

# A YEAR **LIKE NO OTHER**



**SPRING 2019**



**SPRING 2020**  
**COVID-19**



PRESIDENT'S ANNUAL REPORT 2019-2020



FROM THE PRESIDENT

# 2020 VISION FOR PRE- AND POST- PANDEMIC TIMES

SUSAN SCHULTZ HUXMAN, PHD

## GREETINGS TO ALL OF YOU

— amidst a year like no other! “Unprecedented.” “Cataclysmic.” “A 3D Crisis of Health, Economics and Race.” Startling national headlines to be sure, and yet they don’t quite capture our EMU pre- and post-pandemic year. While the pandemic has brought us pain, it has also brought us possibility! Put to the test, EMU has emerged as a resilient community of learners. We are well-equipped as educators to be light amidst the darkness, to find strength and refuge in a loving God, and to be a welcoming place for intellectual and spiritual formation.

**Prescience Before the Pandemic.** In January, at our opening convocation, we celebrated a new university vision statement approved by our board of trustees that gives wings to our mission and animates our Christian values: *We will open new pathways of access and achievement for 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.*

That new vision statement speaks profoundly to first-generation college students, racial/ethnic minorities, and those students who are economically challenged. Increasingly, these students and their families are drawn to EMU for our renowned academic preparation for in-demand careers; our great rates of retention, graduation, and placement; our care and compassion from faculty and staff and our modeling of an active and engaged Christian faith.

In a polarized world, our educational pathway is “an oasis of opportunity,” as one first-gen parent described her sense of

EMU to me. There’s just one problem: many of these talented prospective students can’t afford us right now, even with the financial aid packages we offer. We aim to rectify that with a campaign to bridge that financial gap so that deserving students can experience a transformative Anabaptist-inspired education for a lifetime!

In addition, before COVID-19 upended our lives, we also approved a 3-year diversity, equity, and inclusion plan even in the midst of a 2019 hiring freeze. We are engaged in a national search for our first senior leader in diversity, equity, and inclusion, a cabinet-level position that reports to the president and whose primary work engages our campus community around intercultural competency and anti-racism training

**Our Pandemic Pivot.** The mystifying COVID-19 pandemic first slammed into our lives in mid-March. I am so thankful to the entire EMU community that has risen to the challenge with courage and creativity, compassion and care at every step of the way. In the spring, our faculty and staff showed resilience, resourcefulness, and empathy in getting all students safely home, including those studying abroad, and quickly ramping up for online courses in two days and a weekend. We also found ways to congratulate our 429 graduates, even without commencement ceremonies.

Resilience and nimble pivots were on display this summer, when we closed our campus but moved the entire Summer Peacebuilding Institute online. We also launched the new MA in Transformational Leadership and a Graduate Certificate in Trauma and Resilience in Health Care. Across campus, we formed six



teams of 63 representatives, including students, to plan various best-case to worst-case fall re-open scenarios.

Resilience and nimble pivots were also on display this fall as we made the painful but right call to delay move-in to residence halls, invest in a hy-flex teaching model that enables both in-person and online learning delivery options, and engage the virus of racism with prayer, support and action, including observing Juneteenth as a paid holiday.

**Prayer and Thanksgiving.** In calamitous times, as people of faith, we turn to the scriptures: “I lift mine eyes unto the hills—from whence cometh my strength? My strength comes from the Lord, the Maker of heaven and earth.” (Psalm 121)

Indeed, we have lifted our eyes to the blue hills and beyond at EMU these past seven months, seeking prayer for good health but also around help in recruitment, retention and revenue. Our enrollment and financial positioning are surprisingly strong given all the uncertainties. We are up 3% over last year in new first-year students. We are up in Mennonite students. We are

holding steady at 33% racial/ethnic diversity. We have one of our strongest academic classes ever, a cumulative GPA of 3.67.

