

2023-2028

# FORWARD **TOGETHER**

Preparing Tomorrow's Unifying Leaders



THE CAMPAIGN FOR EASTERN MENNONITE UNIVERSITY



# FORWARD TOGETHER

Preparing Tomorrow's Unifying Leaders

## MISSION

*EMU prepares students to serve and lead in a global context.*

Our community of learning integrates Christian faith, academic rigor, artistic creation, and reflective practice informed by the liberal arts, interdisciplinary engagement, and cross-cultural encounter.

## VISION

We will open new pathways of access and achievement for all students who aspire to grow as unifying leaders equipped with intercultural competence, oriented toward peace and justice, and rooted in an active faith modeled on the life and teachings of Jesus.

*What does the Lord require of you, but to do justice, love mercy, and to walk humbly with your God?*  
— MICAH 6:8

## VALUES

*EMU's mission and vision are grounded in the enduring biblical values of Christian discipleship, community, service and peace.*

These values are embodied throughout the university in our distinctive commitment to peacebuilding, social justice, cross-cultural engagement, and sustainability. Rooted in the Anabaptist tradition, we follow Jesus' call to bear witness to truth, serve with compassion, and walk boldly in the way of nonviolence and peace.



SUSAN SCHULTZ HUXMAN, PHD  
PRESIDENT

## DEAR FRIENDS OF EMU,

With abundant joy and deep gratitude, we are excited to announce a bold and expansive campaign to elevate the national profile and impact of an EMU education.

This is our time to open new pathways of access and achievement for all students who aspire to be unifying leaders. This is our moment to position EMU as a premier faith-inspired peace university in the spirit of the prophet Micah: "to do justice, love mercy and walk humbly with God." This is our challenge: to make a radical difference in educating more "bridge-builders" in our world today.

Today, we embark on the most ambitious fundraising campaign since EMU's founding in 1917. We do so in a spirit of humble appreciation for the foundation laid by those who came before us.

Can we count on your prayers, counsel and generous support? Can we count on you for such a time as this? Will you pledge generously to support our Forward Together Campaign as Jesse and I have?

## GREETINGS ALUMNI AND SUPPORTERS OF EMU,

As a proud alum, I am excited by the investment priorities outlined in this bold case for support.

Building on the successful first phase of Forward Together, that focused on tuition relief for students (we surpassed that goal by 8%, raising \$11.6 million for students), EMU is poised to deliver even more successfully on these expanded vital initiatives in the Forward Together Campaign.

We welcome your investment in an expansive campaign devoted to the health and well-being of our students, and to the faculty and staff who selflessly dedicate themselves to walking alongside our students to prepare them to serve and lead in a global context.

We are honored and humbled to seize this bold moment and embrace a season where Royals rise to advance EMU's vibrant mission in the world today!



MANNY NUNEZ '94  
CHAIR, BOARD OF TRUSTEES



EMU'S

# PATHWAYS OF PROMISE

## EMU'S STRATEGIC PLAN 2023-2028

Every dollar invested in the Forward Together campaign will advance the following strategic objectives that ensure the success of our students:

### ACCESS

#### Expanding our reach, increasing enrollment

- Invest in student scholarships, athletics and performing arts co-curricular programs that will increase undergraduate enrollment.
- Support for new and improved campus facilities linked to strategic enrollment initiatives will expand capacity for enrollment growth.

### ACHIEVEMENT

#### Aspiring to inclusive community, promoting student success

- Strengthen student support services – academic support, mental health, career advising, student engagement – will improve student experience, persistence and graduation rates.
- Invest in faculty hiring and professional development – will expand diversity, equity, and inclusion and bolster student-centered teaching.

### ACTION

#### Graduating Anabaptist-inspired agents of change

- Invest in signature programs, such as intercultural experiences, to better prepare students to be faith-inspired bridge-builders.
- Fortify diversity, equity, and inclusion programming and curriculum to equip students and alumni to serve with compassion and intercultural competency.
- Celebrate the peace and justice work (including climate justice) of alumni, students, faculty and staff to secure EMU's identity as the premier faith-infused, inclusive peace and justice university.

### ALIGNMENT

#### Investing in people, facilities and financial sustainability

- Invest in people first – namely EMU faculty and staff – leading to a transformed and inclusive university culture with aligned programs, resources, structures and partnerships to support our student centered goals.

