

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.

CORE VALUES

At EMU, we prioritize **academic excellence** by centering student learning in ways that are equitable, engaging, and designed to inspire curiosity, creativity, and achievement. Rooted in a commitment to **peace and justice**, we teach and practice intercultural understanding, restorative justice, and sustainability while preparing unifying, inclusive leaders. Guided by a spirit of **active faith**, shaped by Anabaptist-Mennonite traditions yet welcoming of many perspectives, we embody compassion, mutual love, and service as we work together to repair harm, nurture hope, and honor the diversity of religious and cultural expressions within our community.

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



Shannon W. Dycus
REV. DR. SHANNON DYCUS
PRESIDENT

DEAR FRIENDS OF EMU,

With a couple years of incredible participation, the success of this ambitious campaign is strong and our direction remains forward. We are boldly embracing the moment of importance in our mission to educate unifying leaders. EMU is deeply centered in academic excellence, peace and justice, and active faith - using the spirit of what has been true since 1917 to sustain us today and advance us through the challenges of our times.

In my Student Affairs role for six years, it was my honor to physically welcome students and families to EMU's campus and ensure the impact of learning and community to inspire growth. Because of the students who have impacted me, I believe that even more fully and recognize this is our time to truly expand the hope in our mission.

EMU nurtures leaders our local and global communities need. Can you join us with generous support and prayer? Can you be an advocate of the mission and hope we strive toward? With our campus and community of supporters, will you pledge to support the Forward Together Campaign?

GREETINGS ALUMNI AND SUPPORTERS OF EMU,

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

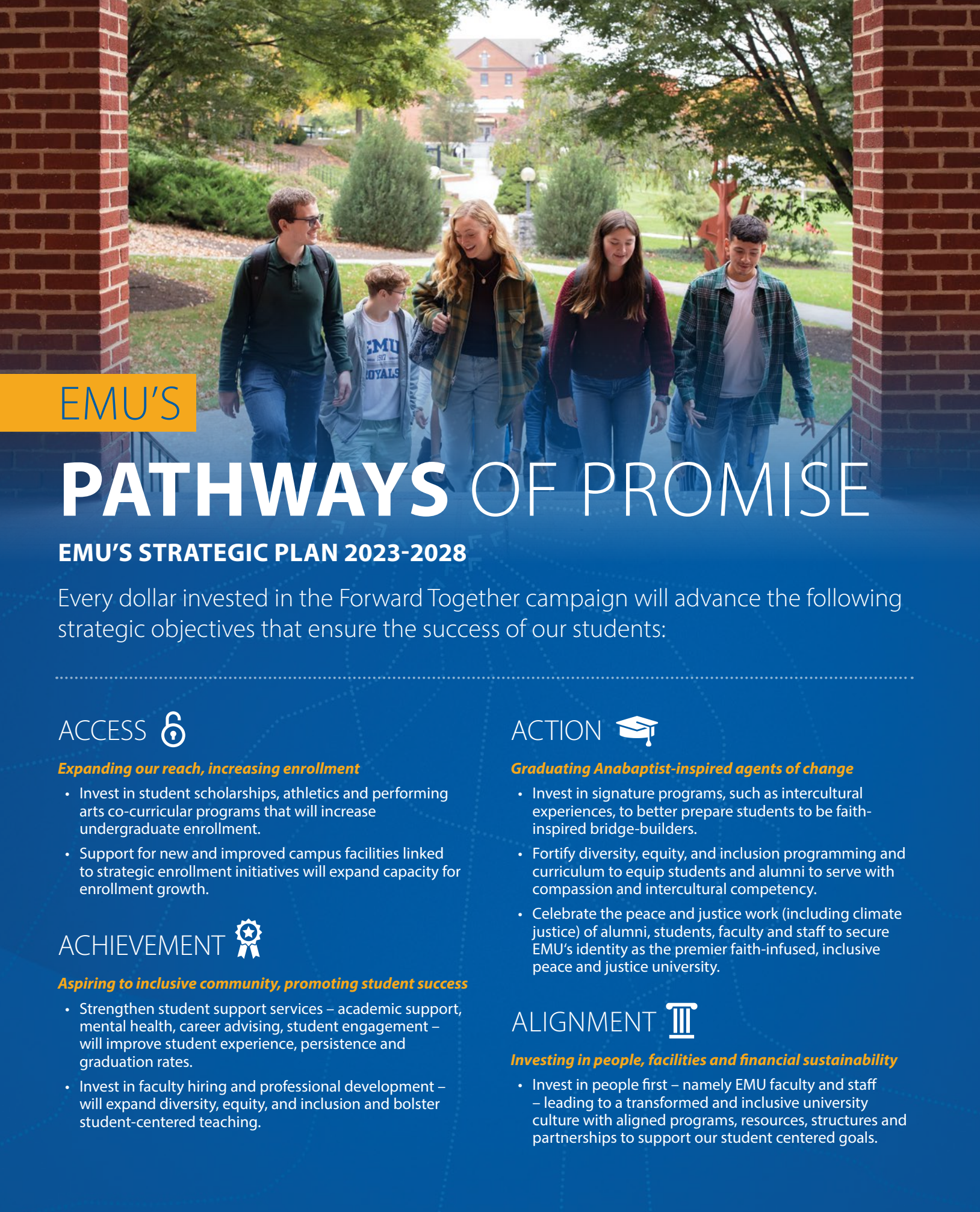
Building on the successful first phase of Forward Together, that focused on tuition relief for students (we surpassed that goal by 8%, raising \$11.6 million for students), EMU is poised to deliver even more successfully on these expanded vital initiatives in the Forward Together Campaign.

