer harvest from 2022 includes three programs run on several campuses, bringing together and benefiting a good number of young academics from the region ("Letter from India", pp. 12-13).

Readers will also find in these pages the United Board's annual report for the fiscal year 2021–2022 and get a good understanding of our organization from an institutional perspective.

Just as in earlier generations, the United Board's official bulletin went through another reinvention, under the title *Horizons*, soon after I assumed the United Board presidency in 2011. A little more than a decade later, I am writing my final message for this publication as President, in advance of my retirement in January. I hope I have succeeded in keeping our readers abreast of what the people at or supported by the United Board have been saying and doing, and that you have enjoyed reading about their aspirations, excitements and challenges.

I wish you all a very joyous Christmas and a new year filled with meaning and joy. 🍷

The United Board at 100: A Centennial Album

In this Centennial publication, the story of the United Board's first century of development and achievements is told in five sections of flowing narratives, entertaining anecdotes and impressive visuals. Many of the vintage photographs are from the United Board's archives and published here for the first time. The opening paragraph of each of the first four sections is excerpted below to whet the reader's appetite.

I. Early Roots

Throughout human history, the spread of religious faith has often been accompanied by the transmission of knowledge and culture. Just as Buddhist monks introduced Chinese culture to Japan along with Buddhist beliefs and practices, so too were Protestant missionaries of the late nineteenth and early twentieth century cultural emissaries, serving as pioneers of formal, Western-style higher education. In much of the non-Western world, including in countries of Asia and the Middle East, missionaries organized schools, translated textbooks and other educational materials, and imported printing presses that made possible the mass distribution of printed materials in Western and local languages. The Protestant emphasis on making the Bible and other religious materials accessible in local vernacular

languages spurred efforts in basic education and mass literacy; in many places, missionaries also introduced the study of Western languages, science, history, geography, philosophy, economics, and sociology for the first time.

II. The United Board Takes Shape

One of the themes that courses consistently through the United Board's hundred-year history is the challenge of reconciling the sometimes divergent perspectives and practical considerations of its branches in Asia and in the United States—between “field” and “home office” in the parlance of its founders. This is a tension common to international organizations that have staff and trustees located in multiple locations. For the United Board, Asia has always been where the front-line work has taken place and where the possibilities of furthering the organization's mission, as well as attendant limitations, have been most immediately apparent. New York is where the organization is incorporated, the legal jurisdiction whose rules and practices it needs to follow, and the source of much of its funding. A look back at the early years of the organization makes clear that this tension between “field” and “home” was evident from the very beginning.




Bamboo by Soichi Watanabe

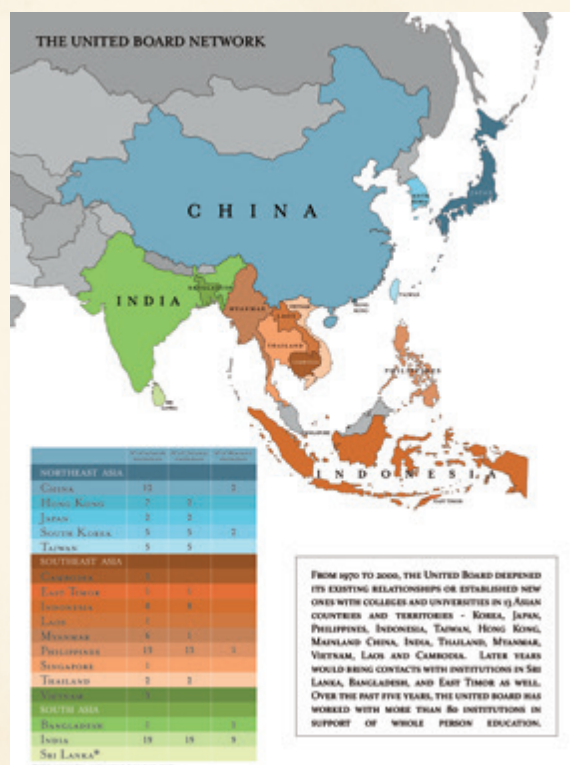
III. Moving Beyond China

Beginning in 1946, someone with a penchant for whimsical turns of phrase seems to have been in charge of producing the United Board's annual reports. This person must have had an exuberant taste in colors, too, because the previously staid, muted hues of the Associated Boards's annual reports were replaced with bold colors and evocative designs. But the covers weren't only bright and eye-catching; they also told the story of an emotional journey—from celebration, to uncertainty, to resignation and loss, to acceptance and renewal—as the United Board gradually came to terms with the reality of a future without the colleges in China that had defined it. The challenge now would be to discern what came next.



