

PRESIDENT'S

# ANNUAL REPORT

2017-2018



Eastern  
Mennonite  
University

**EASTERN MENNONITE UNIVERSITY STRATEGIC PLAN  
2017-2022**



A SECOND  
CENTURY OF  
**TRANSFORMATIVE**  
LEARNING

FROM THE PRESIDENT

# CELESTIAL AND CENTENNIAL CONSTELLATIONS

SUSAN SCHULTZ HUXMAN, PHD

**EMU BEGAN** its 2017-18 academic year by celebrating a celestial milestone. We paused to enjoy an extremely rare, celestial event – one we haven't seen coast to coast in the United States in 99 years! Many of us scrambled to find special glasses to see the total eclipse of the sun (or if you were in Virginia, to see a partial eclipse).

EMU also kicked off the year with another, equally impressive, once-in-a-hundred-year event: our centennial! We celebrated our 100th anniversary with nearly 100 spotlight special programs throughout the year. Our campus community and stakeholders from near and far were not just spectators for a two-minute dazzling show, but active participants throughout the year in taking sustenance from our past and boldly shaping our second century.

We do not need special glasses to witness the special values at EMU in action – values that are animated and aligned in ways that form a special kind of constellation. In these pages, you will catch a glimpse of how we engage the whole student: intellectually, personally, socially and spiritually. We are committed to an education grounded in critical thinking, reflective practice, interdisciplinary study, global engagement, communication effectiveness and faith-informed character – not coincidentally the most sought-after skills by employers for any industry. Perhaps that's why year after year, job-seeking EMU grads have a fabulous track record in landing



excellent employment in their field of choice or getting into graduate schools: A 99% placement rate! This year was no exception.

Thank you for supporting us in our “total eclipse” of an educational sort at EMU. Your gifts make all the difference. We are committed to accessible and affordable pathways for our students to come to EMU and be transformed – to experience “totality” at this Christian university like no other.

Warmly,

A handwritten signature in black ink, appearing to read 'Susan', written in a cursive style.

# CENTENNIAL YEAR HIGHLIGHTS

## 2017-18

### NOVEMBER 2017



The Centennial Gala Concert featured all of EMU's instrumental and voice ensembles, including a debut performance of *Symphony No. 1*, composed by Professor Ryan Keebaugh.



More than 80 events drew a record crowd, including many with ties at EMU three and four generations back, to Homecoming and Family Weekend. The special celebration was headlined by The Steel Wheels in concert, a commissioned theatrical production, the Century Bike Ride and an art exhibit.

### OCTOBER 2017



Christmas celebrations included concerts, a hymn sing, the popular lessons and carols service, and a special 20th anniversary fundraising performance of *DoveTale*, originally co-written, produced and performed by alumni Lee E. Eshleman, Ingrid DeSanctis and Ted Swartz.

### DECEMBER 2017

## FEBRUARY 2018

The acclaimed Mosaic Theater of D.C. visited EMU for a weekend of performances sharing perspectives on the Israel/Palestine conflict. The fundraiser supported a Daughters for Life scholarship for a female peacebuilder from the Middle East to earn an MA in conflict transformation.



## MAY 2018



At its 100th Commencement, the university awarded 540 degrees, including the first honorary doctorate to alumna and Nobel Laureate Leymah Gbowee. She also provided a commencement address titled "Rise Up for Peace and Justice," later noted and quoted in *The Nation*.



The inaugural President's Second Century Advisors – a group of 12 influential professionals from around the globe – convened to advise President Huxman on the question: "Why EMU for Century Two?"

More than 80 students and seasoned scholars gathered for the Centennial Histories Symposium, a day-long intellectual gathering featuring the authors of five histories of Mennonite higher education institutions, all founded in the 30 years between 1887 and 1917.