On the budget side, even with the loss of nearly all summer revenue and with room and board reimbursements, we still ended our fiscal year June 30 with a balanced budget—and margin. This is no small victory. This marks three years in a row that EMU has generated sizable income in its end-of-year operating budget

With humility and thanksgiving, we remember our Creator’s promise: “God is our refuge and strength, a very present help in times of trouble. Therefore, we will not fear.” (Psalm 46:1-2)

In gratitude for your continued support.

# HIGHLIGHTS 2019-20

## FALL

Peacebuilders John E. Sharp, Tammy Krause MA '99 and Darsheel Kaur MA '17 are featured speakers in a special TenTalks celebrating CJP's 25th anniversary at Homecoming and Family Weekend.



EMU's ranking among best universities of the South by the *Wall Street Journal/ Times Higher Education* is a 53-place improvement over the prior year.



The 'Lead Together' tagline and branding is introduced to the public throughout the fall semester.



## SPRING

Black History Month and MLK Jr Day celebrations welcome the former NAACP president, among other guests.



A team of 10 students builds a fuel-efficient vehicle, entirely supported by EMU crowdfunding, to enter into the Shell Eco-marathon Challenge (rescheduled to 2021).



In response to the COVID-19 pandemic, classes move online and campus closes. EMU's seniors, even those in pre-professional programs needing clinical or practicum hours, graduate on time.



EMU and the City of Harrisonburg form a new liaison committee to explore ways that the two entities can partner for the greater good. On the right is Mayor Deanna Reed, also a member of the EMU Board of Trustees.



Edward Via College of Osteopathic Medicine signs multiple articulation agreements that create new opportunities for EMU pre-med students in recognition of their rigorous academic preparation, commitment to community service, and aptitude to succeed and serve in the medical field.



'Phantom' on Broadway and Met opera star Janinah Burnett performs at the annual Gala Concert.



The women's lacrosse team plays two games of their inaugural season before the NCAA cancels spring sports.



With students scattered around the globe and Commencement postponed, President Susan Schultz Huxman, faculty and staff contribute to videos congratulating the Class of 2020.



**THANK YOU**  
FOR SHOWING UP  
**TOGETHER**

LovEMU Day breaks giving records, raising \$214,683 for two new initiatives, the Student Tuition Relief Fund and the UFund for Resilience.



# ACHIEVEMENTS: A GLIMPSE

## FACULTY

**Professor Benjamin Bergey** is editor and compiler for the accompaniment edition of “Voices Together,” the new Mennonite worship and song resource. He also chaired the project’s tune and accompaniment subcommittee.

**Professor Daniel Showalter** led research published in “Why Rural Matters,” a biennial report by the Rural School and Community Trust, that analyzes the data behind academic performance, poverty, racial diversity, and other aspects of education in America’s rural schools.

**Professor Kathy Evans** co-authored “The Starts and Stumbles of Restorative Justice in Education: Where Do We Go from Here?” a policy brief by The National Education Policy Center.

**Professor Paul Yoder** co-authored research about Mennonite PreK-12 education in the United States, which was shared at the Mennonite Education Conference, among other venues.

**David Brubaker**, dean of the School of Social Sciences and Professions and associate professor of organisational studies at the Center for Justice and Peacebuilding, gave the keynote address at the Gathering in Glasgow [Scotland] on Conflict and Faith.

**Professor Johonna Turner** gave the keynote address at the 2019 symposium on restorative justice hosted by the University of Richmond Public Interest Law Review.

**Professor David Berry**, chair of the music department, and **Professor James Richardson** performed with Metropolitan Opera star Janinah Burnett at the 2019 Gala. The acclaimed soprano was accompanied by the orchestra and jazz band.

**Professor Marti Eads** founded a bibliotherapy program in fall 2019, which linked five pre-professional health sciences students with Virginia Mennonite Retirement Community residents for reading and conversation.

CJP Executive Director **Jayne Docherty**, with emeritus professor **Vernon Jantzi** and program associate **Alena Yoder**, participated in the third annual “Construcción de Paz con Perspectiva de Género” conference in Mexico City in November 2019. CJP was a co-sponsor.

