

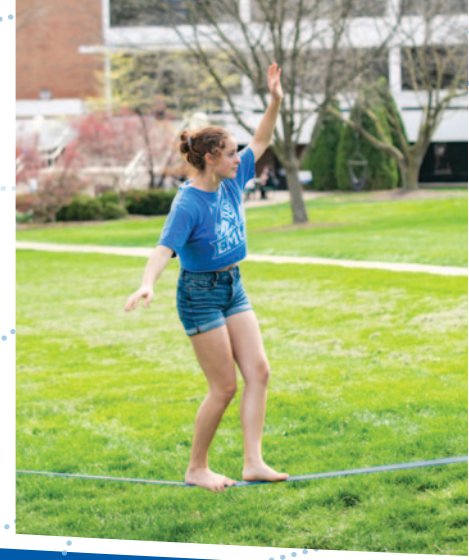
PATHWAYS OF PROMISE





We will open new pathways of access and achievement





for all students who aspire to be unifying leaders...





FROM THE PRESIDENT

PATHWAYS OF PROMISE

SUSAN SCHULTZ HUXMAN, PHD

“Thy word is a lamp unto my feet and a light unto my path.”

~ Psalm 119 ~

Friends of EMU,

Earlier this spring, we announced a new strategic plan for EMU—**Pathways of Promise: Preparing Tomorrow’s Unifying Leaders (2023-2028)**. Contrary to what you might think about institutional strategic plans (aren’t they created to meet accreditation requirements and then shelved?), this one is refreshingly S.M.A.R.T.—Specific, Measurable, Achievable, Relevant and Time-sensitive.

Indeed, this is our time to **open new pathways of access, achievement, action and alignment for all in our campus community who aspire to be unifying leaders**. This is our moment to position EMU as a premier faith-inspired peace and justice university in the spirit of our university’s guiding verse, Micah 6:8: “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.

How did we get to unveiling this new aspirational direction? Let me share with you my recent conversation with student Amanda Gilbert. Amanda came to us in 2020 from a Catholic high school in Maryland. In the spring of her first year, the pandemic sent her and all EMU students back home to complete coursework online. But she, along with an astonishingly high percentage of all of our students, returned in the fall of 2021. She graduated in May with honors, summa cum laude, in just three

years with a major in psychology and a minor in neuroscience.

Amanda had never heard of EMU and had no idea what a Mennonite was. But she was “wowed” by her visits to EMU, including an overnight stay with two women students “who were so kind to me and even served me lovely hot chocolate... my favorite.” “I said to myself, ‘It’s the little things that are so authentic here. I think I can thrive on this campus!’”

And thrive she did. After sharing with professors her bold plan to earn a doctorate in counseling and take extra classes each year to finish early, a cross-section of faculty and staff eagerly stepped up to help Amanda reach her goal. She said, “It was amazing how quickly people were there for me to realize my hopes and dreams.”

This fall, Amanda enters our renowned master’s program in counseling and will work in a new community building role in Student Life. She concluded our conversation by noting some profound lessons learned at EMU. “My Catholic values are aligned with Mennonite values, and the importance of ‘love your neighbor as yourself’ was truly deepened here.” She added, “I also learned I can do a lot of good things by myself, but in connecting with others I can do a lot more. Collaboration is key. Community and togetherness are so important in making a change for good!”

The seeds of Amanda’s successful EMU experience through the pathways of access, achievement and action were planted

three months before the worldwide pandemic upended our lives. The Board of Trustees at Eastern Mennonite University had approved a new vision statement for the university: “We will open new pathways of access and achievement for all students who aspire to be unifying leaders, equipped with intercultural competence, oriented to peace and justice, and rooted in an active faith modeled on the life and teachings of Jesus.” Our vision proved prescient in understanding how EMU nimbly adapted, exhibited strength and resilience, and came together as a faith-inspired community of learners through two and a half years of our health crisis.

The emergence of a new vision statement was based on extensive brand research conducted the year before that included surveying hundreds of employers and alumni. That research identified the primary distinctive of an EMU education: we graduate students, regardless of major, who are not afraid of conflict, who know how to engage difference responsibly, and who can “**Lead Together**” summoned by an active faith. The study concluded that EMU graduates are uniquely equipped to be bridge-building leaders in their workplaces, churches, and communities.