## MARCH 2018

# EMU

## BY THE NUMBERS

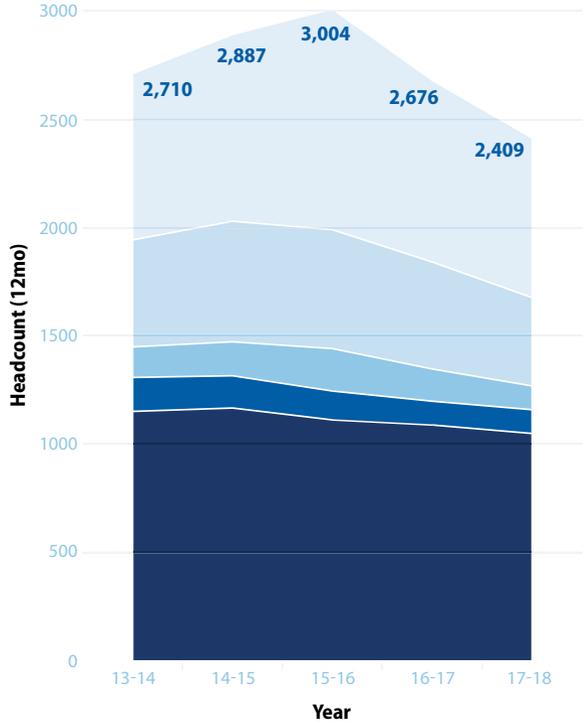
### EMU FULL-TIME EQUIVALENT FACULTY AND STAFF



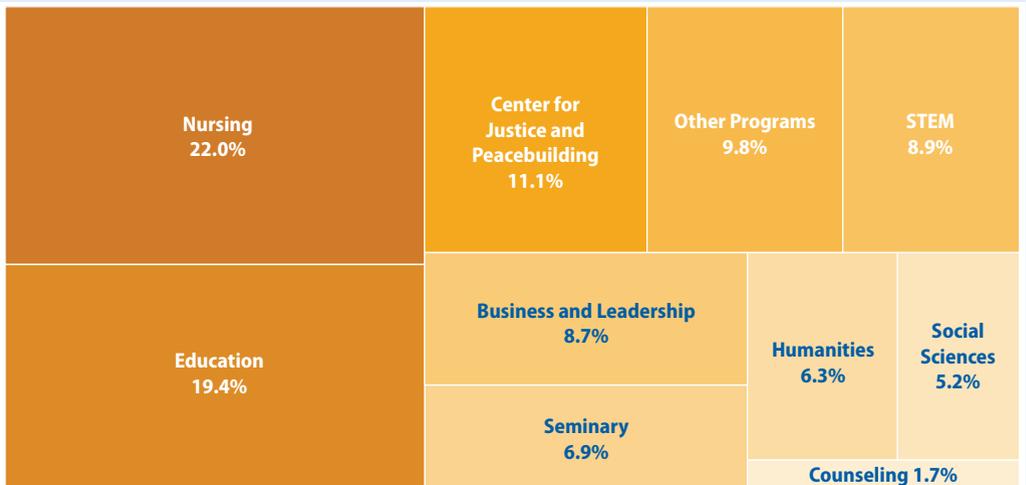
### 12-MONTH ENROLLMENT

This statistic captures the total number of students – from 42 states and 69 countries – who take classes at EMU during a 12-month period. It is a more comprehensive picture of the university’s activities than traditional fall enrollment statistics.

- GRADUATE
- LANCASTER
- PROFESSIONAL STUDIES
- SEMINARY
- UNDERGRADUATE



### STUDENTS BY AREA OF STUDY 17-18



## ALUMNI OUTCOMES

Source: 2017 Alumni Survey

**99%**

of job-seeking 2017 undergraduate alumni were employed within a year of graduation.

**93%**

Alumni who are very satisfied or satisfied with their EMU education

**59%**

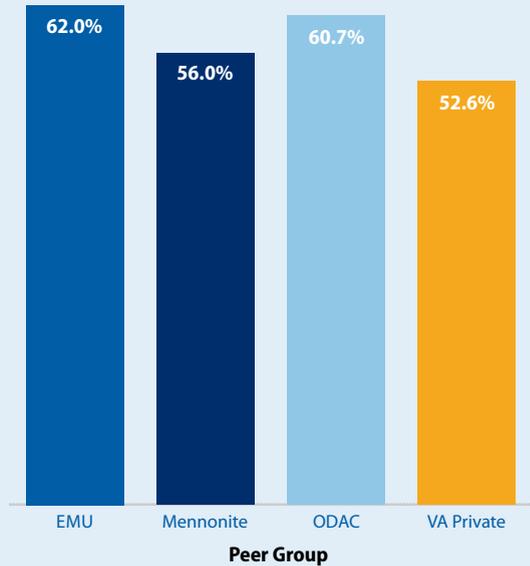
Alumni who have done church mission/service since graduation