**Andrew Suderman**, professor in the Bible, religion and theology department, served as Peace Commission secretary and attended the Global Mennonite Peacebuilding Conference and Festival in the Netherlands. **Gloria Rhodes**, associate professor of peacebuilding and conflict studies, presented on personal formation for peacebuilding practice.

## STUDENTS

**The codebreaker team of Cameron Byer, Hannah Leaman and Ben Stutzman** emerged victorious in the KRYPTOS 2020 challenge, taking first place over 49 teams from the U.S., France, Hong Kong, and the Netherlands.



From left: Students KC Argueta-Rivas, Morgan Bradley and Dulce Shenk Zeager traveled to Washington D.C. to participate with the nonprofit Community of Hope in Anacostia’s MLK Day Peace Parade. The visit to DC was hosted by the Washington Community Scholars’ Center faculty and students in residence there for the semester.

**Sophomore Jacob Myers, senior James Paetkau and senior Melissa Kinkaid** were selected for the National Science Foundation and its Research Experience for Undergraduates program, a highly competitive and prestigious 10-12 week summer opportunity.

**Senior Abigail Shelly** took 13th place at the Women’s Triathlon National Championships in Tempe, Arizona. She was named a Scholar All-American by the College Triathlon Coaches Association. Shelly was a double major in education (English as Second Language Licensure) and liberal arts, along with a minor in honors.

**Senior Lindsay Acker, Nicole Litwiller ‘19 and Luke Mullet ‘19** presented a multimedia project “Do Not Discard,” which includes stories from survivors of sexual violence, visual art and audio accompaniment, at the Global Mennonite Peacebuilding Conference and Festival in the Netherlands.

**Senior Clara Weybright and junior Maya Dula** spent four weeks in Guatemala over the summer conducting a biodiversity evaluation and a sociological study involving Q’echi communities involved in programming hosted by the Community Cloud Forest Conservation Center. The project was among several student research projects funded by a Kauffman-Miller Research Award and a CT Assist grant.

**Engineering student Dylan Grove ‘19** dedicated his senior engineering capstone project to building a wind tunnel for his alma mater.

**EMU’s student-athletes** numbered an all-time high of 118 men and women on the ODAC All-American team. Previous year’s totals are 106 and 105.

**Junior Tiffany Heishman**, former FFA chapter president and future ag business professional, won a financial aid scholarship from the Maryland and Virginia Milk Producers Cooperative. An honors student, Heishman is an accounting and business administration double major with a leadership minor.



Senior Abigail Shelly took 13th place at the Women’s Triathlon National Championships in Tempe, Arizona.

**Second-year graduate student Talibah Aquil** performed twice for the EMU campus community “Ghana, remember me...” a multimedia production on the themes of identity, race, trauma and healing that originated with her spring 2019 travels in Ghana.

**Eight new first-year scholars** in the second cohort of the STEM Scholars Engaging in Local Problems program, funded by the National Science Foundation, began their studies.

**Senior Kiara Kiah** won honors at the Virginia National Association of Teachers of Singing competition, placed third in her division at the 2020 Mid-Atlantic Region National Association of Teachers of Singing audition, and advanced to national preliminaries.

**The women’s soccer team** won its fourth consecutive award, and the field hockey team its 14th consecutive academic award from their respective coaching associations. The soccer team also earned the Platinum Team Ethics and Sportsmanship Award from the National Soccer Coaches Association of America.

**Students Ariel Barbosa and Raviv Monaham, with Campus Pastor Brian Martin Burkholder and Associate Director of the Center for Interfaith Engagement Trina Trotter Nussbaum**, attended the Interfaith Leadership Institute in Chicago, the largest convening of higher education students and professionals who are committed to religious pluralism.

**Six students in Professor Stefano Colafranceschi’s Engineering Design III class** launched a weather balloon, which travelled approximately 165 miles to Vienna, Maryland, dropping into an Eastern Shore cornfield where it was recovered by the local police department. The balloon carried a styrofoam box packed with equipment to take atmospheric measurements, including an ozone meter and thermometer, as well as a camera and multiple transponders.



