

LEAD **TOGETHER**



PRESIDENT'S ANNUAL REPORT 2018-2019

VERSE

EMU elevates its learning community to “do justice, love mercy and walk humbly with God” (Micah 6:8).

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.

VALUES

EMU’s mission and vision are grounded in the enduring Biblical values of Christian discipleship, community, service and peace.

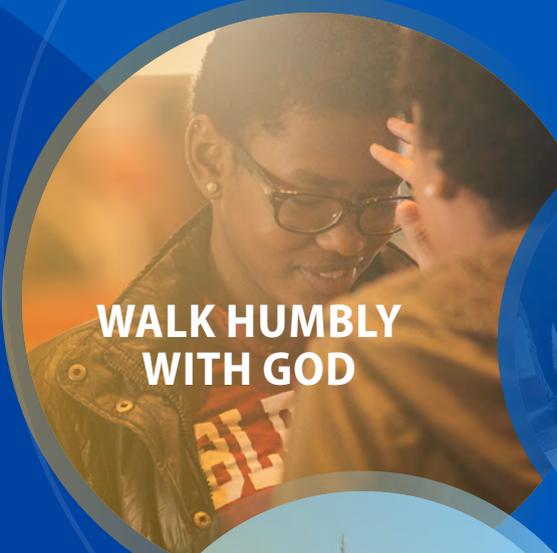
These values are embodied throughout the university in our distinctive commitment to peacebuilding, social justice, cross-cultural engagement and sustainability. Rooted in the Anabaptist tradition, we follow Jesus’ call to bear witness to truth, serve with compassion, and walk boldly in the way of nonviolence and peace.

STRATEGIC DIRECTION

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.

IDENTITY

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



WALK HUMBLY
WITH GOD



SERVE WITH
COMPASSION



LEAD IN A
GLOBAL
CONTEXT



ACHIEVE



TOGETHER

FROM THE PRESIDENT

LEAD TOGETHER

SUSAN SCHULTZ HUXMAN, PHD

GREETINGS SPECIAL FRIENDS of Eastern Mennonite University. Thank you for partnering with us to advance this remarkable university into its second century. You are part of our story in this year of celebration and contraction. We celebrate growth in financial health even as we re-invent student recruitment to recapture enrollment growth. We eagerly embark on this adventure with a boldness of spirit and an appetite for innovation.

Who do you say that I am? This is one of the most fundamental and frequent questions that Jesus poses to his followers, curious onlookers and skeptics. As you know, answers varied wildly.

That vexing question resonates today in mission-driven organizations: Who do our stakeholders think we are? In today’s marketing language, it’s called “branding.” At EMU, we spent the 2018-19 academic year conducting a brand audit. We hired a research firm to ask a broad sampling of our internal and external stakeholders: What is EMU known for? And who is EMU at its best?

The research results were a validating reality check – that what we (current students, faculty, staff, board) think we do best aligns with what other stakeholders (prospective students and their parents, wider community, alumni and other special donors and sponsors) also notice and affirm.

One of the high-level findings reveals that EMU is known for superb academics and job placement, but above all else our university is valued as a caring and supportive campus community. More specifically, our diverse constituencies largely believe that what sets an EMU graduate apart in the workplace and in their communities and churches is a special kind of “unifying leadership.” Our students lead as “bridge-builders” equipped with intercultural competence, oriented toward peace and justice, and eager to put an active faith into practice. Whether a nurse, teacher, accountant or on any other career path, our graduates rate high on engaging difference and conflict and solving problems with others.



Our new tagline Lead Together captures the essence of the EMU advantage. The simple expression focuses on building relationships as the heart of authentic success. We take two unusually paired words (one stressing independence and the other stressing dependence) and assert that learning to Lead, Achieve, Discover, Grow, Build, Pray and Serve Together is healthy, humane, and hugely important to the kind of “success” that truly matters in our highly fractured and polarized world. We believe it’s a tagline well positioned for our times.

This exciting work to recharge our unique value proposition in a cluttered educational marketplace has produced many “holy moments” for me and our leadership team. I find it easy to be a tireless champion of our mission – “to prepare students to serve and lead in a global context” in the spirit of Scripture “to do justice, love mercy and walk humbly with God.” Micah 6:8 is our clarion call to connect an active faith with rigorous learning and to bring people together around community, peacemaking, service, global engagement, sustainability, and Christian discipleship.

