Strategic Plan

Eastern Mennonite University Strategic Plan 2010-14

Working Document

Strategic planning processes have been ongoing at Eastern Mennonite University for many years. The current Strategic Plan was developed following a campus-wide process of prioritization in 2005 that resulted in strengthening programs and services of the university. Following the prioritization process, the Strategic Planning Council (SPC)[1] was reconvened in 2006 and began working with an initial draft of the eight goals presented here. The Board of Trustees approved the eight main goals of the plan (A through H) in 2008.

SPC continues to work with various internal stakeholders to develop and finalize sub-points for each of the eight goals. Goals and sub-points are posted here after they have been sufficiently processed and finally approved by the SPC.

Eastern Mennonite University

Mission Statement

Identity

A leader among faith-based universities, Eastern Mennonite University emphasizes peacebuilding, creation care, experiential learning, and cross-cultural engagement.

Founded in 1917 in Harrisonburg, Virginia, EMU is an educational institution of Mennonite Church USA. EMU serves students of diverse religious and cultural backgrounds and confers undergraduate, graduate, and seminary degrees.

Mission

EMU educates students to serve and lead in a global context. Our Christian community challenges students to pursue their life calling through scholarly inquiry, artistic creation, guided practice, and life-changing cross-cultural encounter. We invite each person to follow Christ's call to

bear witness to faith,
serve with compassion, and
walk boldly in the way of nonviolence and peace.

Vision

EMU envisions a learning community marked by academic excellence, creative process, professional competence, and passionate Christian faith, offering healing and hope in our diverse world. To this end, we commit ourselves to

do justice,
love mercy, and
walk humbly with God.

Shared Values

EMU embodies the enduring values of the Anabaptist tradition:

Christian discipleship,
community,
service, and
peacebuilding.

Together we worship God, seek truth, and care for God's creation.

Approved by EMU Board of Trustees
June 28, 2008

Goals and Sub-points	Party Responsible	Launch Date
A. Become the Christian university of choice among students who want to serve and lead in a global context.		
1. Opportunities are provided to integrate academic theory, faith perspectives and disciplinary practice.	Academic Cabinet	ongoing
2. All students meet the cross-cultural requirement and a majority of students will participate in a semester long cross-cultural experience .	Associate Dean for cross-cultural programs	Spring 2013
3. Secure sufficient funds for the Center for Interfaith Engagement to develop academic and outreach programs and support adequate staffing.	President	ongoing

4. Establish a Sustainability Office to facilitate ongoing development of campus sustainability initiatives and to partner with Creation Care Council to continue the work of the QEP Implementation Team.	Provost	Fall 2013
5. Position EMU as a leader locally and regionally in the areas of peacebuilding and reconciliation work, environmental and health science, theological and interfaith dialogue, music and the arts by building on opportunities to be visible in the community and cooperate with community initiatives around these themes.	President, VP for Advancement	ongoing
6.Twenty percent of full-time traditional undergraduate students iwll be AHANA students and six percent will be international students.	President, VP for Enrollment	Fall 2014
B. Build faith that fosters the development of servant-leaders.		
1.Faith formation, discipleship and service are nurtured for all students.	Campus Pastor, Academic Cabinet, Associate Dean for Curriculum	Fall 2010
2.A range of opportunities and programs are provided to encourage ongoing spiritual growth for students, faculty and staff.	Campus Pastor, Academic Cabinet, Director of Human Resources	Fall 2010
3.The quality of chapel programs is enhanced and attendance/participation by faculty, staff and students is increased, supported by ongoing program evaluation and evidence-based innovations in program offerings.	Campus Pastor, Academic Cabinet, Faculty Senate	Fall 2011
C. Demonstrate creativity, innovation, and excellence in academic programs.		
1. Refine the EMU Core to strengthen and promote EMU's distinctive mission and its commitment to the liberal arts.	Associate Dean for curriculum; Undergraduate Council	Fall 2010
2. Review and revise structures and processes in all divisions of the university to facilitate innovation and to enhance	Provost, Academic Cabinet	Fall 2011

interdisciplinary and cross-divisional collaboration.

