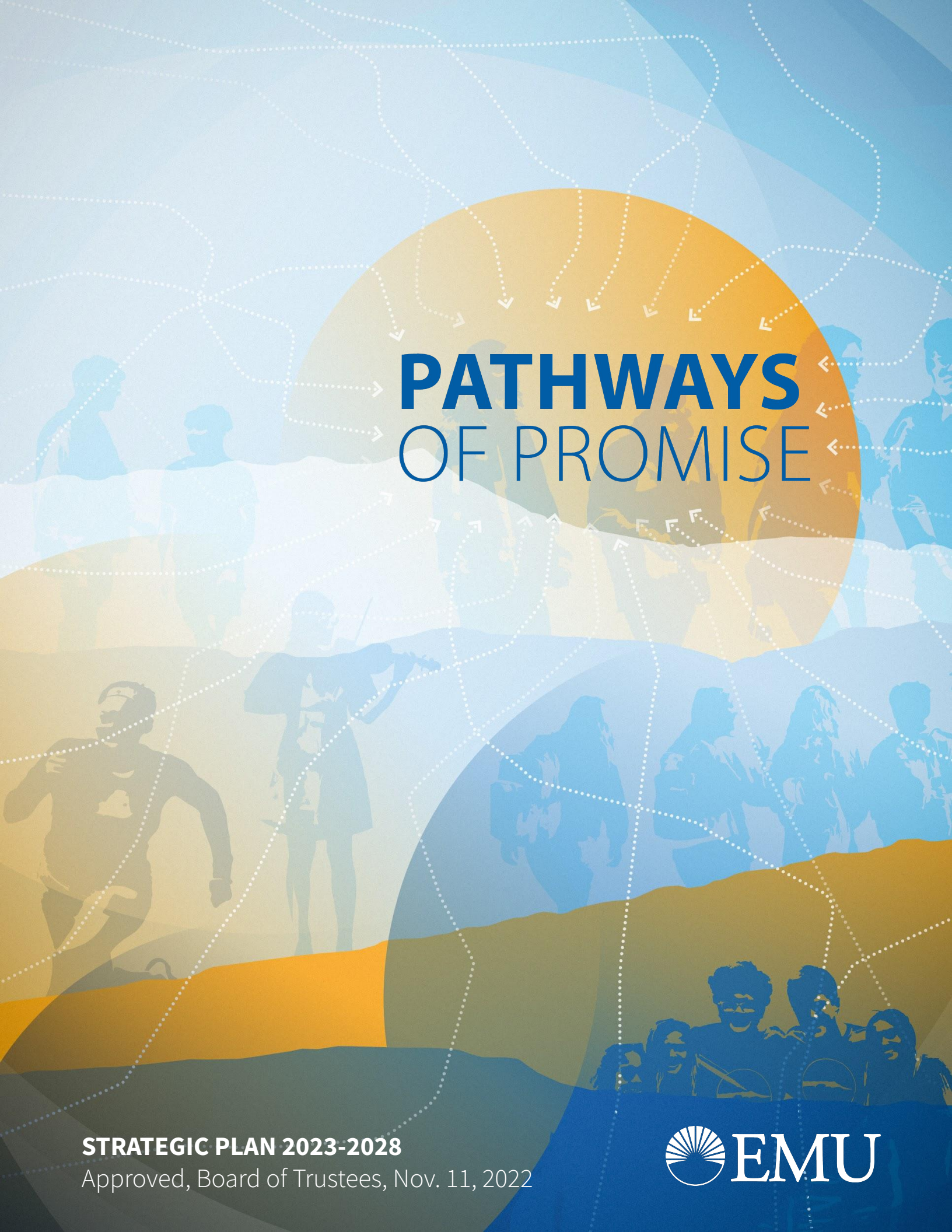




PATHWAYS OF PROMISE

STRATEGIC PLAN 2023-2028

Approved, Board of Trustees, Nov. 11, 2022



PATHWAYS OF PROMISE

STRATEGIC PLAN 2023-2028

Vision

Our vision statement, adopted in 2019 by the Board of Trustees, is the guiding principle by which we will live into our bold 5-year strategic plan 2023-2028: “EMU will open new pathways of access and achievement to 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.”

Distinctive

The overriding distinctive—the “golden nugget”—that emerged from our extensive research of alumni and area employers is: “EMU graduates are bridge-builders; they are not afraid of conflict or difference. They become unifying leaders in their work, community and places of worship.” Our tagline: “Lead Together” captures this EMU distinctiveness. Armed with a bold vision and a compelling brand, the new EMU strategic plan 2023-2028 will build on these strengths.