I hope you will join me in seizing our moment “to make a joyful noise” that shouts well beyond the Shenandoah Valley that an EMU education is a superb investment.

In gratitude,

HIGHLIGHTS 2018-19

1050 guests attended

65 alumni events

12 class reunions

256 came back for their class reunion

124 came back for department breakfasts

Princeton Review ranked EMU as a top green college.



Homecoming and Family Weekend highlights include the honoring of alumni awardees Gilberto Perez '94, GC '99, Claudette Monroy '10 and Regina Horst Chacha '85.



EMU's cross-cultural program offered three semester-long experiences in China, Guatemala/Spain and the Middle East and five summer seminars in various locations.



\$115,210 raised

731 gifts

8 challenges

3 contests

6 alumni gatherings

The Royal Treatment, EMU's newest student space modeled after a barbershop and salon, came to life from student input and opened with a ribbon-cutting ceremony on MLK Day. It is managed by the Black Student Union.



LovEMU Day raised more than \$120,210 from a record number of 731 gifts.



President Susan Schultz Huxman gives congratulations during EMU's 101st Commencement.



Rated a Forbes Best ROI University

(Grateful Grads Index 2018)

EMU Lancaster's new aviation program begins with six students.



EMU earned recognition in the Forbes Return on Investment /Grateful Grads Index.



Twelve hikers, raised more than \$137,000 for the Michael J. Sharp Peace and Justice Endowed Scholarship on their 11-day trek to the top of Kilimanjaro.



The Center for Justice and Peacebuilding recognizes Kenyan Tecla Namachanja Wanjala MA '03 with its Peacebuilder of the Year Award.



The second annual ACE Festival celebrated student research and learning with presentations, poster sessions, gallery exhibits, film showings and concerts.



EMU earned a CASE Educational Fundraising Award in the category of Overall Performance among similar-sized universities. The university won the same award in 2013 and 2014.



\$137,379

for the Michael J. Sharp Peace and Justice Scholarship supporting Congolese citizens to study at CJP

447

gifts, a majority of which are brand new donors to EMU

12

adventurous hikers

9

honorary coaches cheered hikers on their way, including Jane Fonda, Nikki Haley, Dr. Denis Mukwege, and former colleagues of MJ's from the United Nations

115 poster presentations

83 oral presentations

89 students involved

19 faculty authors

636 undergraduate students attended

DIVISION OF
STUDENT
LIFE

DEAN
SHANNON
W. DYCUS

SCHOOL OF
SOCIAL SCIENCES
AND
PROFESSIONS

DEAN
DAVID
BRUBAKER

SCHOOL OF
THEOLOGY,
HUMANITIES
AND THE
PERFORMING ARTS

DEAN
SUZANNE
COCKLEY

SCHOOL OF
SCIENCES,
ENGINEERING,
ART
AND NURSING

DEAN
TARA
KISHBAUGH



Four deans lead the new academic and student life administrative structure, developed after several years of study and discussion, to enhance holistic student development and interdisciplinary collaboration, among other objectives. From left: Shannon W. Dycus, dean of students; Dave Brubaker, dean of the School of Social Sciences and Professions; Sue Cockley, dean of the School of Theology, Humanities and Performing Arts; and Tara Kishbaugh, dean of the School of Sciences, Engineering, Art and Nursing.

ACHIEVEMENTS: A GLIMPSE

FACULTY

Owen Byer, professor of mathematics, and **Deirdre L. Smeltzer**, undergraduate dean, published *Journey into Discrete Mathematics* (Mathematical Association of America Press, 2018).

Tara Kishbaugh and **Steve Cessna**, professors and co-principal investigators of a 2016 NFS research award on the same topic, edited *Increasing Retention of Under-represented Students in STEM through Affective and Cognitive Interventions* (ACS Symposium Series, 2018).

Matthew Siderhurst, professor of chemistry, was awarded a total of \$670,000 in grants supporting his research from the Australian Centre for International Agricultural Research, USDA and NSF. The latter grant supports three years of student research in Australia with partnering institutions.