3. Expand current programs (e.g., residential living and learning communities) and develop new activities and programs to increase the integration of student life and academic life.	VP for Student Life, Academic Cabinet	Fall 2011
4. Establish a faculty-driven task force on instructional technology and distance learning to support the wise adoption of new technologies and to ensure the academic quality of distance learning while exploring its expansion.	Provost, Academic Cabinet, IS Director	Fall 2010
5. Refine assessment procedures, with particular attention to enhancing feedback to support continuous improvement of creativity, innovation, and excellence in teaching and learning.	Provost, Director of IR, Associate Dean for curriculum	Spring 2011
D. Attract and empower high quality faculty and staff to educate and inspire students.		
1. CCCU-benchmarked faculty/staff/administrative salaries are increased by two percentile points per year via annual market equity adjustments until the CCCU median is reached. Non-benchmarked positions will be compensated equivalently using other appropriate national or local benchmark data.	President	Spring 2013
2. Support for faculty and staff travel to conferences increases by at least 5% per year.	President's Cabinet	Spring 2011
3. An expanded orientation program is implemented for staff.	Director of Human Resources	Spring 2011
4. Develop proposal for center to support faculty teaching and scholarship.	Provost	
5. EMU regular employees have access to an Employee Assistance Program.	Director of Human Resources	Spring 2011
6. Provide training, establish evidence-based protocols, and commit resources to maximize diversity of applicant pools for faculty and staff positions and to retain faculty and staff who are hired from under-represented groups.	Provost	
E. Optimize student enrollment in all EMU programs.		

1. 1,000 full time traditional undergraduate students are enrolled.	Director of Admissions (VP for Enrollment)	Fall 2014
a. The total number of new students will increase by approximately 5% each year.	VP for Student Life	Fall 2014
b. Increase retention rates by 2-3% across all class levels and increase the six-year graduation rate.		
2. The number of Mennonite students is at least maintained while increasing the number of local/regional and national affinity students. The percentage of Mennonite traditional undergraduate students is at least 35%.	President/Director of Admissions	Fall 2014
3. Market analysis is conducted to determine growth potential for ADCP in Harrisonburg, VA.	Director of ADCP	August 2011
4. Market analysis is conducted to determine growth potential for ADCP in Lancaster, PA.	Director of ADCP	June 2012
5. 80 FTE Seminary students are enrolled.	Director of Seminary admissions	Fall 2013
6. Graduate programs grow by fully utilizing current capacity and experimenting with new training options in a variety of settings.	Provost/Graduate Dean	Fall 2011
a. Analyze current and potential capacity, with a target of 90% utilization of current capacity and timetables for growth.		
b. Review infrastructure, policies, and procedures for "institutes", with the goal of facilitating non-degree educational offerings.		
c. Expand online course offerings by 50% by fall 2013.		
7. A vice president for enrollment is employed.	President	Summer 2011
F. Steward financial resources to support continuous quality improvement.		
1. A three-year average CFI (composite financial index) of 4.0 or better is maintained.	VP for Finance	Ongoing
2. Unrestricted contributions are increased by three percent annually.	VP for Advancement	Ongoing