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
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

INCREASE STUDENT ACCESS & SUCCESS	\$15 M
The University Fund	\$9 M
Student Scholarships	\$5 M
Student Care & Support	\$1 M
ENHANCE LEARNING SPACES	\$15 M
New Track and Field Complex	\$6 M
Unrestricted Capital Projects Support	\$9 M
FUEL ACADEMIC EXCELLENCE	\$10 M
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



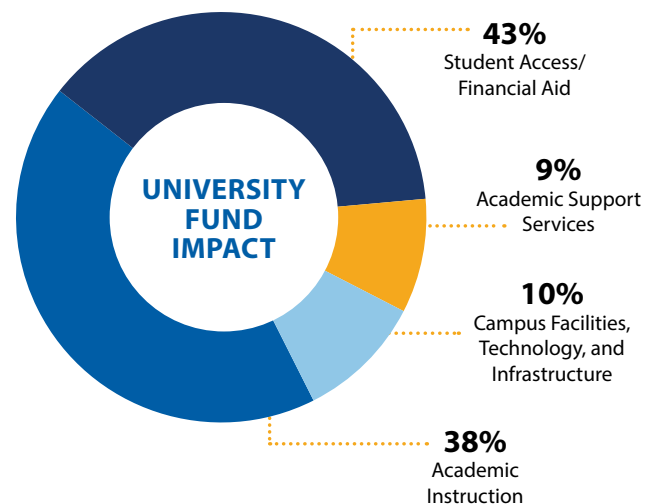


INCREASE STUDENT ACCESS

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

Thanks to the generous outpouring of support from EMU alumni and friends, over \$4.2 million was raised to support a new state-of-the-art track and field. The balance of funding was provided from external financing. The new track and field complex is producing many benefits for EMU students 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

DEI remains at the heart of EMU's mission - as an academic institution rooted in the Anabaptist-Mennonite tradition, forging a path toward a more inclusive and equitable campus experience with:

- 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.