**Daniel Showalter, PhD.**  
Associate Professor of Mathematics (Sr. faculty category)



**Johonna Turner, PhD.**  
Assistant Professor of Justice and Peacebuilding (Jr. faculty category)



**Bonnie Yoder**  
Adjunct Faculty in Education (non-tenured category)

## NEW GRANTS

**\$100,000**

(2020) Jeffress Trust Awards, Professor Stefano Colafranceschi, “Improving the state-of-the-art of particle detectors by using a novel additive manufacturing technique and by developing computational methods for performance analysis testing.”

**\$300,000**

(2020-23) National Science Foundation, Professor Matt Siderhurst, to support 18 students from EMU and nearby colleges to gain research and cross-cultural experience in Australia.

## CONTINUING GRANTS

**\$2,400,000**

Including: U.S. Department of Justice, National Science Foundation, Lilly Endowment.

**TOTAL AMOUNT \$2.8M**

# EMU

BY THE NUMBERS

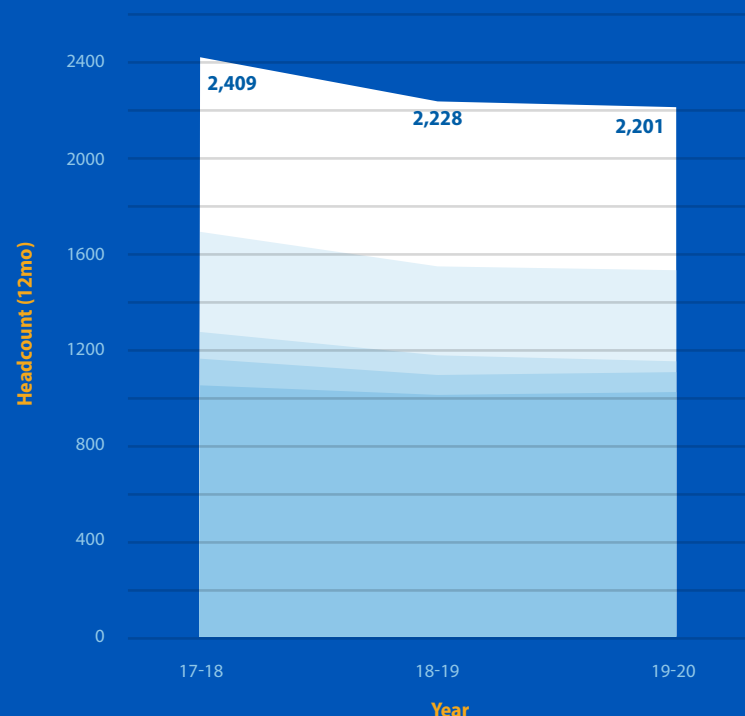
94%

of students responded positively about the care and concern they are receiving from faculty and staff during this crisis

**OUR COVID-19 RESPONSE** has not been without its challenges or hardships to our faculty, staff and students. But EMU has been resilient in the face of these challenges.

## 12-MONTH ENROLLMENT

Twelve-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.



## INCOMING CLASS STRENGTH

3.67 average GPA is the highest in recent history

33% students of color

## OUTCOMES

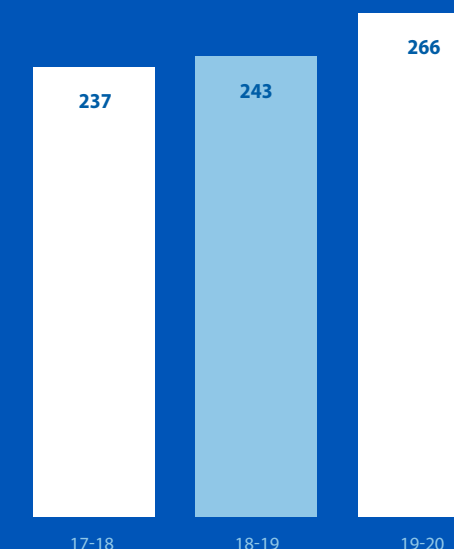
98% of job-seeking undergraduate alumni are employed within a year of graduation