**48%**

Alumni who serve on a board or volunteer in a leadership role for a church/nonprofit organization since graduation

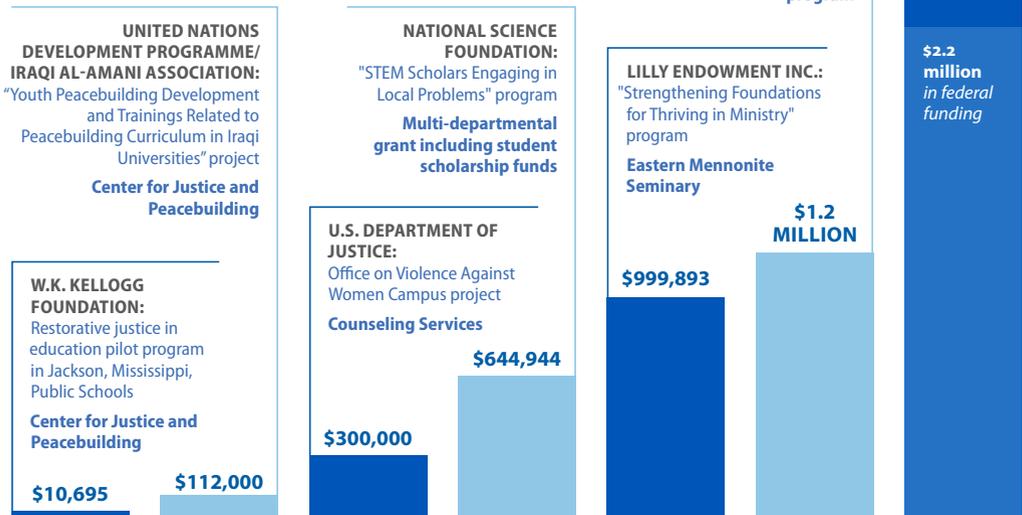
## SIX-YEAR GRADUATION RATE

Percent of first-time, full-time students who began six years earlier who have graduated as of the year noted, with comparison averages for selected peer groups. Source: IPEDS



## PROGRAM FUNDING

In 2017-18, the university was awarded grants in excess of \$3.3 million, including more than \$2.2 million in federal funding.



## CELEBRATE

Adoption of new mission, vision, values, and "Life Together" statement



Year-long centennial celebrations



Launch of the Academic and Creative Excellence (ACE) Festival



## ENGAGE

New student orientation program to foster stronger community connections and enhance retention



Development of new convocation and campus worship programs and an accompanying policy to enhance campus participation (implementation begins in Year 2)

**Year 2**

New community engagements: a campus Rotaract chapter and collaboration with the North East Neighborhood Association



# CITY STRATEGIC PLAN, 2017-2022

## DIVERSIFY

40% of new faculty hires in 2017 were persons of color



Graduation events: largest Donning of the Kente ceremony for students of color in its 3-year history and 40% students of color among the Cords of Distinction honorees



Issued a university statement on the importance of diversity and inclusion



Sent a cohort of AHANA faculty and staff, including a board member, to the MC USA-sponsored Hope for the Future Conference



## GROW

Designated four undergraduate focus programs for growth, with a resulting 25% enrollment increase in three of these areas. Launched new career-focused majors and concentrations.



Student-athlete numbers are at a record high of 294, up from 245. Hired new coaches in track and field, cross country, and for the new women's lacrosse program (beginning competition in fall 2019).



Improved financial health via margin (+1%), reduced expenses (\$1.8 million), and increased giving via 100 new estate commitments – contributing to an historic total giving record of \$9.1 million



Nursing simulation lab expansion to facilitate program growth



Student enrollment down 13% from FY17-18 (undergraduate and graduate)