Pathways

A three-part Access, Achievement and Action plan establishes the strategic “roadmap” for attracting, nurturing, and equipping the EMU students of today and tomorrow to thrive as unifying leaders in their work, community and places of worship.

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.

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.

PATHWAYS OF PROMISE

An abstract graphic featuring a winding path that starts in the bottom left and curves upwards and to the right, ending near a large orange sun in the top right. The path is composed of a light blue line and a white line. The background is divided into horizontal bands of color: light blue at the top, orange in the middle, and dark blue at the bottom. Dotted lines with arrows point towards the sun from various directions.

ACTION

Graduating
Anabaptist-inspired agents
of change

ACHIEVEMENT

Inclusive community of
student success

ACCESS

Expanded reach,
increased enrollment

FOUNDATIONAL ALIGNMENT

Strategic investments in people, facilities, and financial sustainability

ACCESS

GOAL:

Expanded reach, increased enrollment -

EMU will increase its visibility and make it easier, more affordable and more attractive for students to join our diverse community of learners.

MISSION-ALIGNMENT:

As a peace and justice university, we aim to alleviate systemic barriers (economic, cultural, religious, geographic, etc.) so that more students can participate in our noble mission “to prepare students to serve and lead in a global context” in the spirit of Micah 6:8.

INVESTMENT:

We will invest in expanded marketing, increase affordability, strategically build and renovate, and make sure we offer the academic and co-curricular opportunities students want and need.

METRICS:

- Primary: # of new students; ↑80 by 2027
- Secondary: Net tuition/program revenue; ↑\$5.87M by 2028

See Appendix for details on metrics.

STRATEGIES:

1. Increase affordability: expanded financial aid and programs at varying price points
2. Amplify EMU value proposition through expanded and strategic marketing and communication efforts that create bolder brand resonance to reach a broader audience
3. Launch a campaign to attract philanthropic investment in facility improvements that grow enrollment, and to increase financial aid for students.
4. Invest in athletics and performing arts co-curriculars as a catalyst for leadership development, school spirit, and undergraduate enrollment growth
5. Review and revise our academic portfolio to ensure EMU is providing what prospective students are looking for in the ways they want and need it (undergraduate & graduate, post-traditional & non-credit)

ACHIEVEMENT



GOAL:

Inclusive community of student success - We will co-create an inclusive community of learning that equitably supports students in achieving their goals.

MISSION-ALIGNMENT:

As a small liberal arts college, we aim to “walk alongside” our students as they integrate academic rigor, artistic creation and reflective practice to engage the world's most pressing humanitarian challenges of our time.

Additionally, we assist students in discovering how they belong and thrive in an inclusive community of learners.

INVESTMENT:

Through investments in faculty/staff development and a campus that prioritizes collaborative, experiential learning we will build a campus community rich in connections and known for its formative, high-impact support.

METRICS:

- Primary: Student persistence rate: 88% by 2028
- Secondary: Student positive engagement rate; ↑xx% by 2028

See Appendix for details on metrics.

STRATEGIES:

1. Invest in faculty+staff hiring and professional development to expand diversity, equity, inclusion, and student-centered pedagogy
2. Develop adaptive academic & social support for students across degree levels that ensures success in rigorous, relational academic programs
3. Nurture a socio-emotionally healthy culture of living and learning together
4. Reimagine programming, organizational structures, & physical space to foster collaborative learning & holistic development
5. Expand paid internships, experiential learning, & career services to prepare students for life and work after EMU

ACTION

GOAL:

Graduating Anabaptist-inspired agents of change - We will amplify the ways in which our values and programs equip our students as unifying leaders and agents of change, prepared for lives of collaborative positive impact.

MISSION-ALIGNMENT:

As a faith-inspired Anabaptist school, 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 way of peace.

INVESTMENT:

We will invest in clarity of values and distinctive, values-centered learning experiences that explicitly equip our students as unifying leaders grounded in an active faith.

METRICS:

- Primary: % of students participating in signature values-practice experiences
- Secondary: % of graduates living out EMU values through leadership and commitment to common good

See Appendix for details on metrics.

STRATEGIES:

1. Make EMU values & vision explicit and measured in revised core curriculum and graduate curricula
2. Align and market our values internally and externally; get clear, concise, and consistent across the university - Faith infused, inclusive, peace and justice university
3. Identify and emphasize practice-based courses and co-curricular opportunities for students to reflect and practice living out values, partnering with community constituencies when appropriate
4. Develop mechanisms for university-wide education and celebration of Anabaptist mission, history, and identity
5. Strengthen the integration of environmental sustainability into our education and our campus practices

FOUNDATIONAL ALIGNMENT

INVESTMENT:

Strategic investments in people, facilities, and financial sustainability - We will invest in a transformed organization and inclusive university culture that equips our people and aligns programs, resources, structures and partnerships in support of our student-centered goals.