## GRADUATING CLASS

429 total graduates

300 earned bachelor's degrees  
125 graduate degrees and certificates  
4 doctoral degrees

## STUDENT ATHLETES 2018-2020



## TOP AREAS OF STUDY

(Undergraduate and graduate programs)

462 Education

406 Nursing

299 Justice & Peacebuilding

291 Business & Leadership

254 STEM

75

COVID-related communications  
(emails and videos to various audiences, March-June 2020)

4,000

cloth face coverings purchased

95+

COVID planning and safety meetings  
(March-June 2020)

29

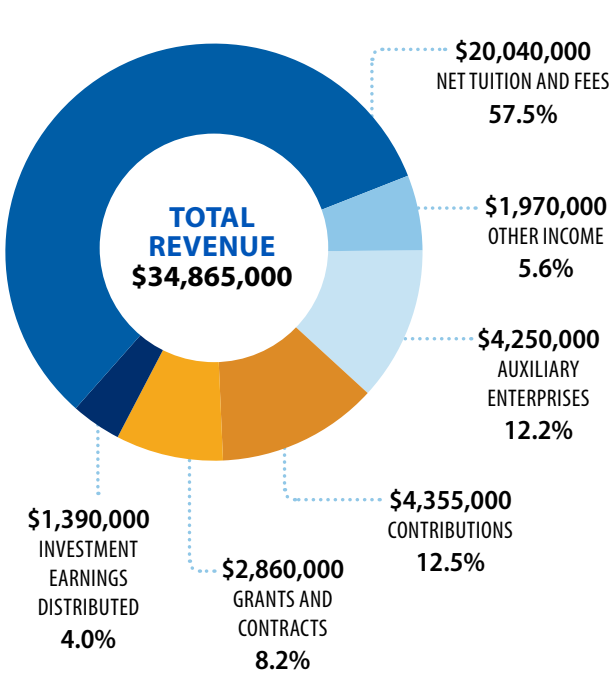
new virtual resources developed  
(webinars and video lectures)