What a precious gift we have inherited at EMU to nurture tomorrow’s unifying leaders. Inspired by a bold vision, we are also anchored by an evergreen mission: **to prepare students to serve and lead in a global context** in ways that integrate Christian faith, academic rigor, artistic creation and reflective practice.

Our mission, rooted in the Anabaptist tradition, sets forth the ultimate “pathway of promise”—to follow Jesus, a pathway of enduring light well-marked as a lamp unto our feet. As an Anabaptist university, we aim to graduate bridge-builders who are interculturally competent and follow Jesus’ call to bear witness to truth, serve with compassion, and walk boldly in the ways of justice and peace.

In gratitude,



RECOGNITION HIGHLIGHTS

EMU
EXCELLENCE
IN TEACHING

AWARDS



Left to right: **Charles Heckman**, adjunct faculty, mathematics; **Benjamin Bergey, DMA**, assistant professor of music; **Laurie Yoder, PhD**, associate professor of chemistry.



Dr. Fred Kniss '79 led a processional line for the final time at EMU's 105th Commencement in May 2023. Kniss retired in June after serving as provost since 2009.

GRANTS

\$1.25M LILLY ENDOWMENT INC.

Eastern Mennonite University received a grant of \$1.25 million from Lilly Endowment Inc. to establish *Conectere*, an interdisciplinary project supporting secure Christian parenting and caregiving that includes collaboration from Eastern Mennonite Seminary pastoral theology, Yale University religious education, and EMU counseling faculty.

\$229K HEALTH RESOURCES AND SERVICES ADMINISTRATION (HRSA)

The master's in counseling program was awarded \$229,000 in 2022-23 as part of a \$1.01 million, four-year (2021-25) grant. Funded through HRSA's Behavioral Health Workforce Education Training program, the grant supports counseling students in internships in high-demand clinics and provider offices.



20+

SCHOLARLY WORKS

Faculty published, edited or co-edited more than 20 books, essays in peer-reviewed journals along with numerous other creative works.

2022-2023 EXECUTIVE LEADERSHIP TEAM



DR. SUSAN SCHULTZ HUXMAN
President



DR. FRED KNISS
Provost



SHANNON DYCUS
*Vice President for Student Affairs
and Dean of Students*



DR. JACKIE FONT-GUZMÁN
*Vice President for Diversity,
Equity and Inclusion*



DR. MARY JENSEN
*Vice President for Enrollment
and Strategic Growth*



AMY SPRINGER HARTSELL
Executive Advisor to the President



KIRK SHISLER
Vice President for Advancement



JOHN BECKVOLD
Interim Vice President of Finance

NEW 2023-2024 ELT MEMBERS

DR. TYNISHA D. WILLINGHAM
*Provost and Vice President of
Academic Affairs (as of July 3, 2023)*



DR. SHAWN RAMER '83
*Chief Operating Officer/
Vice President of Finance
(as of October 9, 2023)*

VALIDATION OF EXCELLENCE

U.S. NEWS & WORLD REPORT

#34 BEST REGIONAL
UNIVERSITIES IN THE
SOUTH (OUT OF 136)

Also ranked for Best Value
and Social Mobility*

MONEY MAGAZINE

ONE OF AMERICA'S
BEST COLLEGES

Money 2023's Best Colleges list

NICHE

#6 BEST LIBERAL
ARTS COLLEGES IN
VIRGINIA (OUT OF 28)

Also ranked #3 Best Christian
Colleges in VA and #3 Best
Colleges for Nursing in VA

*Social mobility considers graduation rates and salaries in the years after graduation as well as the proportion of students who receive Pell Grants.



ACCREDITED BY THE



Board of Accreditation

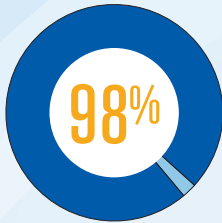


Engineering
Accreditation
Commission

The Commission on Collegiate Nursing Education (CCNE) completed its review of our baccalaureate and master's degree nursing programs in October 2022. CCNE's Board of Commissioners granted continuing accreditation for another 10 years, the maximum term for accreditation. CCNE determined that both programs met all standards with no compliance concerns.

In the spring of 2022, EMU's social work program received official reaffirmation from the Board of Accreditation of the Council of Social Work Education (CSWE) after a rigorous three-year external accreditation review process. The program has been accredited by the CSWE continuously since 1976 and will not need to undergo another reaccreditation process until 2030.