Laura Yoder, associate professor of nursing, and **Esther Tian**, associate professor of engineering, were named Lilly Faculty Fellows, with awards of \$5,000 for their research programs.

Carl Stauffer, associate professor and co-director of the Zehr Institute of Restorative Justice, gave keynote addresses at the Harvard Negotiation Law Review Symposium, Victoria University in New Zealand, and Ulster University in Ireland. He is also academic director of the Caux Scholars Program, a summer program of the Caux Institute in Switzerland.



Among the three grants Professor Matt Siderhurst was awarded during the past academic year, the three-year, \$300,000 grant from the National Science Foundation will help college students to gain cross-cultural and research experience in Australia.

STUDENTS

Three students were listed co-authors with **Professor Matt Siderhurst** in papers published in the *Journal of Economic Entomology* and the *Journal of The Science of Food and Agriculture*.

A team of six students was the first from the U.S. to join an international collaborative project to design **an economically viable, hypersonic, 300-passenger aircraft**.

A record-breaking 106 student-athletes were named to the Old Dominion Athletic Conference All -Academic Team for the 2018-19 academic year.

Riley Swartzendruber, a senior in the VACA major, was named a 2019 North American Nature Photography Association College Scholars. He is the third EMU student in the past several years to earn this honor.

Five senior digital media majors produced a documentary about slain United Nations armed group expert and peacebuilder MJ Sharp '05.

Luke Mullet, senior mathematics major, was selected to attend the 2019 NYU Film Scoring workshop.

An EMU trio finished second out of 62 teams in Kryptos, an international cryptanalysis competition, and was one of only 15 teams to achieve Master Codebreaker status by solving all three challenges.



Junior Daniel Harder (left), sophomore Cameron Byer and first-year student Hannah Leaman won second place out of 62 teams in an international cryptanalysis competition.

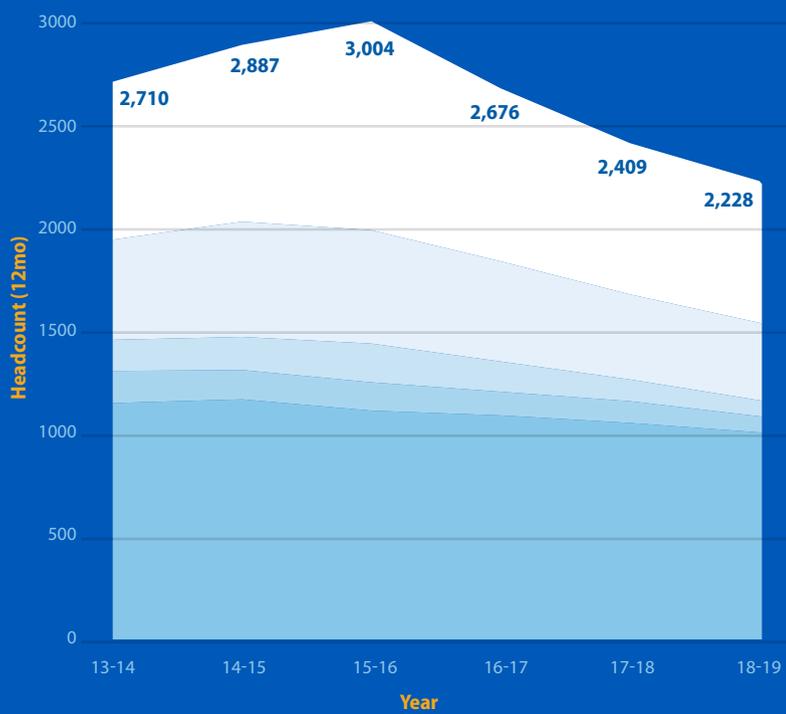
EMU

BY THE NUMBERS

75%
of graduates finished
in 4 years or less

12-MONTH ENROLLMENT

12-month 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 more traditional fall enrollment statistics.