**Not Met**

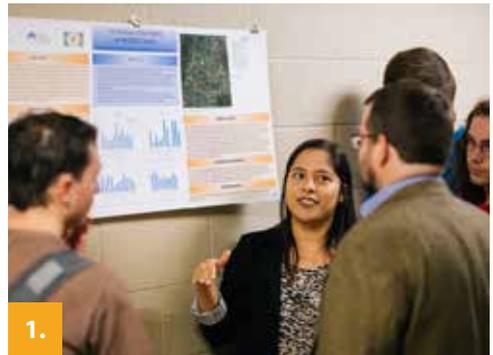


## PROVOST'S OFFICE

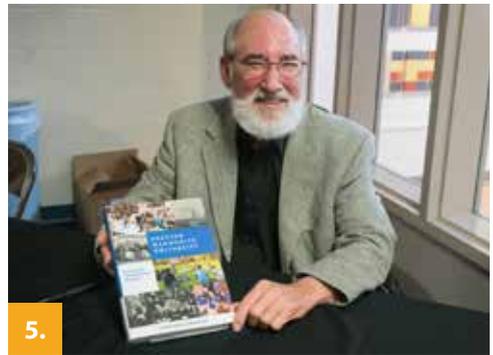
FRED KNISS '72, PHD  
PROVOST

1. The **first annual Academic and Creative Excellence Festival** at the end of the spring semester was a one-day academic conference and celebration featuring more than 200 presentations or performances by students and faculty. The keynote speaker was Fania Davis, social justice advocate and founder of Restorative Justice for Oakland Youth. Among other events, 25 faculty authors displayed publications from the past two years at a special reception.
2. EMU received **more than \$3.3 million in external funding, including more than \$2.2 million in federal grants, to support educational programming and research.** The grants support the health and well-being of local and state residents through initiatives such as behavioral health treatment, mentorship for pastors, proactive responses to sexual violence, and partnerships with marginalized communities to work on social justice issues. The grants also support EMU's global capacity-building work in peace and justice.

3. EMU's **Common Read, Ta Nahisi Coates' *Between the World and Me***, sparked engaging conversation about race relations and racial justice issues at campus events throughout the year.
4. Faculty and staff reductions moved EMU closer to **sustainable faculty-staff-student ratios.** President's Cabinet worked closely with Faculty Senate to implement faculty reductions in accord with best-practice recommendations of the American Association of University Professors. Faculty and staff who experienced involuntary termination were provided with generous severance benefits and transition assistance.
5. **Publication of the centennial history – *Eastern Mennonite University: A Century of Countercultural Education*** by Donald Kraybill – was a key event in EMU's centennial year. Released during the fall Homecoming and Family Weekend, the book highlights EMU's tradition of innovative work and its willingness to take countercultural risks in engaging a rapidly changing church and world.



1.



5.



## UNDERGRADUATE

DEIRDRE LONGACHER SMELTZER '87, PHD  
UNDERGRADUATE ACADEMIC DEAN

1. Our **faculty-led cross-cultural programs** included a total of 180 students traveling, living and learning in 15 different countries. These cross-cultural experiences are designed to help students deeply engage with a culture other than their own.
2. **Eight new full-time undergraduate faculty members joined eight different undergraduate programs** in the fall 2017 semester. With four of African-American, Hispanic, Asian, or Native American (AHANA) descent, this represents a step toward our strategic goal of attracting, developing and sustaining a faculty whose diversity mirrors our students. These eight faculty members are already making an impact. Ji Eun Kim was a panelist on peace education at the renowned Jeju Forum in South Korea, David Bery performed a piano recital to a full house of university and community members in March, and Kristopher Schmidt was nominated by all 31 students in his Human Physiology class for the local radio station's monthly Gold Star Teacher Award.

3. During this academic year, the undergraduate council **approved 12 new or significantly revised majors** (including a new marketing major, with management and media and design tracks), several new minors (including minors in interfaith studies, nonprofit management, and leadership), and two new associate of arts programs (in business administration and health sciences).
4. Among other student successes, sophomores Ben Stutzman and Daniel Harder and first-year Cameron Byer teamed up to **win an international cryptoanalysis competition**. Given three puzzles to solve in five days, the team submitted the first correct solutions in under 20 hours.
5. **Two symposia headlined our spring:** The Centennial Histories Symposium organized by history professor Mark Metzler Sawin featured the authors of the centennial histories of EMU, Goshen, Hesston, Bluffton and Bethel. The 25th annual Shenandoah Valley Biotechnology Symposium brought more than 400 students from area high schools, along with their science teachers, to campus for a full day of activities. Alumnus Myron Blosser, Harrisonburg High School Governor's STEM Academy co-director, organized the symposium.