In August 2022, EMU's Bachelor of Science in engineering program achieved accreditation by the Engineering Accreditation Commission of ABET. ABET is a global accreditor of college and university programs in applied and natural science, computing, engineering, and engineering technology. Of 28 private universities in Virginia, EMU is one of only four universities with an accredited bachelor's degree in engineering through ABET's Engineering Accreditation Commission.



98% of job-seeking bachelor's degree graduates employed after one year (88% of these jobs were related to their major)



Ten EMU students competed in the Shell Eco-marathon at the Indianapolis Motor Speedway in April; the supermileage car passed tech inspection and reached a fuel efficiency of 453 mpg.



EMU student Hebron Mekuria and her team of three other college women in tech from the U.S. and Canada won Best Hack for Multi-Cultural Innovation at the Black Wings Hacks in February.



113 student-athletes named to ODAC All-Academic Team for 2022-23



Graduate student Ray Ray Taylor was named an All-American after finishing third in the heptathlon at the 2023 NCAA Outdoor T&F Championships.



Sixteen students on EMU's spring 2023 intercultural to South Africa—led by Professor Andrew Suderman and his wife, Karen—practiced isiZulu, spent time with host families, volunteered, visited historical sights, and learned from activists.



EMU Theater's "The Crucible" chosen as one of five shows to perform at the KCACTF Region 2 in January



EMU made history as one of the first U.S. universities to present the Tony Award-winning musical "Natasha, Pierre, & the Great Comet of 1812" in EMU's Blackbox Theater this past spring.



The EMU Chamber Singers performed "Local and Global" songs of peace and justice" on a spring break tour to eight churches and three schools across Ohio and Indiana and on a spring tour to 11 churches in Germany, The Netherlands, and France.

PATHWAYS OF PROMISE

2023-2028



OUTCOME



STRATEGY



ACCESS

Increase affordability: expanded financial aid and programs at varying price points.

Students will receive more funded aid annually.



ACHIEVEMENT

Develop adaptive academic and social support for students that ensures success in rigorous, relational academic programs.

Students will benefit from academic-, mental health-, and student success support services relevant to their needs.



ACTION

Make EMU values explicit and measured in new core curriculum.

Through Core Curriculum assessment, undergraduate students will articulate understanding of EMU values.



ALIGNMENT

Increase investment in onboarding and professional development for all employees, building on inclusive university culture.

Employees will receive excellent training and onboarding, including training on diversity, equity, and inclusion and Anabaptist values.



ACTION PLAN

Develop new financial aid strategy. Secure significant new money for student aid in *Forward Together* Campaign.

Expand mental health support.

Implement Questions of Faith and Ethics; Power, Systems, and Justice; and Core Portfolio structured around the four themes: faith and meaning, intercultural understanding, power and equity, and environmental sustainability.

Develop comprehensive onboarding and training plan.



METRIC

Amount of aid granted to students annually, and percentage of aid that is funded.

Student access and satisfaction with mental health support programs.

Core Curriculum assessment through embedded assignments and Core Portfolio.

Participation and satisfaction with onboarding and training.

*We will
open new
pathways of
access and
achievement
for all
students who
aspire to be
unifying
leaders...*