STUDENTS BY AREA OF STUDY 18-19

Nursing 20.9%	Center for Justice and Peacebuilding 11.7%	Business and Leadership 9.2%	STEM 8.5%
Education 19.2%	Other Programs 7.9%	Humanities 5.2%	IEP 4%
	Social Sciences 5.3%	Seminary 5.2%	
		MA in Counseling 1.8%	MA in Biomedicine 1.1%

85%

retention rate from
fall 2018 to fall 2019

19

varsity sports teams
NCAA ODAC

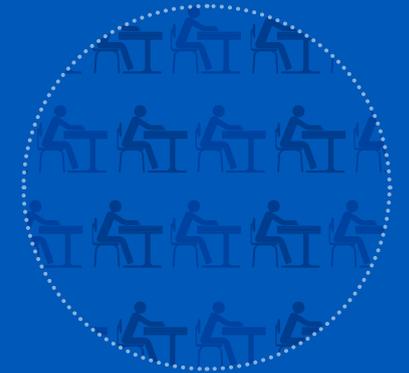
237

student athletes
in 2018

A TRIFECTA OF QUALITY DEMOGRAPHICS



6%
increase in new
first year students



INCOMING CLASS STRENGTH

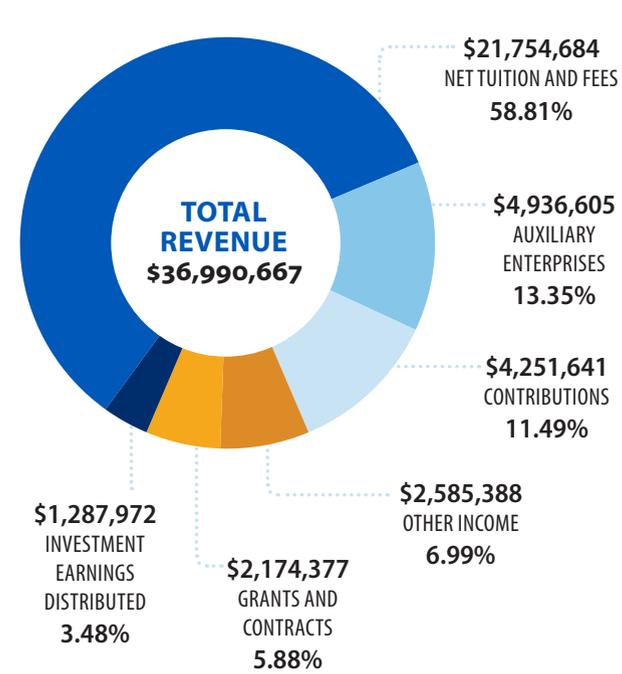
3.6
average first-year
student GPA



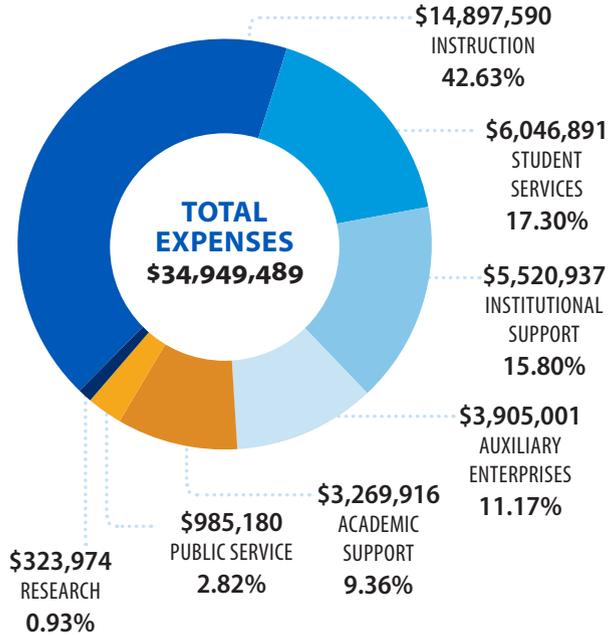
30%
undergrad racial/
ethnic diversity

FINANCIALS

REVENUE SOURCES

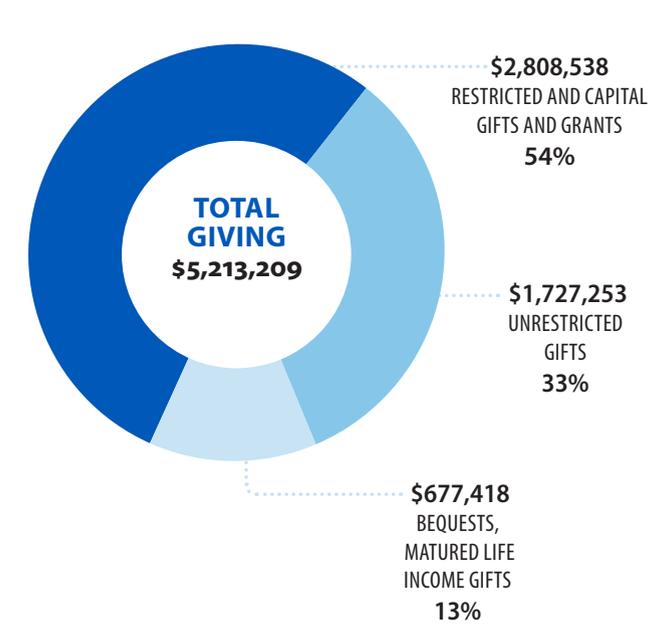


OPERATING EXPENSES

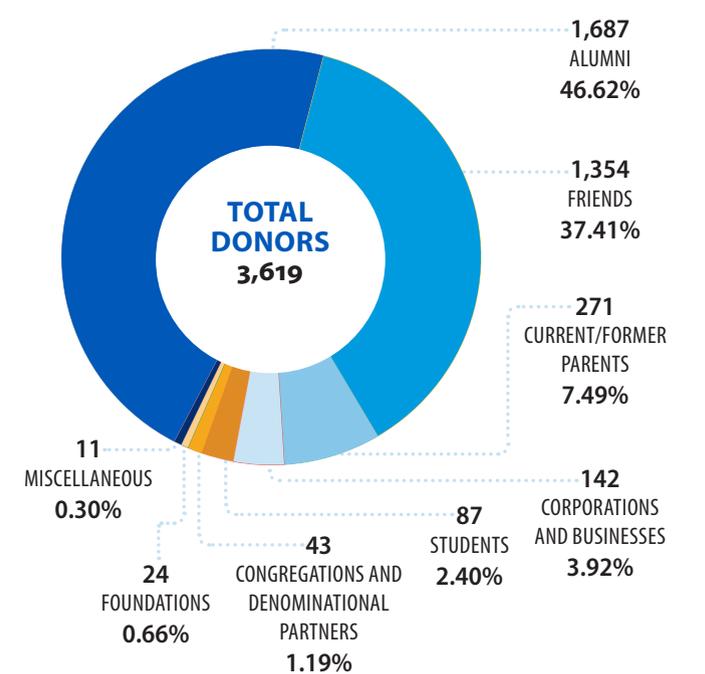


ADVANCEMENT

OVERALL CONTRIBUTIONS



DONORS BY CONSTITUENCY



STATEMENT OF FINANCIAL POSITION

ASSETS SUMMARY	2017-18	2018-19
Cash and Cash Equivalents	\$2,315,941	\$3,302,267
Accounts Receivable	\$1,671,154	\$1,313,393
Long-Term Investments	\$36,064,147	\$36,992,682
Land, Buildings and Equipment	\$47,489,724	\$46,853,854