## GRADUATE AND SEMINARY

SUZANNE K. COCKLEY, PHD  
GRADUATE DEAN

- 1. Graduate programs earned two large grants:** The MA in Counseling program was awarded a \$1.2 million federal grant to support placement of counseling student interns in underserved areas of the region. Eastern Mennonite Seminary also received nearly \$1 million to strengthen seminary and post-seminary training for “thriving in ministry.”
- 2. Fifteen students (Harrisonburg and Lancaster) are enrolled in the new Master of Arts in Christian Leadership program,** pursuing pastoral, spiritual direction, music and humanitarian action ministries.
- 3. Our quadrennial Approval for Listing for the preparation of candidates for ordination in The United Methodist Church was renewed without qualification** by the United Methodist Church University Senate.

- 4. The MBA and MA in Organizational Leadership programs have expanded curricula to require a cross-cultural experience.** We now offer immersive learning experiences in Costa Rica and in the Appalachian regions of Virginia, West Virginia and Kentucky.
- 5. The MA in Biomedicine program has increased applications through the use of the PostBac online application.** Additionally, a new gap-year program for students aspiring to medical school offers ample opportunity to improve both GPA and resume through coursework, a cross-cultural experience and an internship in Washington D.C. in collaboration with EMU’s Washington Community Scholars’ Center.





## INSTITUTIONAL EFFECTIVENESS

**SCOTT BARGE, PHD**  
VICE PRESIDENT FOR INSTITUTIONAL  
EFFECTIVENESS  
AND STRATEGIC INITIATIVES

### INSTITUTIONAL EFFECTIVENESS FOSTERS DATA INFORMED DECISION- MAKING ACROSS THE UNIVERSITY.

1. **Launch of enhanced tools** to support integrated university planning as well as assessment of student learning and achievement.
2. **Development of in-depth enrollment reporting tools** to inform management and strategy.
3. Successful **completion of comprehensive campus climate research** to guide programming and enhance students' sense of belonging and their success at EMU.
4. Successful **accreditation of new programs** in aviation (BS in Leadership and Organizational Management with aviation concentration) and nursing (Doctorate of Nursing Practice).
5. **Collaboration with EMU Board of Trustees** to assess board performance and identify and begin implementation of changes to streamline governance processes and increase board engagement around key strategic issues.



2.



3.



## ENROLLMENT

**JAMES (JIM) E. SMUCKER, PHD**  
*VICE PRESIDENT FOR ENROLLMENT*

1. The **efforts and outcomes of the admissions department continue to exemplify industry best practices.** This past year, our yield rate, measured as deposits/inquiries, increased significantly. Our new search consultant Ruffalo Noel Levitz is yielding increasing numbers of inquiries for the 2019 class. We are re-energizing our partnerships with several community colleges and developing enrollment tracks for students to more easily matriculate to EMU. We also successfully piloted an initiative with increased resources, scholarships and recruiting efforts by faculty for five focus programs: STEM, education, engineering, music, and visual arts and digital media. Applications in these programs were up more than 25 percent.
2. We missed our enrollment targets by 13% yet **retention remained strong** at 78% and we have put into place several **new recruitment priorities** for 2018 that are already restoring our head-count for next year.
3. To work with our **record number of 294 athletes (and more coming)**, we have hired an outstanding group of new coaches in cross country, track and field, men's basketball and

women's basketball, as well as the first women's lacrosse coach to lead our newest team. In addition, several more graduate assistant coaches have been added to the staff. The baseball and softball fields underwent major renovations.

4. Our **financial aid office continues to develop new programming** to meet student affordability needs. In addition, the department continues to refine processes to become more user-friendly and more responsive to the increasingly complex financial aid field.
5. We initiated a **new multi-year marketing program focused on Northern Virginia/Washington D.C.-area Catholic schools** to work at bringing more affinity students to EMU for fall 2019 and beyond.



# STUDENT LIFE

JAMES (JIM) E. SMUCKER, PHD  
VICE PRESIDENT FOR STUDENT LIFE

1. The student life division, in partnership with the academic division, has initiated a **partnership focused on increasing collaboration around student retention and success**, integrating learning goals in both the traditional curriculum and the lived curriculum, and a more integrated structure for fall of 2019.
2. The Counseling Center greatly **expanded student services through a partnership** with the MA in Counseling program, resulting in nearly triple the hours available to students for counseling and support during the 2017-18 academic year.
3. A **new convocation and campus ministry model**, developed by campus ministries, begins in fall 2018 with bi-weekly community convocations on relevant and

timely topics and increased campus worship leadership opportunities and venues. The spring faculty/staff conference, jointly hosted by campus ministries and the academic division, focused on enhancing student faith formation across the university.