See the complete strategic plan at:
emu.edu/strategic-plan

ENROLLMENT



CLASS OF 2023

BY THE
NUMBERS

336

TOTAL GRADS

20%

FIRST-GENERATION

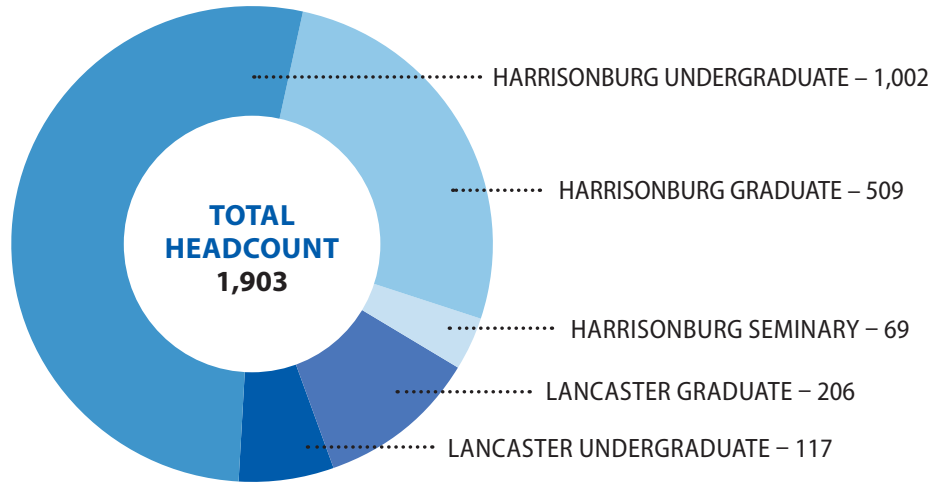
26%

HISTORICALLY
UNDERREPRESENTED



12-MONTH ENROLLMENT

12-month unduplicated 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 traditional fall enrollment statistics.