44x

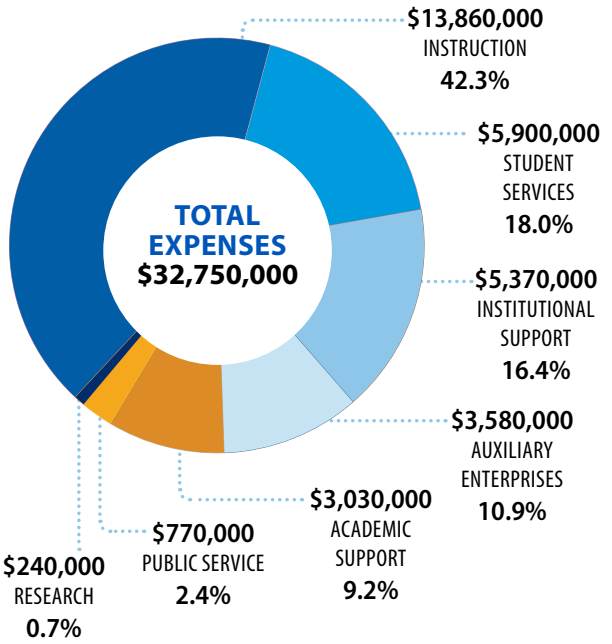
increase in Zoom meetings per day

# FINANCIALS

## REVENUE SOURCES

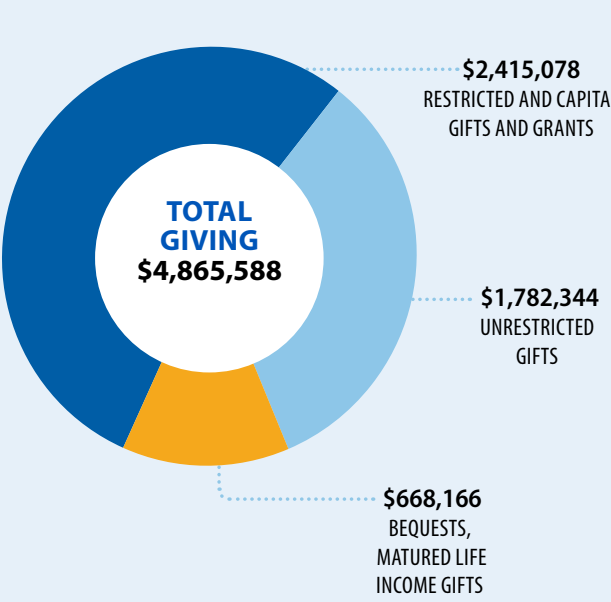


## OPERATING EXPENSES

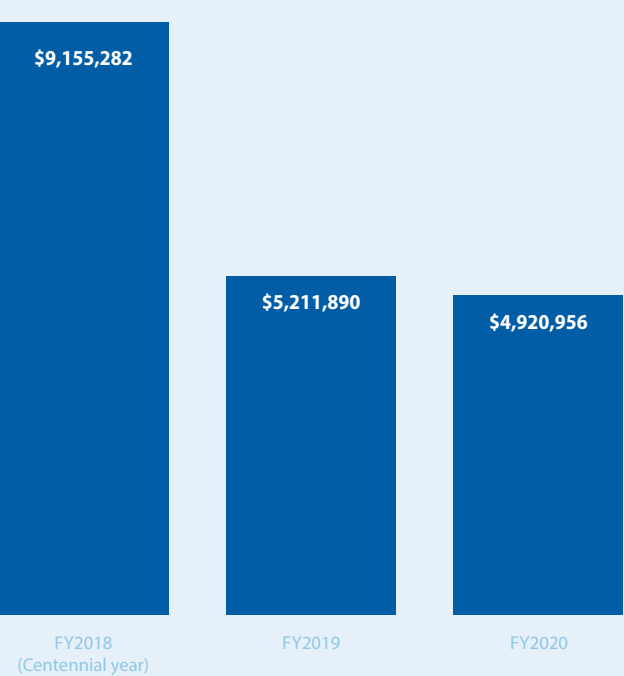


# ADVANCEMENT

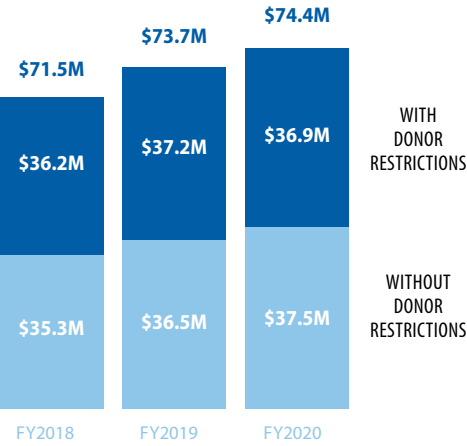
## OVERALL CONTRIBUTIONS



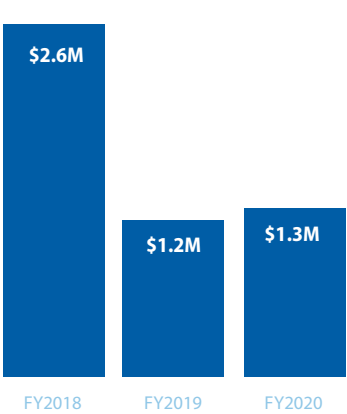
## TOTAL GIVING BY YEAR



## NET ASSETS

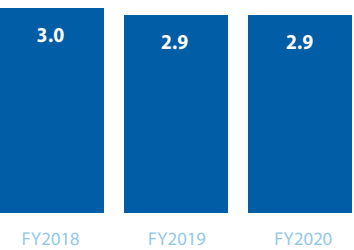


## CHANGE IN NET ASSETS FROM OPERATIONS



## FEDERAL FINANCIAL RESPONSIBILITY COMPOSITE SCORE

The composite score reflects the overall relative financial health of institutions along a scale from negative -1.0 to positive 3.0. A score greater than or equal to 1.5 indicates the institution is considered financially responsible.