IV. Three Defining Decades

The three decades from 1970 to 2000 were ones in which key characteristics of the United Board as we know it today emerged. Moving beyond East Asia, the organization expanded its geographic reach to include numerous colleges and universities in South and Southeast Asia. Programming in mainland China resumed after a thirty-year hiatus, significantly increasing the volume of program activities. Strengthening Christian higher education in Asia remained the organization's ultimate goal, but the means by which it sought to reach this outcome evolved, shifting from funding capital projects and basic operations of partner colleges and universities to stimulating innovation and nurturing the people—leaders and faculty, primarily—needed to sustain Christian values and academic excellence. The board and staff also took an unblinking look at their own composition and practices and initiated a major restructuring designed to make the organization better informed, more inclusive, and more effective. 



WELCOME, UNITED BOARD FELLOWS 2022-23!



Another Year of Harvesting Academic Leadership

The United Board Fellows Program celebrates its 20th anniversary

Dr. **Normandy Dujunco** got his first taste of teaching as a sixth grader. It was Teachers' Day at his school, and one activity was for the students to try running the school. He chose to lead the English class.

"It was a complete disaster," he recalls, "but it sparked something inside me."

The grandson of a supermarket chain proprietor and the son of a noodle manufacturer, the Filipino boy seemed destined to be a businessman himself, only to then become a theologian. He did in fact study business as an undergraduate, but it was also then that he felt the need to change course.

"I saw the entire spectrum of business, from people who'd follow their passions to admittedly the uglier side." He witnessed a classmate being cheated out of business by another classmate. Disturbed, he reflected on what the good life really is about.

"If we're to earn money, it's equally important that we keep our humanity."

"Balance" is the word. Having had his fair share of exposure to the business world, he turned to religion, starting as a postulant under the De La Salle Brothers, then going on to study for a master's and PhD in divinity. He studied how faith can be taught using stories. All those years since that English lesson, he remained passionate about education—

An education based on none other than the idea of balance.



Advocating Equality

Dr. **Minnie Go** (left) grew up in Korea and remembers how her childhood got her thinking about empowering minorities.

Naturally curious, the political scientist has been a voracious reader since she was a little girl. The more she read about different cultures, the more she wanted to go abroad and understand them, especially how they are shaped by different institutions.

So after her undergraduate years at Ewha Womans University, she pursued a PhD in political science at the University of Chicago. Having learnt Chinese for years, she was going to specialize in Chinese politics, but then she shifted her focus to minorities in America.



Dr. Dujunco (second left) with Luis Antonio Cardinal Tagle, receiving a special citation from the Cardinal Sin Catholic Book Awards for his comic book Johnny's Big Secret

“The US is one of the most developed countries in the world and also the most powerful, but the ways they treat minorities are sometimes very unfair. I wanted to know why this happens in a democracy.”



Dr. Go (third row, middle) spent a year as an exchange student at Massachusetts's Smith College in 2001. It was the first time she was in the US, and it was then she decided to pursue a graduate degree

She is not unfamiliar with being marginalized. As a child, she spent time in a small city, having moved from an affluent neighbourhood. At school, she was never quite at home, feeling like an outsider among her peers.

“This feeling was all the more intense when I moved to the States as an Asian woman.”

Driven partly by her own experience, she investigated the condition of African Americans in the aftermath of Hurricane Katrina; now back at Ewha, she is researching minority rights in other democracies.

But as she researches and teaches diversity issues back in Korea, she finds herself on another mission: one to diversify the Korean academia itself.

Golden Ponderings

There was a personal dimension to Dr. **Xue Bai** (right)'s work as a gerontologist, too. Growing up in mainland China, she was very close to her grandparents. By the time she was in university, however, their health had begun to fail.



“I hope I can do something to add to the lives of older adults,” she said.

She started by examining ageing-related issues as she did in her final-year project, where she investigated self-image in older adults. But as she went deeper into the topic as a postgraduate student and later a researcher, she saw that ageing is never quite a solitary affair.