TOP PROGRAMS OF STUDY – UNDERGRAD

#1 NURSING

#2 BUSINESS ADMINISTRATION

#3 EDUCATION

#4 PSYCHOLOGY

#5 BIOLOGY



TOP PROGRAMS OF STUDY – GRADUATE

#1 EDUCATION

#2 COUNSELING

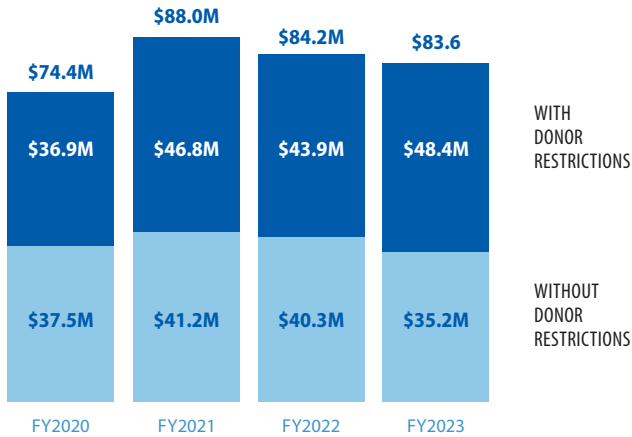
#3 CENTER FOR JUSTICE AND PEACEBUILDING

#4 NURSING

#5 SEMINARY

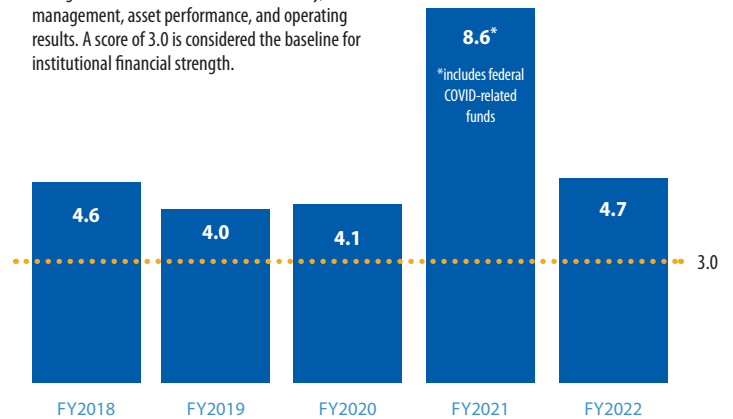
FINANCIALS

NET ASSETS

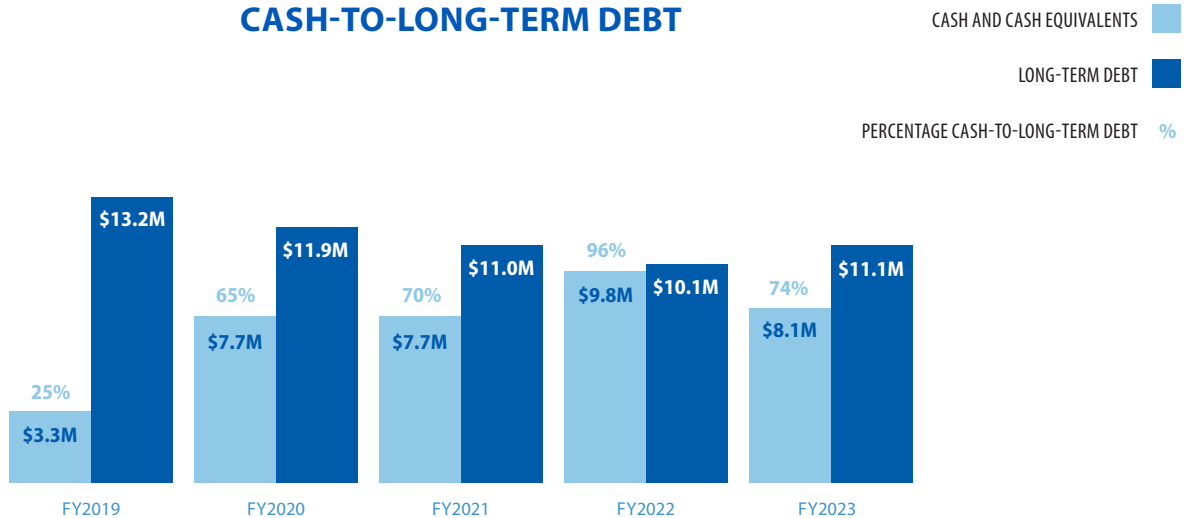


OVERALL FINANCIAL STRENGTH SCORE

The Council of Independent Colleges overall financial strength score measures resource sufficiency, debt management, asset performance, and operating results. A score of 3.0 is considered the baseline for institutional financial strength.

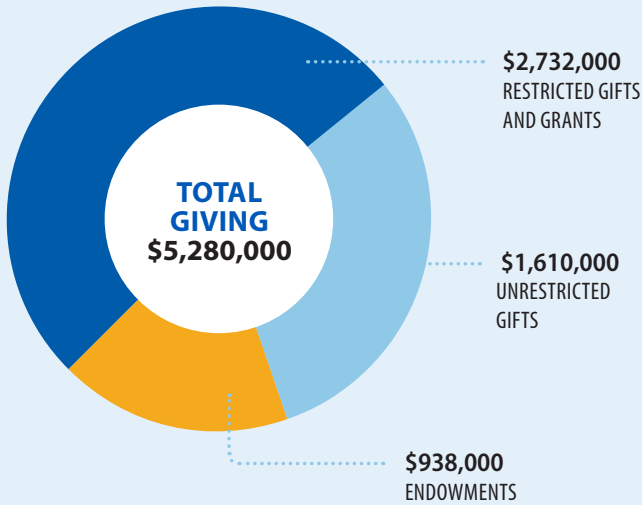


CASH-TO-LONG-TERM DEBT

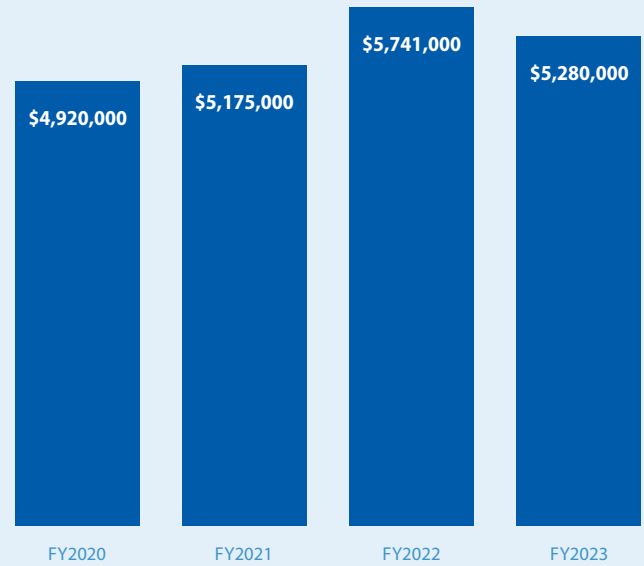


ADVANCEMENT

OVERALL CONTRIBUTIONS



TOTAL GIVING BY YEAR



The 7th Annual LovEMU Giving Day set yet another record!



TOTAL RAISED: **\$300,915**

TOTAL GIFTS: **844**

UNLOCKED GIVING CHALLENGES: **6 OF 6**



FORWARD

Preparing Tomorrow

COMPLETED!

OUTPOURING OF GENEROSITY EXCEEDS GOAL!

From July 1, 2020, to June 30, 2023, 4,000 donors provided 17,538 gifts to support Phase 1 of the *Forward Together* Campaign for student support. We raised \$11.6 million toward the goal of \$10.7 million, exceeding our goal by \$900,000 or 8 percent. Thank you, EMU donors!

\$11.6M

108%
OF GOAL
RAISED!