## CAMPAIGN PRIORITIES

<b>INCREASE STUDENT ACCESS &amp; SUCCESS</b>	<b>\$15 M</b>
The University Fund	\$9 M
Student Scholarships	\$5 M
Student Care & Support	\$1 M
<b>ENHANCE LEARNING SPACES</b>	<b>\$15 M</b>
New Track and Field Complex	\$6 M
Unrestricted Capital Projects Support	\$9 M
<b>FUEL ACADEMIC EXCELLENCE</b>	<b>\$10 M</b>
Faculty Engagement and Student Success	\$7 M
Center for Justice and Peacebuilding (CJP)	\$1 M
Eastern Mennonite Seminary (EMS)	\$1 M
Diversity, Equity and Inclusion	\$1 M

**TOTAL FUNDRAISING GOAL \$40 MILLION**



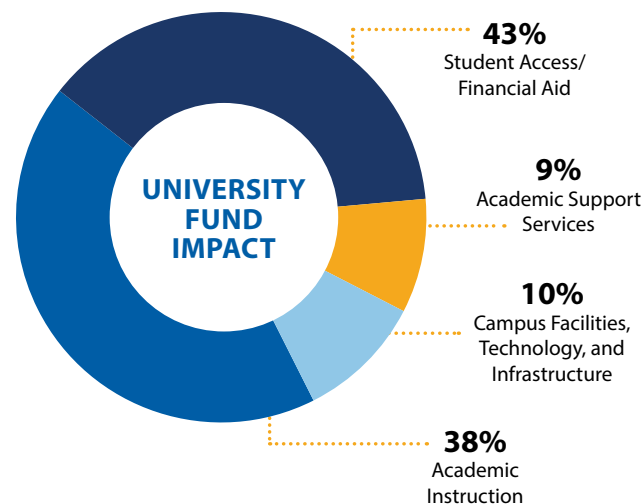


## INCREASE STUDENT ACCESS

### THE UNIVERSITY FUND

**Goal: \$9 Million**

- Supports university resilience, student access, academic programs, and EMU's student-centered infrastructure
- Yields greater investment in our dedicated faculty and staff (including compensation and professional development for all employees)
- Includes annual giving for EMU Athletics and our flagship graduate programs within The Center for Justice and Peacebuilding and Eastern Mennonite Seminary



## STUDENT SCHOLARSHIPS

**Goal: \$5 Million**

Financial aid is the biggest factor impacting students' college choice. Current and endowed gifts for scholarships ensure immediate and long-term financial support for students, especially students with acute financial needs. Donor-funded scholarships allow us to support students who desire an EMU education but do not have the financial resources to access what we have to offer—a social justice priority for the university.

- **Immediate Impact Scholarships** – donors can make a significant difference for one or more students by committing \$20,000 or more over four years to provide a grant award of \$5000 or more per year.
- **Endowed Scholarships** – named endowed scholarships may be established with a commitment of \$50,000 or more which provides essential long-term financial aid to EMU students generally, or in specific programs of interest to the donors.

## STUDENT CARE & SUPPORT

**Goal: \$1 Million**

The global pandemic interrupted many middle and high school students who need support intervention during their college experience. Mental health and wellness programs are in high demand, and EMU must expand its capacities in these areas. Funds are needed to expand EMU's offerings and deepen its commitment to student success.



## ENHANCE LEARNING SPACES



### NEW TRACK AND FIELD COMPLEX

**Goal: \$6 Million**

The current track is urgently in need of replacement to support EMU's student athletes and exemplary coaching staff. A new track and field facility will also support the robust enrollment goals envisioned by the coaching team. The new track and field complex will produce many benefits for EMU students in the program including:

- Impact large number of students through the athletic experience
- Increase diversity in the student body
- Enhance the university enrollment and retention strategies
- Accommodate a roster of 75+ student athletes
- Host ODAC and NCAA championship meets



## UNRESTRICTED CAPITAL PROJECTS

**Goal: \$9 Million**

In preparation for launching the Forward Together Campaign, a significant percentage of alumni and donors surveyed in a feasibility study expressed a preference "to provide unrestricted gifts to enable EMU leadership to direct resources where needed most."

Unrestricted gifts and multi-year commitments will be leveraged to achieve the greatest strategic impact for the benefit of EMU students and the dedicated faculty and staff who serve them. Additionally, the following capital projects may be eligible for support through the unrestricted giving fund, as well as through leadership level gifts as designated by campaign donors:

- Turf Field
- Dining Hall renovation
- Enhanced music spaces, including recording studio
- Other learning space projects as prioritized by the university



## FUEL ACADEMIC EXCELLENCE

**Goal: \$7 Million** for endowment and direct grant support

EMU is blessed with a talented faculty who are key to enabling student success. A call for bold investment in new endowments will provide sustained funding to attract, retain and reward excellent faculty.