“I broadened my scope to see how one's family, community and society intersect to play into their experience and quality of later life.”

For her, research and practice on ageing should be a team effort, where society as a whole—not just social workers and nurses—can work alongside older adults. Now an advocate of ageing education in Hong Kong, she is getting students in all fields to learn how to work with and for older adults by bringing older adults into the classroom and engaging them in intergenerational co-learning.

To Lead and Be Led

Dr. Dujunco, Dr. Go and Dr. Bai have come a long way in carving out a path for themselves and each is taking off in their respective pursuits of scholarship and services. Then they met at the 2022-23 United Board Fellows Program. Dr. Dujunco has become the Vice Chancellor for Mission and Development of the University of St. La Salle, overseeing a host of units from the university museum and the outreach office to the campus ministry and a youth centre. His role is, however, first and foremost to ensure that students are morally upright as well as knowledgeable.

Dr. Go has recently taken on the role of Ewha's Associate Vice President of University Planning and Coordination.



Dr. Dujunco (right) in a training session as the principal of a small mission school with some of the teachers

Ewha, a long-time partner of the United Board in cultivating and promoting women's leadership in Asia, has set as its mission to nurture in the spirit of Christianity women leaders in a traditionally patriarchal society. Dr. Go is working with various stakeholders to ensure the university has the infrastructure to realize its vision for a more diverse campus.

As the Director of the Institute of Active Ageing (Research Centre for Gerontology and Family Studies) at the Hong Kong Polytechnic University and serving on the Social Welfare Advisory Committee and Elderly Commission of the HKSAR government, Dr. Bai strives to promote ageing education and use research evidence to assist policy and service development for older adults and their families. She has teamed up with her colleagues, NGOs, and other universities to develop various innovative and theory-guided programmes, which she hopes will encourage active ageing and raise students' awareness of the ageing society.

The trio is only a small sample of the diversity of talents and aspirations in the 2022-23 cohort of the Fellows Program, one of the United Board's flagship programs in leadership development. A total of 30 of the region's most promising academics hailing from 27 universities in nine countries/regions joined this year's program, designed to answer the needs of leadership development for mid-career faculty and administrators from Asian

colleges and universities. This is also the 20th anniversary of its offering. Through this program, the United Board has for 20 years been developing dynamic leaders who advance whole person education at their home institutions.

Like the rest of the cohort with their own different backgrounds and motivations, Dr. Dujunco, Dr. Go and Dr. Bai are all hoping to be inspired and become more effective and efficient leaders.

A Year of Expectations

"I believe in trying new things, but I also have respect for those who adhere to traditions," said Dr. Dujunco.

"In one of the Program's lectures, I was struck by the idea that you can be supportive of new ideas without causing chaos to the existing system. Can we keep those ideas in a small focus group? Can we get, say, 40 students to try them out first?"

He also noted the opportunities in the Program for university leaders across the region to know one another and compare notes, which is also what Dr. Go is looking forward to.

"As a Christian institution—one that the United Board has given much support—Ewha wants to know how others in the region approach education in the spirit of Christianity," Dr. Go said.

"Also, our school is trying to reach out to international students. We'd very much like to expand our network, and we want to know how other universities diversify and globalize themselves."

Being the leader of a growing team, Dr. Bai wishes to hone her management skills in the Program.

"As we keep getting bigger with more and more funding, I'd like to know how I can make my team more efficient. I also want to learn how to motivate my team," she said.

"So far, the Program has delivered more than what I had expected." 🙌

Giving is a Many-Splendored Thing, and a Family Trait Too



Drs. Grace and Robert Yuan with their children (left); Helena Yu and family celebrating her 100th birthday (right)

Many of the United Board's supporters were driven to excel at their studies and to give back to higher education in Asia as a result of core values of hard work and charity that were instilled in them from an early age.

These values are often passed on through the generations, which the children of some of our loyal United Board supporters have demonstrated through generous gifts that honour the memory of their parents.

Remembering Drs. Robert and Grace Yuan

The late Drs. Robert and Grace Yuan cared deeply about the gift of education and giving back to Asian higher education, supporting the United Board and acting as integral members of their alumni communities for many decades.



Their support of education was the product of parallel upbringings in China, where both were born to Christian families with ancestors high up in the Anglican Church, and where both excelled in their studies at higher education institutions within the United Board network.