Other Assets	\$7,389,756	\$6,626,258
Total Assets	\$94,930,722	\$95,088,454

LIABILITIES & NET ASSETS SUMMARY	2017-18	2018-19
Accounts Payable	\$1,190,700	\$932,032
Debt	\$14,387,079	\$13,165,149
Other Liabilities	\$7,826,911	\$7,298,211
Net Assets		
Unrestricted	\$35,279,557	\$36,514,026
Temporarily Restricted	\$20,914,175	\$37,179,036
Permanently Restricted	\$15,332,300	NA
Total Liabilities and Net Assets	\$94,930,722	\$95,088,454

*THESE ARE PRELIMINARY NON-AUDITED NUMBERS.

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 2015	FY 2016	FY 2017	FY 2018	FY 2019
Total Giving	\$6,352,933	\$5,680,721	\$5,439,970	\$9,155,282	\$5,213,209
University Fund	\$1,714,560	\$1,792,142	\$1,759,805	\$1,658,890	\$1,727,253
New Endowment Gifts	\$1,848,686	\$1,253,382	\$728,864	\$3,029,584	\$1,091,835
Fair Market Value of Endowment	\$25,016,266	\$23,982,012	\$27,500,000	\$31,825,820	\$33,077,034

EMU STRATEGIC PLAN, YEAR THREE

CELEBRATE

Martin Luther King, Jr. Day celebrations expanded to include a week-long assembly of events, 2019 marked the first "day on" of full-day, all-campus engagement (classes did not meet).