4. The Black Student Union, Latino Student Association and International Student Organization continue to **increase multicultural programming and student integration** across campus. Membership in the ISO was one-third American students. In addition, attendance at our Martin Luther King Day convocation was the largest in years. Finally, the third annual Donning of the Kente Ceremony tripled its participation from the year before, with 33 undergraduate and graduate students bringing family and friends to the pre-commencement celebration.
5. A collaboration between student life, the Committee On Diversity and Inclusion, Black Student Union, Latino Student Alliance and the Student Government Association resulted in the presentation of a **formal proposal to Cabinet that Martin Luther King Jr. Day be observed with extensive service and learning opportunities in place of scheduled classes. This proposal was approved in summer 2018.**





## FINANCE AND OPERATIONS

**DARYL BERT '97, MBA**  
CHIEF FINANCIAL OFFICER  
AND CHIEF OPERATIONS OFFICER

1. The **construction and furnishing of the new engineering lab spaces in the \$11.3 million Suter Science Center renovation was completed.** Work will commence on the last phase of the project, the renovation of lecture space S-106, in the fall.
2. **Several energy performance and conservation projects are projected to save more than \$180,000 annually in energy costs representing a 15-year payback.** Those projects include a partnership with Siemens on an energy performance contract, water and energy conservation projects and the campus microgrid project. The microgrid is a partnership with our local utility, the Harrisonburg Electric Commission, for demand reduction and represents the most significant single investment and annual savings. The project was financed using a Virginia energy conservation bond program which reduced the borrowing costs to 1.9% over 15 years.

3. EMU is implementing **several significant enhancements to the campus safety and security environment**, including an increase in the number of security cameras deployed across campus. The system is not a monitored system but is available if specific incidents require investigation. Additionally, swipe-card access control measures, already in place for campus residence halls, are being extended to most academic buildings to ensure scheduled lock and unlock procedures, limit the issuance of building master keys, and provide a record of after-hours access when needed for investigation purposes.
4. Consolidation between network and phone system infrastructures for EMU at Lancaster and Harrisonburg has now created a **dedicated digital connection and an integrated phone system.** These improvements ensure that our Lancaster students and employees have a consistent user experience with our Harrisonburg community.

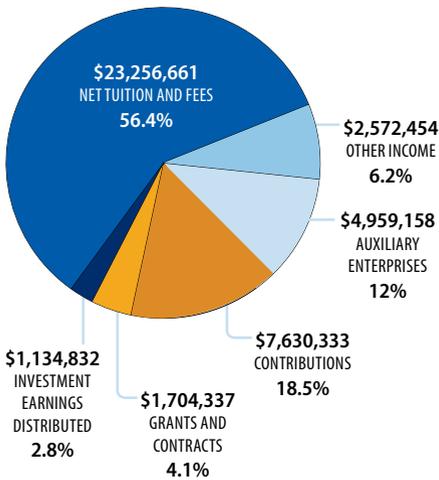


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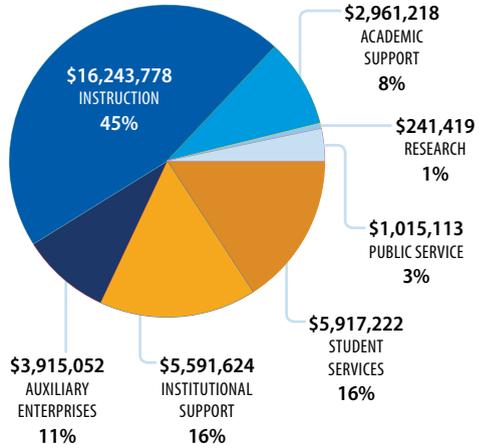


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## REVENUE SOURCES



## OPERATING EXPENSES



**TOTAL REVENUE: \$41,252,775**

**TOTAL EXPENSES: \$35,885,427**

## STATEMENT OF FINANCIAL POSITION

ASSETS SUMMARY	2016-17	2017-18
Cash and Cash Equivalents	\$ 3,054,018	2,315,941
Accounts Receivable	\$ 1,869,174	1,671,154
Long-Term Investments	\$ 31,182,841	36,064,147
Land, Buildings and Equipment	\$ 46,138,910	47,489,724
Other Assets	\$ 7,550,211	7,389,756
<b>Total Assets</b>	<b>\$ 89,795,154</b>	<b>94,930,722</b>