## FACULTY ENGAGEMENT AND SUCCESS

- **Enhance faculty professional development**  
*Endowment of \$1.5 million*
  - Support evidence-based, student-centered, inclusive learning and deeper student engagement
- **Faculty Fellows Program** – *Endowment of \$1.5 million*  
Increase retention of excellent faculty and foster a climate for new ideas and solutions that enhance students' learning experience. Incentivize faculty success by establishing:
  - Faculty Teaching Fellows
  - Digital Learning Fellows
  - Research Fellows
- **Faculty Release Time and Travel Grants**  
*Endowment of \$1.5 Million*
- **Faculty Merit Awards**  
*Endowment of \$500,000*
  - Excellence in Teaching awards (3)
  - Service award
  - Leadership award
- **Student Faculty Collaborative Research Grants**  
*Endowment of \$500,000*
- **Intercultural and Experiential Learning Grants**  
*Endowment and grant funds of \$1.5 million*
  - Increase scholarship funds for students for whom finances are a barrier
  - Provide faculty/staff release time for planning intercultural learning experiences
  - Enhance EMU's flagship Washington DC intercultural program
  - Establish unique cohort opportunities such as Climate Crisis/Creation Care, DEI, Peace building, conflict resolution and reconciliation

## DIVERSITY, EQUITY AND INCLUSION (DEI)

**Goal: \$1 Million** for endowment and direct grant support

Building on the successful launch of EMU's new DEI program in 2021, EMU is poised to take DEI to the next phase of engagement including:

- Inclusive excellence initiatives led by students faculty staff and EMU departments
- DEI training and professional development for faculty and staff
- Co Curricular development, and mentoring programs for staff and faculty to support recruitment retention and belonging



**Goal: \$1 Million**  
*For online course development, scholarships and program*

Eastern Mennonite Seminary [EMS] forms and equips people for diverse ministries in and for the world. Rooted in the Anabaptist tradition, EMS is a leader in peace and justice-oriented theological education.

Whether students attend online or on campus, full-time or part-time, and come with or without a baccalaureate degree, EMS provides equal access to seminary programs and financial aid. EMS also provides extensive professional education opportunities in conflict transformation, trauma-informed care, justice work, spiritual direction, and other ministries.

### EMS IMPACT:

- 55% of recent graduates are employed in pastoral ministry
- 14% of recent graduates are working as chaplains
- 33% of current students serve in pastoral roles while attending EMS
- 50% of current students are preparing for ministry as a 2nd or 3rd career



**Goal: \$1 Million**  
*For online course development, scholarships and program*

The Center for Justice and Peacebuilding (CJP) equips individuals and institutions to work for justice and peace through education, training, practice and research. CJP integrates peacebuilding, restorative justice, and trauma healing, as well as a strong emphasis on practice - a foundational piece in recognition that CJP was created in 1994 to respond to the needs of the world, which are constantly changing.

Nobel Peace Prize winning alumna, Leymah Gbowee of Liberia, is one of hundreds of CJP alumni dedicated to peacebuilding in their local communities.

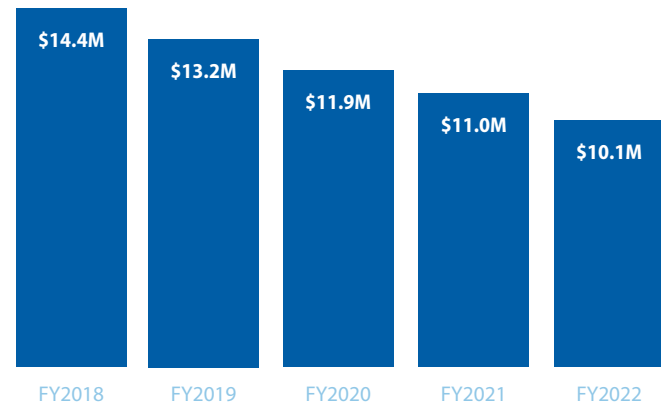
### CJP IMPACT:

- 710 graduates working in 78 countries
- 86 Fulbright Scholars from 28 countries
- 13 peacebuilding institutes modeled after CJP's Summer Peacebuilding Institute, started by CJP alumni around the world
- 3600 participants from 124 countries have attended the Summer Peacebuilding Institute since 1994
- 5400 participants trained in Strategies for Trauma Awareness and Resilience (STAR) since 2001



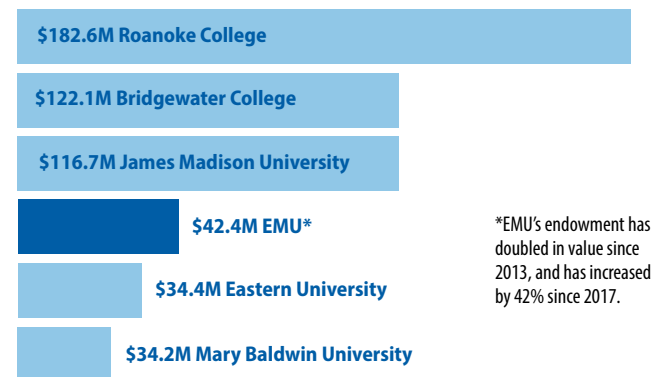
# FINANCIALS

## LONG-TERM DEBT



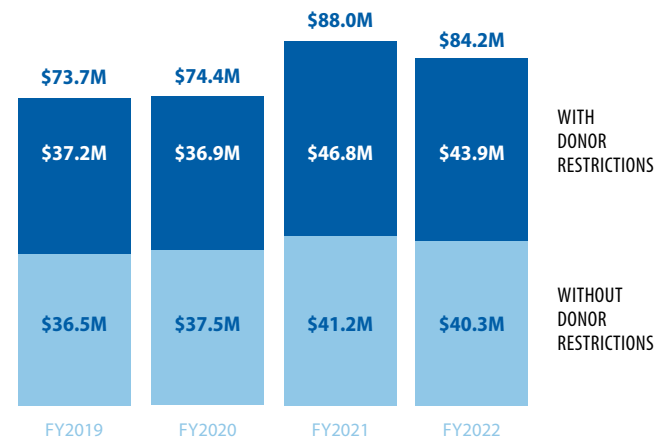
## ENDOWMENT

EMU's endowment compared to five peer schools, 2021.



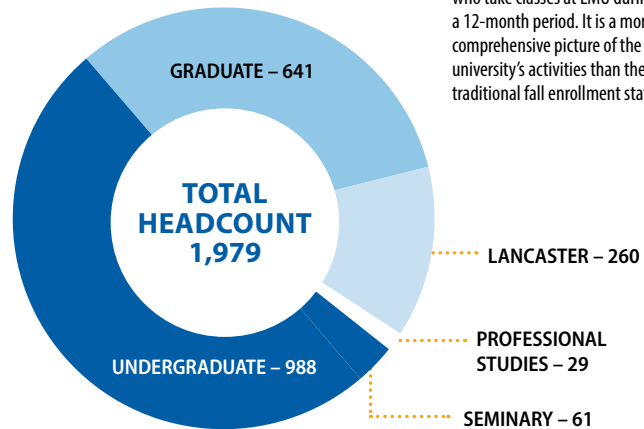
\*EMU's endowment has doubled in value since 2013, and has increased by 42% since 2017.

## NET ASSETS



## ENROLLMENT

Twelve-month enrollment captures the total number of students who take classes at EMU during a 12-month period. It is a more comprehensive picture of the university's activities than the more traditional fall enrollment statistics.



## BOARD OF TRUSTEES 2023-2024



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*Houston, Texas*  
Immigration attorney and is the founder and principal attorney of the Law Office of Ral Obioha, PLLC



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*Graysville, Tenn.*  
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*New Providence, Pa.*  
Principal at New Danville Campus at Lancaster Mennonite School, and 5th grade teacher of Conestoga Elementary in the Penn Manor School District



### JAMES ROSENBERGER '68

*State College, Pa.*  
Professor Emeritus of Statistics at Penn State University



### RAJARSHI ROY

*Takoma Park, Md.*  
Professor of physics at the University of Maryland, College Park



### SUSAN TAYLOR

*Louisville, Ky.*  
Partner, Just Money Advisors



# FORWARD TOGETHER



EASTERN MENNONITE UNIVERSITY

1200 Park Road, Harrisonburg VA 22802 • [giving@emu.edu](mailto:giving@emu.edu) • 800-368-3383

[emu.edu/campaign](http://emu.edu/campaign)