Robert attended St. John's University in Shanghai, while Grace (née Grace Chen) attended Ginling College in Nanjing, China. Both graduated from their respective institutions in 1947 as star students: Robert as president of his medical school class and Grace as president of her college class.

Their lives would converge in America, where they met while studying at the University of Pennsylvania School of Medicine in Philadelphia. They married three days after her graduation in 1952, with Grace the only woman to graduate in her class.

Robert and Grace settled in the Greater Boston area, where they raised three children, Frances, Robin, and Annette. Robert and Grace would go on to have notable

careers in the medical field, with Robert serving as chief of neurosurgery at three Greater Boston hospitals and Grace overcoming limited career options in that era to become a medical researcher and to author several published papers.

Robert and Grace considered it deeply meaningful to give back to both their homeland and their new country. The Yuans opened their home to many visitors from their homeland, including doctors, scientists, government officials, trade groups, college and graduate students, church representatives, and bishops. They also launched and supported a number of associations for the Chinese community in the Greater Boston area.

Giving back extended to their educational institutions in China, too. Both served as presidents of their respective alumni associations, greatly appreciating the opportunity to build relationships with their fellow alumni. Their positive experiences led the Yuans to support the United Board, and Grace's alma mater, Ginling College, through charitable gifts for many decades, seeing it as an opportunity to contribute to women's leadership.

Grace passed away at the age of 86 in 2010, while Robert passed away at 99 in 2021. They have left behind a loving family and a lifelong legacy of generosity that continues to touch the lives of the many communities they have been part of. That legacy of generosity lives on in their children, who would like to honour the memory of their parents through supporting the United Board's work and programs that align with their parents' values and connection to China.

Remembering Helena Yu

The late Helena Hsien-Tsai Yu was born in Tianjin, China, in April 1921. Her father was the chief administrator of Nankai Middle School, a preeminent secondary school in Tianjin. Helena's mother was the headmistress of a girls' middle school in an era when it was unusual for women to have professional careers. Her parents instilled in their daughters the spirit of performing to the best of their ability, supporting the public good, and appreciating "health and life," values which Helena demonstrated throughout her life.

Helena entered Ginling College in 1941, where she found her education to be very fulfilling and forged strong ties with the faculty and fellow classmates. Following

graduation, Helena joined the United Nations Economic Commission for Asia and the Far East (ECAFE) in Shanghai as their first librarian. During this time, she married and gave birth to two children, Terry and Teddy.

Helena made the bold move of taking a two-year-no-pay-leave to attend graduate school, an endeavor funded by the Ford Foundation, and graduated with a Master's degree in Library Science from Columbia University in 1957. She then received a position at the newly established United Nations headquarters in New York City and remained employed by the UN as a documentalists librarian for 35 years until retirement. For much of her early career, Helena took on dual roles of a devoted single mother and of a strong-willed, determined, and hardworking professional woman.



Helena lived a modest life, working hard, saving, investing wisely, and donating selflessly. While she made the United States her home, she never forgot her family and friends in China and supported them in their times of need. She also sponsored a nephew and niece from China so they could complete their education and develop careers in the United States.

Through the Ginling Alumni Association of America and in partnership with the United Board, Helena, like many of her Ginling alumnae, made a commitment to supporting women's education in China in general and Ginling College in particular. She made major contributions to her alma mater for student scholarships, faculty development, and building funds, in addition to supporting the work of the United Board itself.

Helena passed away peacefully in September 2021, fulfilling her last goal in life — to live to a hundred. Helena is remembered fondly by her two children and their spouses, four grandchildren, and four great-grandsons. Her family could think of no better way to honor her extraordinary life than to create an endowment fund in her name with the United Board, the Helena Hsien-Tsai Yu Memorial Fund, to carry forward her benevolent spirits to further support women's education and leadership in Asia. 🏠

Letter from India

While lives were beginning to return to normal after the pandemic in many parts of the world, the summer of 2022 is often remembered for its extreme weather and the various hardships or even disasters caused by it.

During the summer break, the United Board was pleased to see significant progress being made in its endeavors to further service-learning and whole person education in South Asia, specifically in the several programs it supports at St. Christopher College of Education, Scottish Church College and Lady Doak College.