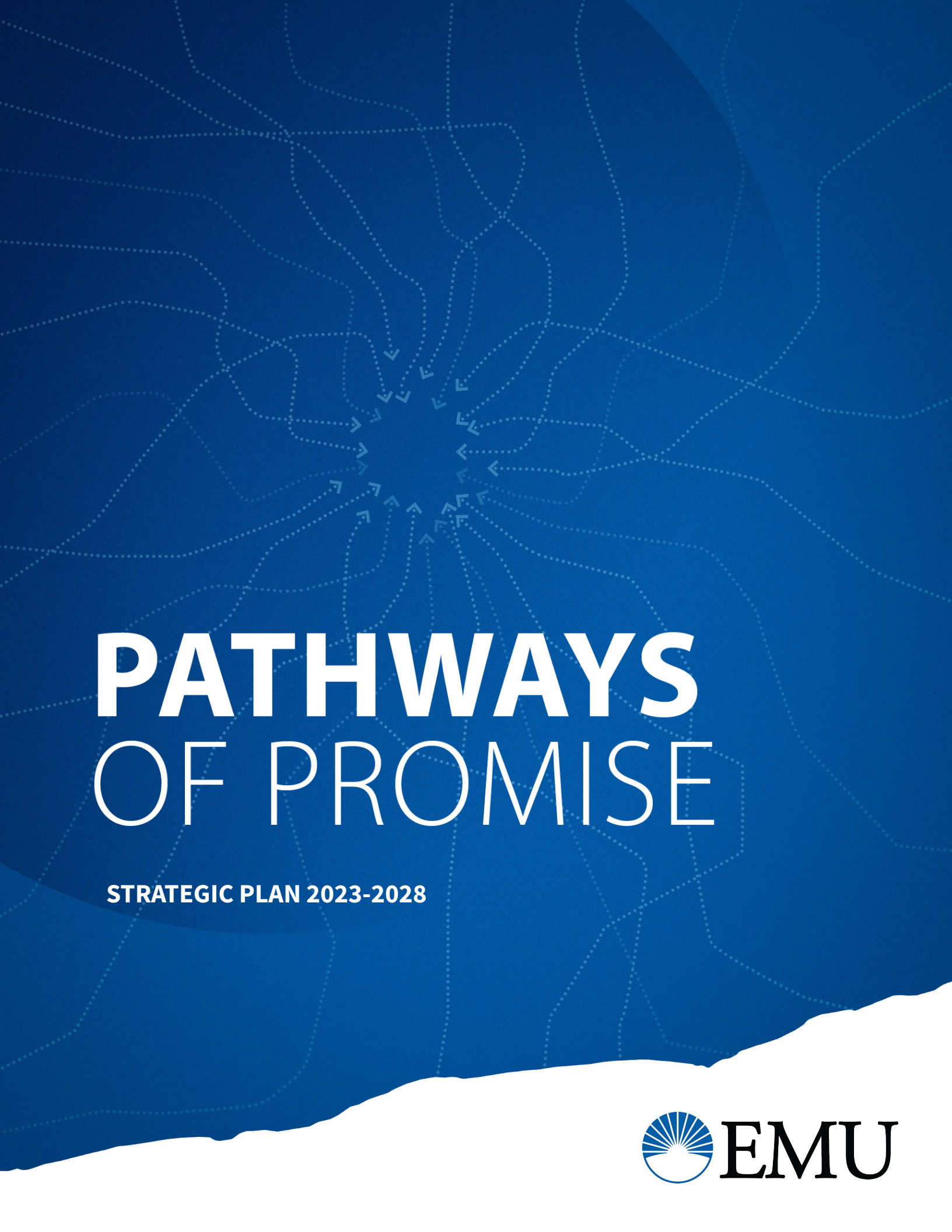
METRICS:

- Primary: Operating margin; goal 1% by 2028
- Secondary: % of employees positively engaged

See Appendix for details on metrics.

STRATEGIES:

1. Create “slack in the system,” reviewing positions for job sustainability and approaching our work in new ways, revising systems and processes as needed
2. Update our compensation model to reflect best practice, and review annually to ensure equity and market alignment
3. Increase investment in onboarding and professional development for all employees, building an inclusive and supportive university culture
4. Evaluate and update facilities to support student-centered goals
5. Invest in advancement staff to increase financial resources to support workforce development and University endowment



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