\$6M

Total new scholarships for student support: \$6.13 million

- Immediate impact scholarships: \$2.18 million
- Endowed scholarships established: \$3.95 million

\$5M

The University Fund for Resilience: \$5.15 million

\$.3M

The Diversity, Equity and Inclusion Fund: \$343,000

In addition to exceeding our campaign goal, we secured **\$11.4 million of new estate commitments** during this same three-year period. More than 600 members of the Jubilee Friends Society now share EMU's bold vision for the future by including the university in their estate plans.



TOGETHER

ow's Unifying Leaders



JUST GETTING STARTED! OUR FIRST COMPREHENSIVE CAMPAIGN

For the next half decade—from July 1, 2023, to June 30, 2028—the EMU Board of Trustees has approved a preliminary fundraising goal of \$40 million. The bold, expansive plan includes increased scholarship support for students, initiatives that support EMU's dedicated faculty and staff, and strategic capital projects that grow enrollment such as construction of the new, state-of-the-art track-and-field complex.

New Track and Field Complex Campaign in Progress

\$6M

**CAMPAIGN
GOAL**

\$3.1M

**RAISED AS
OF JUNE 2023**

**APRIL
2024**

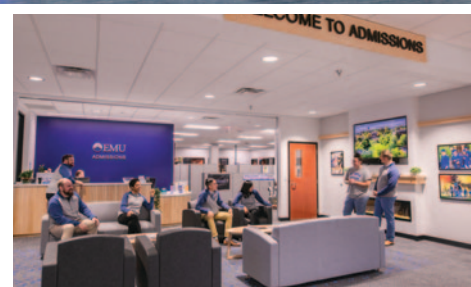
**OFFICIAL DEDICATION
OF COMPLEX**

- Spur enrollment growth
- Sustain superior academic experience among student-athletes
- Support diversity, equity, and inclusion goals

NEW SPACES

UNIVERSITY COMMONS

The much-anticipated renovations of the 3,726-square-foot Common Grounds Coffeehouse and Student Union were unveiled in early October 2022. The **\$2.2-million** renovation also included two major works of art, upgrades to the President's Reception Room, a new admissions space on the first floor, as well as an ongoing renovation to the hallway leading to EMU Athletics.



NEW TRACK-AND-FIELD COMPLEX

EMU held a groundbreaking event to launch construction of its new, **\$6-million**, state-of-the-art track-and-field complex on April 24, 2023, at its current track facility. The event program featured comments from **EMU President Susan Schultz Huxman**, **Harrisonburg Mayor and EMU Regional Advancement Director Deanna Reed**, and **EMU Director of Athletics Carrie Bert '97**. The EMU track-and-field team also recognized its 10 seniors during the event.

THANK YOU TO OUR VISIONARY TRUSTEES!

BOARD OF TRUSTEES 2022-2023



Manuel (Manny) A. Nuñez '94
Devon, Pa., Chair



Diann Bailey
Granby, Conn.



Randall Bowman '78
Harrisonburg, Va.



Gloria Y. Diener '76
Harrisonburg, Va.



Hans Harman '02
McGaheysville, Va.



Elizabeth Heavener '07
Doylestown, Pa.



Louise Otto Hostetter '79
Harrisonburg, Va.



Beny Krisbianto MDiv '15
Philadelphia, Pa.



Stephen Kriss '94
Philadelphia, Pa.



Chad Lacher '98
Souderton, Pa.



Margie Mejia-Caraballo '84
Rock Island, Ill.



Gordon Meriwether MA '14, MDiv '15
Rockingham, Va.



J.B. Miller '70
Sarasota, Fla.



Cedric Moore '97
Henrico, Va.



Ral Obioha '08
Houston, Texas



Jane Hooper Peifer '74, MDiv '15
Harrisonburg, Va.



Glenna Ramer '77
Ooltewah, Tenn.



Shawn Ramer '83
Conestoga, Pa.



Deanna Reed
Harrisonburg, Va.



Eloy Rodriguez '03
New Providence, Pa.



James Rosenberger '68
State College, Pa.



Rajarshi Roy
Takoma Park, Md.

“Thy word is a lamp unto my feet and a light unto my path.” (Psalm 119)



**PATHWAYS
OF PROMISE**

Preparing Tomorrow's Unifying Leaders

GIVE TODAY – emu.edu/giving