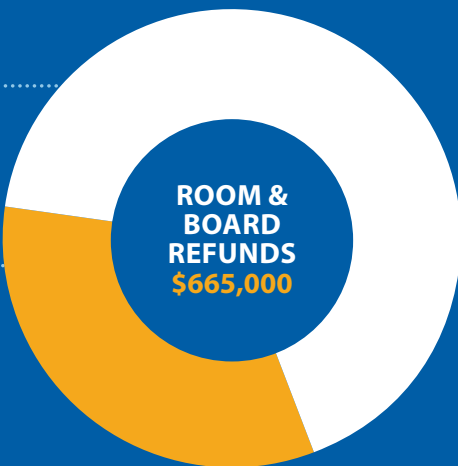
## COVID-19 FINANCIALS

**\$375,000**  
Summer revenue lost  
FY2020: \$375,000  
(Through June 30, 2020)

**\$3.7M**  
Paycheck Protection  
Program (PPP)

**\$446,500**  
RECOVERED BY  
CARES ACT

**\$218,500**  
NET LOSS





# EMU STRATEGIC PLAN HIGHLIGHTS



## EMU 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.

Find the full plan at [emu.edu/president/strategic-plan](http://emu.edu/president/strategic-plan)



## DIVERSIFY



Creation of the Executive Director of Diversity, Equity and Inclusion position, a cabinet-level role that reports to the president and will lead transformative change and strategic vision to advance initiatives in and out of the classroom;



Development of new fundraising initiatives to support programs/trainings on diversity for the campus community;



Year Two of the NSF-funded STEM Scholars program with specific orientation towards first-gen and minority students;



Development of enhanced tuition support for ethnic/racial minority and first-generation college students in support of EMU's new vision statement;



Hosting of anti-racism and microaggression trainings for faculty and staff (4 during the year) and for students (2); and support of first anti-racism training during student orientation (developed for and by students with support of Student Life division staff);



Black History Month events include guest speaker former NAACP director William Cornell Brooks, a special convocation, poetry slam, and annual Town Hall on Race, focusing on racial justice within the EMU community;



The third annual MLK Day Celebration, a day-on of learning and service (highlights include a worship service co-hosted by Northeast Neighborhood Association, EMU and Bethel African Methodist Episcopal church, with state senator Jennifer McClellan; an all-day visit with WCSC staff and students to visit, worship and serve in Anacostia's MLK Day Peace Parade; and various lectures and seminars on activism, history and anti-racism);



Observation of Juneteenth as an additional paid holiday for faculty/staff.





## SECOND TERM EXTENDED TO PRESIDENT

**CITING EVIDENCE OF EXEMPLARY LEADERSHIP** in guiding the university into its second century, EMU's Board of Trustees unanimously appointed President Susan Schultz Huxman to a second five-year term, effective Oct. 1, 2020, at its June meeting.

The board's resolution of affirmation notes "Dr. Huxman's strategic and unwavering leadership, advocacy of EMU's mission and core values, commitment to Mennonite higher education, and steely resolve in facing the challenges of higher education."

Additionally, board chair Kay Nussbaum highlighted Huxman's support of greater institutional commitments around diversity, equity and inclusion and ability to build relationships with external and internal constituencies as "tremendous gifts for EMU and the broader community in these challenging times."

"We are profoundly grateful that President Huxman has accepted the call of a second term as EMU's ninth president," said Nussbaum. "We offer to her our unequivocal support and prayers, as we work together to fulfill EMU's mission and bold vision."

Huxman, who began her first term Jan. 1, 2017, said she is

"honored and humbled" by the reappointment and its affirmation of her service to the university. "I am truly blessed to work side-by-side with such a forward-thinking, fully engaged board of trustees and to be surrounded by a strong executive leadership team and cabinet that position EMU to listen, learn and 'Lead Together' around the vital academic, social, spiritual and moral issues of our day."