3. $1 million is added to the endowment fund each year.	VP for Advancement	Ongoing
4. The student/teaching faculty ratio in the undergraduate division is 14:1.	Undergraduate Dean	Fall 2014
5.Benchmarks for contributing to indirect costs are achieved for programs other than traditional undergraduate.	Provost	Fall 2010
6. The annual operating budget is balanced each year.	VP for Finance	Ongoing
7. Annual depreciation costs are funded through a combination of allowances in the operating budget and contributions for new facilities.	VP for Finance	Ongoing
8. The “primary reserve ratio” (ratio of expendable net assets to total annual expenses) will be .40x or more. (.40x implies that the institution could cover about five months of expenses from reserves.)	VP for Finance	Summer 2011
G. Develop sustainable (green) campus facilities to provide optimal teaching and learning environments.		
1. Funding commitments totaling $22 million will be secured for Phase I of the Suter Science Complex.	VP for Advancement	Fall 2014
2. Funding commitments totaling $9 million will be secured for Phase II of the Suter Science Complex (renovation of current science center)	VP for Advancement	Fall 2016
3. Renovations of Maplewood and Elmwood are completed.	VP for Finance	Fall 2011
4. Study and survey space utilization which may include relocation of the Nursing, Applied Social Science, Bible & Religion, ADCP and Advancement departments.	VP for Advancement, VP for Finance	Fall 2014
5. New and renovated facilities are designed and built to LEED criteria.	VP for Finance	Ongoing
6. Future use of Roselawn residence hall is determined.	President's cabinet	Fall 2012

7. Develop concepts for two future educational building projects: 1) a multipurpose complex to house CJP, allied undergraduate programs and centers, and conference facilities, and 2)renovation and expansion of Lehman Auditorium to provide new and improved facilities for large-venue events, the music department, and affiliated programs.	Provost and VP for Finance	Fall 2014
H. Develop a strategic plan for EMU at Lancaster.		
1. Grow the Lancaster programs, both numerically and programmatically, in response to increased interest in EMU's distinctive values and offerings.	Provost, Lancaster Administrative Team (LAT)	Ongoing
2. In collaboration with the main campus, conduct feasibility studies for potential new adult education programs: Masters in Workforce Education, Masters in Nursing/Masters in Divinity, Masters in Nursing in Cross-Cultural Healthcare, Summer Congregational Peacebuilding Institute, and new ADCP major/s.	Graduate Dean, Chair of Nursing Dept., LAT	Ongoing
3. Develop new programs and institutional relationships to serve traditional undergraduates in Lancaster and increase the recruitment of Pennsylvania students to the main campus.	Provost, LAT	Fall 2013
4. Move to a site with more space and improved public visibility while continuing to explore the desirability of additional sites, including the current Lancaster Greenfield site.	Provost, LAT	Ongoing
5. Increase the number of students from diverse backgrounds by strengthening relationships and developing partnerships with Mennonite Church minority and urban constituencies.	Provost, LAT	Ongoing
6. Design an advancement plan, including marketing, fundraising, and alumni relations, which advances EMU's distinctive values, reputation for excellence, and faith traditions.	VP for Advancement, LAT	Fall 2011

[1] The Strategic Planning Council, chaired by the president of the university, consists of President's Cabinet, directors of admissions, information systems, institutional research and marketing, as well as representatives from Faculty Senate, Seminary Community Council (SCC) and Student Government Association (SGA). The 2010-2011 SPC is comprised of the following members:

- President Loren Swartzendruber, chair

- Fred Kniss, Provost (staff)
- Daryl Bert, VP for Finance
- David Glanzer, Graduate Dean
- Luke Hartman, VP for Enrollment
- Nancy Heisey, VP and Undergraduate Dean
- Michael King, VP and Seminary Dean
- Ken L. Nafziger, VP for Student Life
- Kirk Shisler, VP for Advancement
- Twila K. Yoder, Assistant to the President
- Roman Miller, president, Faculty Senate
- Barry Hart, Faculty Senate Rep.
- BJ Miller, Director of Institutional Research
- Jack Rutt, Director of Information Systems
- Stephanie Shafer, Director of Admissions
- Andrea Wenger, Director of Marketing & Communications
- SCC Rep -
- SGA Reps - Nels Akerson and Maria Elliott
- Lois R. Shank, Staff

[2] Prioritization recommendation

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[1] Prioritization recommendation

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(3) Academic Structure Task Force recommendation

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