Ongoing celebration of academic and creative excellence via the spring ACE festival highlighting student work.



LovEMU Day and Homecoming and Family Weekend events celebrate the university's broader network of support.



ENGAGE

Successful launch of new convocation program with diversified offerings, new formats and a focus on university core values.



Adoption of a new administrative model – four deans and three schools – designed to integrate student life and academics and provide stronger opportunities for innovative student-focused programming.



Expansion of Royal+Connections web-based network of alumni-owner businesses and job/internship opportunities for students.



Ongoing, targeted and data-driven support of students contributed to record 85% retention rate for first-year undergraduate students from fall 2018 to fall 2019.



DIVERSIFY

Adoption of 3-year plan to enhance equity and inclusion within the university, including:

train faculty, staff and students to foster a shared understanding and language around inequity and oppression and to build cultural competency;



review and revise as needed organizational culture, structure, policy and practice, and programs to strengthen inclusivity;



appoint appropriate personnel for the coordination of equity and inclusion work on campus.



Created a senior advisor to the president position on diversity and inclusion.



GROW

Launch of women's lacrosse and triathlon programs to expand athletic offerings.



Continued success of undergraduate program-specific recruitment and scholarship initiatives in music, visual and communication arts, engineering and education.



Successful launch of leadership and organizational management program at the EMU Lancaster site, including unique aviation concentration and partnerships with area two-year colleges.



Continued prudent fiscal management resulting in 3% margin for 2018-19.



Student enrollment down 4% from fall 2018-19 (undergraduate and graduate).



Successful fundraising including \$5.2 million in donations from more than 3,600 households for the University Fund and strategic projects such as the newly dedicated Lisa Haverstick Nursing Simulation Lab.



LEAD TOGETHER



WHY EMU FOR CENTURY TWO?

THANK YOU TO OUR SUPERB TRUSTEES AND ADVISORS!

BOARD OF TRUSTEES

- Diann Bailey, Granby, Conn.
- Evon Bergey '79, Lancaster, Pa.
- Herman Bontrager '72, Ephrata, Pa.
- Shana Peachey Boshart '85, Wellman, Iowa
- Jonathan Bowman '98, M.Div. '08, Landisville, Pa.
- Randall Bowman '78, Richmond, Va.
- Hans Harman '02, McGaheysville, Va.
- Louise Hostetter '79, Harrisonburg, Va.
- Charlotte Hunsberger '91, Telford, Pa.
- Clyde G. Kratz '86, M.Div. '89, Broadway, Va.
- Chad Lacher '97, Souderton, Pa.
- Kevin Longenecker '91, Harrisonburg, Va.
- Cedric Moore '97, Midlothian, Va.
- E. Thomas Murphy, Jr., Harrisonburg, Va.
- Manuel Nuñez '94, Devon, Pa.
- Kathleen (Kay) Nussbaum '78, White Bear Lake, Minn.
- Eloy Rodriguez '03, New Providence, Pa.
- James Rosenberger '68, State College, Pa.
- Vaughn Troyer '93, Millersburg, Ohio
- Anne Kaufman Weaver '88, M.Div. '16, Brownstown, Pa.
- Carlos Romero, Elkhart, Ind. (Mennonite Education Agency, representative)

PRESIDENT'S SECOND CENTURY ADVISORS

- Rick Ausburger '91, Washington D.C.
- Philip Baker-Shenk '79, Washington D.C.
- Liza Heavener '07, Montclair, N.J.
- Merv Hess, Sarasota, Fla.
- Claudette Monroy '10, Washington D.C.
- Kathleen (Kay) Nussbaum '78, White Bear Lake, Minn.
- Anxo Pérez '97, Madrid, Spain
- Anthony Pratkanis '79, Santa Cruz, Ca.
- Shawn Ramer '83, Pennington, N.J.
- Joanne Speigle '81, Doylestown, Pa.



Thank you for your generous support!

**GIVE
TODAY!**

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Office of Development
1200 Park Road, Harrisonburg VA 22802
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