The reappointment was the result of a comprehensive assessment of presidential and board leadership, completed in the spring of 2020.

Huxman's stewardship has led to increased fiscal health, literacy and transparency, including the preservation of positive margin for several years. Huxman has also worked with passion and energy, in concert with advancement division staff, to build investment in EMU's endowment and to support other significant fundraising initiatives, including the completion of Suter Science West renovations.

EMU has benefited from Huxman's leadership in strengthening relationships and increasing visibility within Mennonite Church USA and other denominations, as well as with the City of Harrisonburg, Rockingham County, alumni, business leaders and peer professional organizations, Nussbaum said.

"Serving an Anabaptist university is kingdom work," Huxman said. "I'm thankful for my family's support, especially that of my husband, to this call and I pray that God guides me and all of us 'while we run this race.'"

## NEW BOARD CHAIR APPOINTED

**MANUEL A. NUÑEZ '94** has been named the next chair of the board of trustees. His term began July 1, 2020, when he took over from outgoing chair Kay B. Nussbaum '78.

Nuñez is the associate dean of graduate programs at the Villanova School of Business, where he oversees the MBA, as well as enrollment and career strategy services. He is a professor of practice in the management and operations department, and faculty director of diversity, equity, and inclusion. He holds an MBA from Villanova.

"Manny brings expertise and leadership experience in entrepreneurship, business and academics, and in education around issues of diversity and inclusion, as well as connections to the Mennonite church and relational and public advocacy skills," Huxman said. "Within the seismic changes facing the higher education market, his knowledge of program development, marketing and recruitment outreach will also serve us well. He is the ideal successor to continue and build upon Kay's work, especially now as paradigmatic shifts are needed."

Nussbaum leaves EMU after 14 years as a trustee, including the past five as board chair.

Huxman expressed appreciation for Nussbaum's strong contributions "in acumen and strategy to the board, creating high expectations for organizational development, strategy and metrics."

"Kay has been one of the very best champions of EMU – its people, programs and distinctive place in higher education – during her many years of service," said Huxman. "In addition to her strong professional skills, she is engaging, warm, supportive, and curious, all qualities that have been tremendous assets in her partnership with me, fellow board members and the university."

Nuñez was introduced to the campus community at a President's Town Hall in June.

"EMU, as an institution, has never been more important," he said. "In a world of sometimes profound injustice, pain, and uncertainty, the light of the EMU community of servant leaders on campus and around the globe makes a difference. I am excited to continue the work, together, of realizing new opportunities for growth as we enter our second century."



**MANUEL A. NUÑEZ '94**



**KAY B. NUSSBAUM '78**

THANK YOU TO OUR SUPERB TRUSTEES!

BOARD OF TRUSTEES

Manuel (Manny) A. Nuñez '94, Devon, Pa., Chair

Diann Bailey, Granby, Conn.

Evon Bergey '79, Lancaster, Pa.

Herman Bontrager '72, Lititz, Pa.

Randall Bowman '78, Harrisonburg, Va.

Victor Gomez, Dayton, Va.

Hans Harman '02, McGaheysville, Va.

Louise Otto Hostetter '79, Harrisonburg, Va.

Charlotte Hunsberger '91, Telford, Pa.

Clyde Kratz '86, MDiv '89, Broadway, Va.

Stephen Kriss '94, Philadelphia, Pa.

Chad Lacher '98, Souderton, Pa.

Kevin Longenecker '91, Harrisonburg, Va.

JB Miller '70, Sarasota, Fla.

Cedric Moore '97, Midlothian, Va.

Glenna Ramer '77, Ooltewah, Tenn.

Deanna Reed, Harrisonburg, Va.

Eloy Rodriguez '03, New Providence, Pa.

James Rosenberger '68, State College, Pa.

Pam Tieszen, Lancaster, Pa.

Vaughn Troyer '93, Millersburg, Ohio

Anne Kaufman Weaver '88, MDiv '16, Brownstown, Pa.

Thomas Stuckey, Mennonite Education Agency representative



*Thank you for your generous support!*

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TODAY!**

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