LIABILITIES & NET ASSETS SUMMARY	2016-17	2017-18
Accounts Payable	\$ 1,052,515	1,190,700
Debt	\$ 16,104,652	14,387,079
Other Liabilities	\$ 7,809,484	7,826,911
<b>Net Assets</b>		
Unrestricted	\$ 32,400,816	35,279,557
Temporarily Restricted	\$ 18,083,122	20,914,175
Permanently Restricted	\$ 14,344,565	15,332,300
<b>Total Liabilities and Net Assets</b>	<b>\$ 89,795,154</b>	<b>94,930,722</b>

\*THESE ARE PRELIMINARY NON-AUDITED NUMBERS.



## ADVANCEMENT

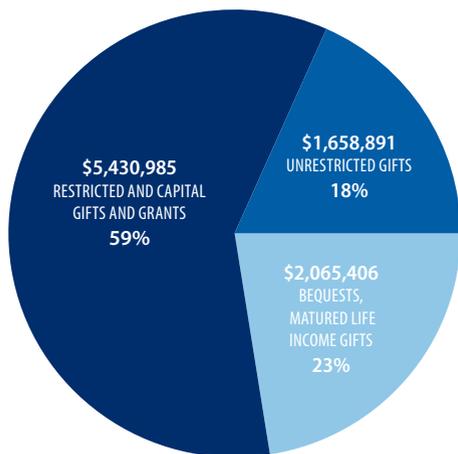
KIRK SHISLER '81  
VICE PRESIDENT FOR ADVANCEMENT

**Advancement furthers the mission of EMU by engaging alumni, donors, parents, congregations, and friends as advocates for the university, and by implementing fundraising initiatives that support current academic programs, capital projects, and the expansion of EMU's endowment fund to increase student scholarship support.**

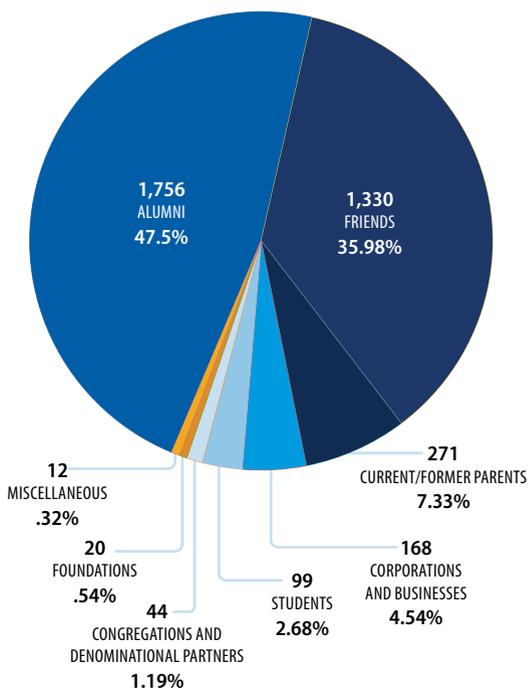


1. This year marked **the largest giving year in EMU's history**, with \$9,155,282 in total philanthropic support from individuals and private family foundations. This, combined with over \$2.1 million in federal and corporate grants, produced well over \$11 million in contributions and grants.
2. The **\$11.3 million Suter Science Center capital campaign was completed** with more than 700 gifts from alumni and friends of EMU. Total support exceeded the goal by more than \$100,000. Completion of Phase II will provide for the preparation of new engineering labs, S-106 lecture hall and the upper level of the science center.
3. The **annual LovEMU Giving Day in April set a new record** when \$119,232 was given by 500 households through a combination of donor matching gifts and intensive online giving by students, alumni, parents and other donors during a 24-hour giving campaign.
4. One **hundred new estate gift commitments were secured** during EMU's Centennial Bequest campaign. There are now over 650 members of EMU's Jubilee Friends Society whose future estate commitments will help ensure the viability of the university's mission long into its second century.
5. **Alumni engagement planned more than 100 special events during the year**, including 84 events during Centennial Homecoming and Family Week. The inaugural alumni business networking breakfast was held in 2017, followed by two additional successful gatherings in Souderton, Pennsylvania, and Harrisonburg, Virginia. A new online alumni business networking platform, Royal Connections, was launched to link alumni to business and professional services and to create new internship possibilities for students.

