

A SECOND
CENTURY OF
TRANSFORMATIVE
LEARNING

STRATEGIC PLAN, 2017-2022



HARRISONBURG, VIRGINIA



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

EMU will be renowned for academic excellence and faithful discipleship in addressing the most significant challenges in our complex world.

We seek to be a leader among Christian universities, united by a hopeful and enquiring spirit, cultivating meaningful relationships locally and globally, and engaging the rich diversity of human identity, experience, and need.

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.

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PREAMBLE

EMU envisions being the premier Christian university offering a third way between the missions of more traditional Christian universities and the more secularized missions of mainstream universities. By "third way" we refer to an explicitly Christian university that engages the full diversity of human experience and identity, facilitating progress and social change in addressing the most pressing problems in our world.

As a Christian community of learning, we emphasize academic rigor and reflective practice organized around the liberal arts. We promote the intellectual, physical and spiritual formation of our students, faculty, and staff into people who reflect the love of God for all, embracing the world in all its complexity with a hopeful and enquiring spirit. EMU's rootedness in the Anabaptist Mennonite faith tradition – emphasizing the ethical practice of Christian faith and the search for peace and justice in this world – provides a rich base from which such a third way can develop and progress.

EMU's Strategic Plan 2017-2022 encompasses its centennial year in 2017. The goals we enumerate here are intended to establish a strong foundation for EMU's second century, launching us into greater national and global influence. They move us toward being the kind of distinctive Christian university we aspire to be.

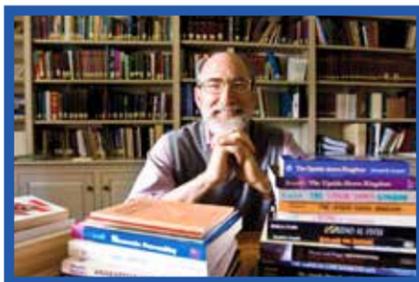


CELEBRATE

We celebrate our education that transforms lives. Building on EMU's 2017-18 Centennial year, we highlight our rich history and distinctive identity as we launch into a second century of educating students to serve and lead in a global context.

Objectives:

- ▶ Review mission-related documents, revising and re-affirming to ensure that they effectively communicate the university's identity and vision for the future.
- ▶ Mark the Centennial Year (2017-18) with a wide variety of events that invite students, faculty, staff, alumni and friends to share in celebrating the university's transformative impact and vision for the future.
- ▶ Increase EMU's profile in the local and regional community through initiatives that celebrate the university's distinctives and unique contributions to the area.



In fall 2017 Penn State University Press released *Eastern Mennonite University: A Century of Countercultural Education*, by Donald B. Kraybill '67, expert on Mennonite and Anabaptist history, sociologist, and professor. The history chronicles the transformation of Eastern Mennonite School from a place of protection and isolation for the church's young people, to today's university mission to prepare students to serve and lead in a global context.



ENGAGE

We will increasingly engage students, faculty, staff and alumni with our community of learning in its local and global context. This includes enhancing opportunities for personal and spiritual formation for all into persons who embrace and reflect EMU's core values of Christian discipleship, community, service, and peace.

Objectives:

- ▶ Review and revise common elements of the undergraduate and graduate curricula to more effectively communicate Anabaptist Mennonite beliefs, values and practices; strengthen integration of cross-cultural learning, and more effectively engage the full diversity of EMU's student population.
- ▶ Strengthen faith formation opportunities for students, faculty and staff through enhanced intra- and interdisciplinary programming that draws especially on resources from our Bible, Religion and Theology department and Eastern Mennonite Seminary.
- ▶ Enhance campus spaces, university programming and faculty professional development to support learning and community engagement.
- ▶ Expand EMU's engagement beyond its historic Mennonite connections to increase the university's profile in local and regional communities, as well as with other faith traditions.



Psychology major Jasmine Wilson interned at Little Friends for Peace in 2016-17 as a participant in EMU's Washington Community Scholars Center.