Educating the Educators

The United Board had supported young academics from India to undertake a prestigious course at the Derek Bok Center for Teaching and Learning of Harvard University. To transfer the knowledge and skills obtained from the Harvard Bok program on teaching practice, a few of those who finished it were invited to serve as resource persons at the “Faculty Development Program for Young Faculty for Colleges and Universities” held at St. Christopher College of Education from 12 July to 17 July.



The program aimed to equip young faculty of different institutions in India to foster whole person education. More than 70 young faculty members from different disciplines attended the sessions on whole person approach, learning outcomes, active learning techniques, construction of achievement tests, teaching skills, etc.

The enthusiastic responses from the participants can be summarized by Dr. Valeen Rashmi Pereira of the Department of Chemistry at St. Joseph’s University, Bangalore, who said, “The training has inculcated in me a sense of constant learning to equip myself with appropriate skills from time to time. I look forward to participating in future programs offered by the United Board. All these impacts are profound and will be an inspiration for lifelong learning.”

For a Deeper Understanding of Whole Person Education

Another faculty development program that the United Board has supported is Scottish Church College’s “Systematic Implementation of Service-Learning Practices Integrating Whole Person Education”. A workshop for faculty members was held on 17–18 August.

Dr. Maher Spurgeon, Consultant, Director of South Asia Programs of the United Board, kicked off the two-day workshop by speaking on what whole person education is. Dr. Priscilla A S, Dean of Academic Affairs (Sciences) and Dr. Anita Tiphagne, Assistant Professor of the Department of Social Sciences, both of Lady Doak College, a pioneer in India of service-learning, then followed in successive sessions and shared their expertise and experience in service-learning and community engagement.



Theory and practice were given equal emphasis. In the final session, the participants were divided into groups for in-depth discussions of service-learning from the perspectives of students, faculty and the community. Their discussions were facilitated, and questions clarified, by the resource persons. Many of the participants took quite a lot home.

Towards the end, some participants expressed their gratitude to the United Board and Scottish Church College for organizing such an eye-opening program. They were greatly motivated and ready and willing to implement service learning in their own institutions.


At the Hub of Service Learning

Last but not least, the United Board is the sponsor of Lady Doak College's "Capacity Building to Achieving Sustainable Development Goals (SDGs) by Integrating E-Service-Learning

and Research". Lady Doak College is one of the first institutions in India to institutionalize service-learning in their curriculum. The United Board expects to see the College develop into a national training hub for service-learning in India.

A two-day workshop was held on 22–23 August on SDGs and community based participatory research (CBPR) through service-learning. Fifty-three faculty members of Lady Doak College and 24 others from 13 colleges across South India benefitted from the sharings and insights of leaders and trainers on SDGs, CBPR and social responsibility.

On the second day of the workshop, the participants took part in a group exercise where they got into seven teams to discuss local issues relevant to their communities, identify the applicable SDGs and propose actions towards achieving the SDGs. Each group then made a brief presentation of the fruits of their discussions.

The workshop has given the requisite cognitive, affective and action-based inputs to a young crop of Indian educators who are now empowered to revisit and engage in an iterative process of learning and serving for service-learning and whole person education to take deeper roots in higher education in India. 



Centennial Updates



The joint celebration of our Centennial and Ginling Women's College at Nanking Normal University (NNU)'s 120th anniversary and Dr. Wu Yifang's (Ginling's first woman president) 130th birth anniversary was held on 2 September. A full-length play based on Dr. Wu's life and accomplishments was performed at the joint celebration as a tribute to her groundbreaking leadership in women's education in China.


The United Board's Centennial celebrations reached a crescendo on 12 November when a luncheon was held at the Harvard Club in New York City, the birthplace of the United Board. The luncheon provided a precious occasion for donors, friends, alumni, Trustees and staff, many of whom came from other states and countries, to commemorate their long-term relationships and commitment to the cause and values of the United Board.



At the luncheon, the guests were regaled with the premiere of the Centennial Video, a five-minute clip that captures the institutional development and aspirations of the United Board under the theme of ‘Higher Goals. Farther Reach. Great Expectations’.



The Centennial Video can be viewed at:
<https://unitedboard.org/centennial/>

The Centennial celebrations will continue beyond 2022. The luncheon will be followed by more events and occasions where more friends and faculty from other parts of the world may join in the festivities in person. A finale celebration is being planned in Asia in June 2023. 