## OVERALL CONTRIBUTIONS



## DONORS BY CONSTITUENCY



## FIVE-YEAR SNAPSHOT OF SUPPORT

Philanthropic support remains steady overall thanks to an especially loyal corps of generous alumni, parents and friends. More than 450 alumni and friends consistently give \$1,000 or more per year including 64 President’s Partners who give \$5,000 or more to the University Fund. Many of these same persons also make generous commitments to EMU’s capital campaigns.

METRIC	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
<b>Total Giving</b>	\$6,520,674	\$6,352,933	\$5,680,721	\$5,439,970	\$9,155,282
<b>University Fund</b>	\$1,763,238	\$1,714,560	\$1,792,142	\$1,759,805	\$1,658,890
<b>New Endowment Gifts</b>	\$330,010	\$1,848,686	\$1,253,382	\$728,864	\$3,029,584
<b>Fair Market Value of Endowment</b>	<b>\$24,183,314</b>	<b>\$25,016,266</b>	<b>\$23,982,012</b>	<b>\$27,500,000</b>	<b>\$30,000,000*</b>

\*Note that this benchmark for EMU’s Endowment Fund represents an all-time high.



## LANCASTER

MARY KRAHN JENSEN, EDD  
ASSOCIATE PROVOST

3. This year, staff and faculty **explored our roots** using Palmer Becker's *Anabaptist Essentials* as a guide. Our goals were to discover more deeply what it means to be an educational institution in the Anabaptist tradition; share the meaning those beliefs and values hold for us today and explore what it looks like to live out these commitments in meaningful ways in our work with students and each other in the 21st century.
4. **Two new program leaders joined our team:** Jim Cistone, PhD, aviation coordinator, and David Martin, EdD, associate director of graduate teacher education.
5. This past year, **EMU at Lancaster partnered with Lancaster-based nonprofit ASSETS on a Business Impact seminar series.** The events were a platform to discuss the opportunities for business to be a positive force in the community and provided marketing exposure.

1. **The new four-year leadership and organizational management degree with a concentration in aviation** received accreditation by SACSSOC and the FAA. The program launched in April with approximately 150 invited guests at the Lancaster Airport Terminal. Market research and public interest indicate this degree will fill a unique and high-demand niche that combines aviation training with the development of the collaborative, dynamic and intuitive qualities that today's leaders need.
2. EMU at Lancaster entered into a degree transfer articulation agreement with Thaddeus Stevens College of Technology, allowing **associate-degree graduates a seamless pathway to entrance into the new accelerated bachelor's degree program in leadership and organizational management.** The new program launches in fall 2018. The degree can be completed in 16 months, attending one night class each week, at a cost of less than \$16,000.



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## FROM THE BOARD

# A SACRED TRUST

**KAY NUSSBAUM**  
**CHAIR, BOARD OF TRUSTEES**

**IT IS AN HONOR** to serve as part of EMU's Board of Trustees, especially in this historic centennial year. Together, we seek to faithfully live out EMU's mission and commitments, mindful of the sacred trust we are called to steward in this time and place. We are inspired by the aspirations, achievements and engagement of our students and alumni/ae around the world. We are humbled by the

dedication and sacrifice of EMU's faculty, staff and administrators. We are grateful for President Huxman's diligent and visionary leadership as we continue to adapt and innovate in ways that strengthen EMU's academic programs, campus life and financial health. We give thanks for your prayers, counsel and generous support. Welcome, EMU, to our second century!



EMU Board of Trustees. Top row, from left: Charlotte Hunsberger '91, Evon Bergey '79, E. Thomas Murphy Jr., Cedric Moore '97, Clyde Kratz '86, MDiv '89, Kay Nussbaum '78, Jonathan Bowman '99, Eloy Rodriguez '03, Chad Lacher '98. Front row: Manuel Nunez '94, James Rosenberger '68, Randall Bowman '78, President Susan Schultz Huxman, Diann Bailey, Herman Bontrager '72, Carlos Romero, MEA representative. Not pictured: Shana Peachey Boshart '85, Hans Harman '02, Kevin Longenecker '91, Vaughn Troyer '93.

*Thank you for your generous support!*



Eastern  
Mennonite  
University