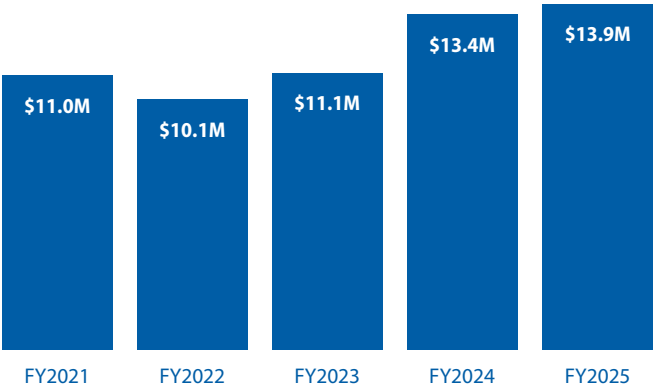
CJP IMPACT:

- 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



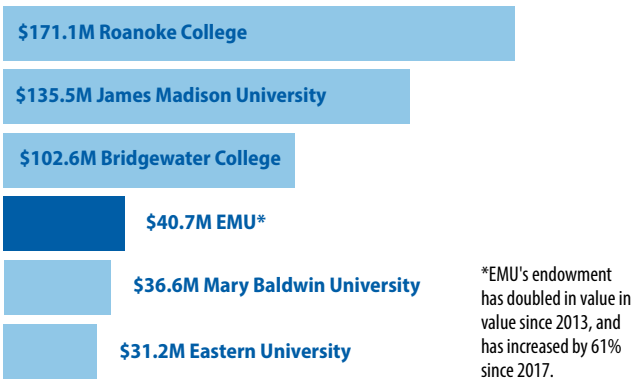
FINANCIALS

LONG-TERM DEBT

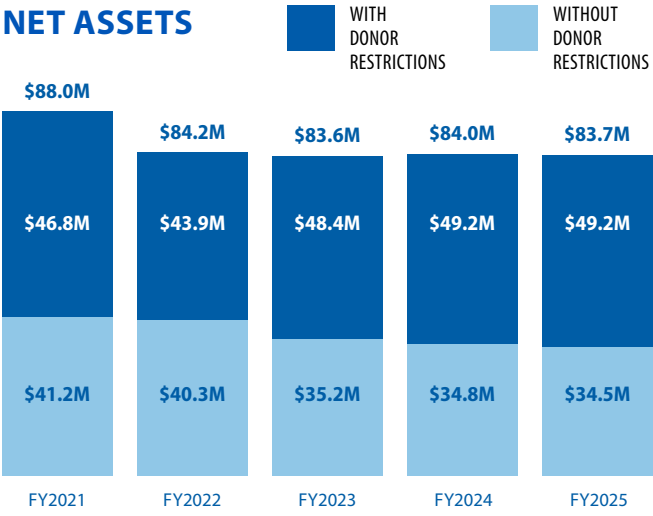


ENDOWMENT

EMU's endowment compared to five peer schools, 2023.
U.S. Department of Education, National Center for Education
Statistics, Integrated Postsecondary Education Data System (IPEDS)

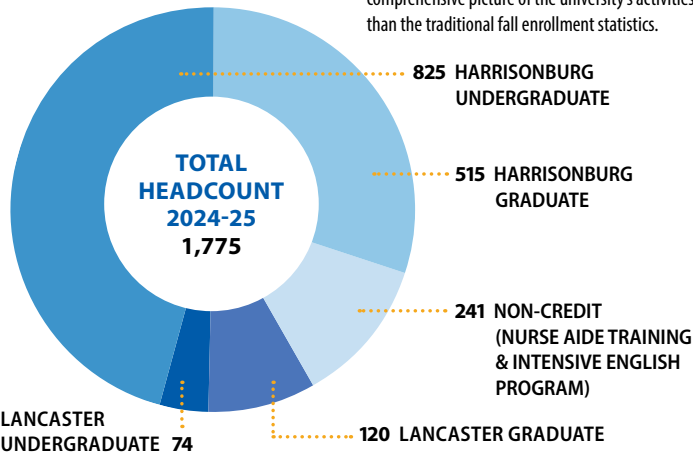


NET ASSETS



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.



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2025-2026



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EASTERN MENNONITE UNIVERSITY

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