Leave a Legacy for Christian Higher Education in Asia

Legacy gifts are an important source of funding for the United Board’s work and the needs of our network institutions in Asia. We invite you to join the United Board Legacy Society by including the United Board as a beneficiary of your will or trust; IRA or other retirement plan; or life insurance policy. Generous legacy gift donors have supported projects such as student scholarships, faculty development, and other institutional priorities, as well as the United Board’s mission and programs.

To discuss making a gift in your will or other planned gifts, please contact legacysociety@unitedboard.org.



A Season for Giving



Support our Centennial Fund

Our Centennial Fund gives special attention to three of our strategic priorities: Leadership Development, Faculty Development, and Special Initiatives. Your support will further our work and benefit our network institutions in the form of current gifts and future pledges.



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.



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



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.



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

To make a Qualified Charitable Distribution (QCD) from your IRA in 2022, you must:

1. Be an IRA owner 70½ years or older of 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 or (212) 870-2612 to inform us of your gift, so we can ensure it is designated accordingly and to 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

Contact us to discuss making a gift:

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

When you have a cohesive and enthusiastic faculty, you get innovation.



Tony Ruger

Vice Chair, United Board, United States

Plurality and diversity are core strengths, so we should note the importance of working with different types of people, to accept others as they are, and to celebrate plurality.



Maher Spurgeon

United Board Consultant, India

From the humanities, you learn to think in a logical and sophisticated manner, to identify subtle differences, and to read and interpret critically.

Dorothy Wong

University of Virginia, United States

Every course lends itself to the community, and even a small service-learning component adds meaning to academic learning.



Whole person education is being aware of the strengths and weaknesses of both the teacher and students, having the faith to continually strive to become better, and seeking to help the society with optimism, hope, empathy and spirituality.

Annette Beatrice

Women's Christian College, India

Br. Augustin Joseph

Vice Principal, Salesian College, India



Whole person education fosters spiritual, intellectual and social development of students in a systematic approach, offering them an array of academic and co-curricular experiences that support flourishing and self-realization, nurturing them to become individuals with integrity and a sense of direction and passion, and guiding them to move beyond self-interest to the common good.

Ying Wang

Fudan University, China

Whole person education means raising the consciousness of both teachers and students by enabling them to learn from each other. It is an approach that focuses on building character and integrity rather than just transmitting knowledge or teaching skills.

Michael Ratnapalan

Yonsei University, Korea

United Board Annual Report 2021-2022

Financial Review and Donation Summary

2022 Financial Review (as at 30 June 2022)

Total support and revenue*
USD

\$ 10,593,394

Total net assets
USD

\$ 140,603,552

Total expenses
USD

\$ 8,622,456

* comprising 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

FY 2022 Donation Summary

675

Number of Donors

USD

\$ 2,687,808

Amount of Designated Grants received

USD

\$ 725,559


Amount of Endowment Grants disbursed



Gifts and Giving

As in previous years, much effort and resources were put into stewarding our donor community as well as cultivating new supporters. In a year when many parts of the world were slowly emerging from the shadows of various forms of pandemic measures, the United Board also adapted to a hybrid mode of donor engagement—a mix of in-person and virtual events and meetings.

The fiscal year 2022 can be called a success in terms of cultivation of new donor loyalty. In the relevant period, we welcomed six new permanent endowment funds and seven new legacy gifts.

Several e-campaigns were tried out, notably #GivingTuesday! which is a popular global day of giving in November that encourages donor to give through social media channels. The year also saw a major step taken by the United Board to consolidate its strategies in communication and marketing with the coming on board of a director of communications. On top of coordinating efforts to keep the momentum of the centennial celebrations going, the new director also immediately began strengthening the contents and the channels including social media platforms for reaching out to the various stakeholder groups. 



New Endowment Funds Set Up in FY2022

- Dr. Myunghwan Chang, Yonsei University College of Medicine, Class of 1951, Scholarship Fund
- Dr. Nan Lin Scholarships for Tunghai University
- Grace E. L. Shin, M.D. Yonsei Medical Mission Endowment Fund
- Helena Hsien-Tsai Yu Memorial Fund
- Melrose Villaester Besario Student Scholarship Fund
- Mr. and Mrs. Shouson and Yunying-Kou Jen Endowment Fund

Endowments ensure the long-term support of important programs that benefit generations of educators to come. We work with many donors to set up endowment funds for the support of United Board programs and for approved projects at universities and colleges in our network. The United Board welcomes both permanent endowments and term endowments. For more details about endowment giving, please contact Trudy Loo, Director of Development, by phone (1.212.870.2612) or email (tloo@unitedboard.org).