GROW

As we launch our second century, we will position EMU among leaders in Christian higher education. We will strengthen the long-term sustainability of EMU's mission and fiscal health by increasing enrollment across all programs, enhancing our national profile and academic reputation, and improving financial strength.

Objectives:

- ▶ Develop and implement a comprehensive strategic enrollment plan to achieve undergraduate enrollment of 1,200, graduate enrollment of 445 FTE, seminary enrollment of 80 FTE, and adult undergraduate enrollment of 320 FTE.
- ▶ Raise the university's academic profile and sustain a thriving faculty through investments that support teaching and scholarship.
- ▶ Enhance the university's fiscal health by increasing operating margin, capital investments, and long-term reserves, while reducing deferred maintenance.
- ▶ Broaden the university's resource base through expanded engagement with alumni and friends via involvement in university activities, volunteer engagement and giving.



Engineering students (from left) Dylan Grove, Austin Engle, James Paetkau, Ben Zook and Collin Longenecker teamed up to create a poster about the Engineers for a Sustainable World stationary bike project. Grove and Paetkau participated in the American Society for Engineering Education's Zone 2 Conference in early March, winning first-place among 61 projects in the the first- and second-year undergraduate design team division.



DIVERSIFY

We will attract, develop and sustain a thriving team of faculty, staff and administrators whose diversity mirrors our student body, community, and the broader church. We will establish policies and practices to support commitment to EMU's mission and meaningful engagement in teaching, scholarship, vocation, and service to our university.

Objectives:

- ▶ Build faculty, staff and administrator capacity for supporting the academic, spiritual, physical and social development of our students in ways that recognize the increasing diversity present on campus.
- ▶ Intensify efforts to recruit and retain employees from underrepresented racial or ethnic minority groups.
- ▶ Engage students, faculty, staff and constituents in a review of EMU institutional culture, curriculum, policies and practices related to supporting and enhancing diversity and inclusion.



A beautiful alfombra – made of colored rice, saw dust and coffee grounds – was delicately laid out on the Campus Center greeting hall floor during Lent 2017 for the second year. The Latino Student Alliance led the initiative, drawing on traditions from the Roman Catholic Church in Central and South America. More than 100 students, faculty and staff gathered around the alfombra to sing, pray and reflect prior to Easter break. The new tradition is one of many to highlight and celebrate the diverse backgrounds of students, faculty and staff.



We invite you to support EMU's strategic plan...

- ▶ Pray for university leadership, employees and students.
- ▶ Give to the University Fund ([emu.edu/giving](https://www.emu.edu/giving)) annually.
- ▶ Support special giving days and projects that speak to your heart by connecting with special EMU memories or experiences (such as an athletic team or class reunion gift).
- ▶ Sign up for the EMU weekly news digest at [emu.edu/now/news](https://www.emu.edu/now/news) to keep up on the accomplishments of students, faculty and staff, as well as updates on capital projects and other news.
- ▶ Watch for Crossroads and Peacebuilder (from the Center for Justice and Peacebuilding) magazines online and in your mailbox.
- ▶ Enjoy periodic emails for alumni from the Alumni and Parent Engagement office. Check your Gmail promotions box to make sure they aren't hiding there!
- ▶ Contact the Alumni and Parent Engagement office with concerns or question. Provide them with your latest email and other contact information. Email alumni@emu.edu.
- ▶ Complete the form at [emu.edu/alumni/involved](https://www.emu.edu/alumni/involved) to indicate other ways you can support EMU, such as referring a student, hosting an intern, speaking on campus and more.
- ▶ Support one of EMU's capital campaign priorities during the Centennial year. These include: Suter Science Center West renovation, track and field renovation, baseball facilities upgrade, and dining hall renovation.
- ▶ Include EMU in your estate plans to provide long term support through EMU's Endowment Fund. Learn more and sign up for the monthly planned giving e-newsletter at [EMUPlannedGiving.org](https://www.EMUPlannedGiving.org)
- ▶ Visit [emu.edu/strategic-plan](https://www.emu.edu/strategic-plan) for updates on specific initiatives related to each objective.



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