United Board Programs: A Year of Actions Aplenty

Despite the many challenges to higher education in various parts of Asia in a year not fully recovered from the pandemic, the United Board had neither stopped nor stalled on offering a plethora of educational programs and activities to young academics and leaders in the regions. During the reporting period, a total of 3,101 participants had taken part in our events, webinars and programs in leadership development, faculty development, campus-community partnerships, etc. Highlights of some of these programs are given below.

Strategic Leadership Program for Department Chairs

Hosted by *The Chronicle of Higher Education*
July 2021—January 2022

This program, specially tailored for United Board participants, was organized in response to the growing demand of department chairs for leadership development training during the pandemic. Its goal was to help incumbents of departmental leadership positions to take on the challenges of the role more confidently and develop visions for themselves and for the departments they were leading.



Two cohorts of a total of 39 department chairs took away important lessons and insights from the program.

Women's Leadership in Asia (WoLA): Transforming for the Next Normal

October—November 2021

Hosted by Ewha Womans University,
South Korea

WoLA provided an invaluable forum where women leaders could develop their leadership skills, advance their academic careers and forge a strong network with



peers from a variety of cultural backgrounds. It served as an open space for candid and insightful sharing among women in responsible positions. A total of 88 women leaders participated in the online course developed by the United Board, the Ewha Institute for Leadership and Development, and the Scranton Women's Leadership Center. Emphasis was given to empower them to navigate the post-pandemic era by upholding their adaptability and expanding their global vision.

Towards a Caring Campus Webinar Series

October 2021—April 2022

This webinar series featured highly acclaimed speakers from Asia and the United States and was designed to support higher education leaders, campus ministry members, faculty and staff. Its focus was on mental health as lockdowns and social distancing had made it a grave concern to educators and students alike. The four webinars in the series covered topics from mental health on campus, mental well-being of leaders, self-care for women leaders to effective online counselling practices. The number of attendees to each webinar, often in the hundreds, is testimony to the popularity and practicality of the series.

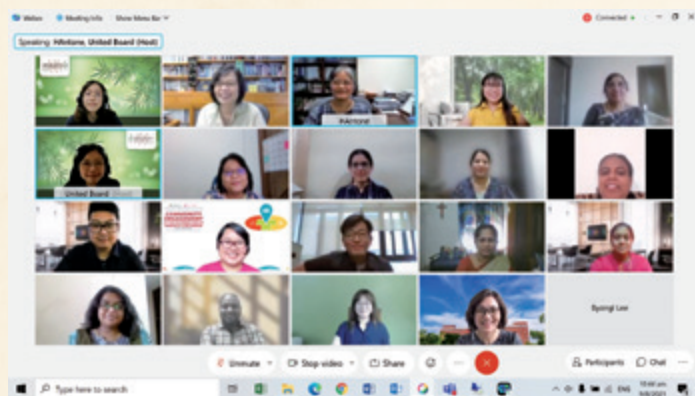


Harvard Bok Higher Education Teaching Certificate Online Course

August–October 2021

This was the third time the United Board had supported young academics from Asia to undertake the prestigious course at the Derek Bok Center for Teaching and Learning of Harvard University. Members of this cohort are in key positions in their respective institutions to train colleagues in online teaching, especially through curriculum redesigning or recalibrating, to ensure that whole person education remains embedded in the online teaching modalities.

Fourteen participants hailing from 10 institutions completed the course. Some of them had transferred the knowledge and skills obtained from the Harvard Bok program by serving as resource persons in other programs offered or sponsored by the United Board.



Digital Content Development Grant Initiative

July 2021–January 2022

This grant initiative was designed to fund the development of digital contents (educational animations, pedagogical videos, educational games, etc.) that could articulate complex and challenging issues such as empathy, social concern and ethics in simple and engaging ways. The aim was to innovate on methods and media for the promotion of whole person education. Twenty-five submissions from our network institutions were received and five projects from three institutions were selected.

Xavier University, awarded two projects, produced a role-playing game called *Xyberium* that develops students' understanding of data privacy and regulatory compliance. The other project developed a series of five short animations on Self-Directed Learning (SDL), a concept

that the institution hopes will help students and faculty manage the transition to flexible teaching and learning in the Philippines.


The initiative was so well-received that a second-round funding was announced in July 2022. The deliverables of the completed projects would become part of an open-access resource of the United Board for teaching and learning materials.



Capacity-Building Program for Peace Educators in Asia

October 2021–March 2022



Peace education has long been a staple of the work and primary focus of the United Board. This program answers the need for continuous learning of our network institutions' peace educators with an aim to institutionalize peace education. The program consisted of three phases: two online courses on Cultural Studies and Designing Pedagogies, offered by Globethics.net and the Mindanao Peacebuilding Institute, respectively, and a concluding session organized by the United Board. The two online courses were very well received and attended by 18 peace educators from 12 institutions. A number of them went on to the final phase where they shared their institutional plans and framework for peace education. 

Centennial Initiatives and Events

Centennial Website

The Centennial Website was launched in June 2022 to provide a platform for sharing and disseminating news and information as well as serving as a reminder and repository of what and how the United Board's services have impacted lives and learning.

Visitors to the website can click to watch the videos of the Centennial Anthem—its making-of and various performances; see what words of wisdom a hundred of our friends and partners have imparted on whole person education; access the publications, speeches and videos relating to the Centennial; or even play a game that gently jolts one's brain on some fun facts of the United Board.



<https://unitedboard.org/centennial/>

Centennial Fund

Steady progress had been made towards the goal of raising US\$2 million in the form of current gifts and future pledges to support our network institutions in the areas of leadership development, faculty development and special initiatives.

Centennial Challenge Grant Initiative

This grant initiative supports our network institutions to meet future challenges by developing their capacities to raise their profiles and resources. So far five institutions have taken up or completed the challenge with flying colors. They are:

- Chang Jung Christian University
- Petra Christian University
- Seoul Women's University
- Lady Doak College
- Madras Christian College

Centennial Souvenirs



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The United Board is pleased to welcome two recent additions to our team. Cynthia Yuen, PhD, returned to the United Board in October 2022 as Program Officer, supporting our work in Northeast Asia and the Faculty-Scholarship Program; she had previously joined the team as a Program Officer for Northeast Asia in 2014. She has an MPhil in Sociology from the University of Hong Kong and a PhD from the Renmin University of China, with a research focus on rural finance. She has more than 20 years of experience working for Hong Kong, China, Asian youth, rural-urban sustainability issues, and the higher education sector.



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Ms. Taeko Suga
Program Associate

Mr. Raymond Tong
Assistant IT Officer

Ms. Carmen Wang
Development Associate

Ms. Sarah Wong
Program Manager

Dr. Cynthia Yuen
Program Officer

(former staff who served during the period covered in this report)

Ms. Claire Akakpo
Staff Accountant
(through December 23, 2021)

Ms. Anna Law
Program Officer
(through September 25, 2022)

Ms. Tasha Law
Administrative Assistant
(through August 19, 2022)

Ms. Victoria Ng
Program Assistant
(through August 26, 2022)

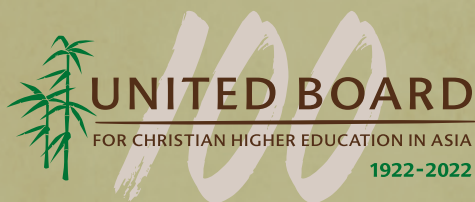
Dr. Mercy Pushpalatha
Program Consultant, South Asia Programs
(through March 31, 2022)

Ms. Vivica Xiong
Director, Leadership Development
(through September 30, 2022)

Ms. Hedy Yiu
Development Associate
(through October 21, 2022)

Lentson Amos joined the United Board in July 2022 as Consultant, Assistant Director of South Asia programs. He oversees grants and programs and supports innovative projects for Peace Education and Service-Learning. He collaborates with other staff members and assists the Consultant, Director of South Asia Programs to design and facilitate new initiatives and build academic networks across South Asia. He previously worked as an SAP consultant for Tata Consultancy Services Ltd. He has a BE in Electronics and Communication from Anna University Chennai; an MBA in Lean Operations and Systems from Christ University, Bangalore; and an MS in International Economics and Economic Policy from the University of Frankfurt, Germany. His passions include philosophy; apologetics; and the interaction between science and theology, particularly Christianity.





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