

A low-angle, upward-looking photograph of a modern building's interior. A wooden balcony with a black metal railing curves across the frame. A person is standing on the balcony, looking down at a device. Large windows in the background show a vibrant sunset with orange, yellow, and blue hues. The ceiling has recessed linear lighting.

BOLDLY ELON

OUR STRATEGIC PLAN FOR 2030

FALL 2022 UPDATE



Positioning Elon to meet the challenges of the future



Eighteen months before the global pandemic, our community began forming the Boldly Elon strategic plan. With no foresight of the social and economic impacts ahead, we worked together to imagine our university in 2030.

In planning discussions, we acknowledged the inevitable global and national events that would present challenges and opportunities. So we set about creating a vision that would allow us to prosper, especially in unexpected and difficult times. The most important strategy was to set aspirational goals that were based on a steadfast foundation: our student-centered mission.

The result of that wise community process is a remarkable plan that positions Elon to soar. As we enter the third year of this decade, we are:

- ▶ Making an unprecedented investment in STEM curriculum and facilities and developing many other new academic programs that respond to seismic economic changes taking place around the world
- ▶ Enhancing resources to help students, faculty and staff thrive in a time of increased stress, anxiety and social upheaval
- ▶ Creating stronger connections between Elon and alumni, as well as with those in our local community and region
- ▶ Expanding our reach as a top-100 national university, recruiting students from around the world and building financial resources to support access to an Elon education.

I invite you to take a few moments to appreciate what has been accomplished thus far in Boldly Elon. There is much to be proud of and growing momentum for the work ahead.

Our vision for the future is exciting. Thank you for the role you are playing in building Elon University for 2030 and beyond.

Connie Ledoux Book
President



A TOP-100 National University that sets the standard for excellence in teaching

Elon was reclassified as a National University for the U.S. News & World Report 2020 “Best Colleges” rankings, with a growing reputation for excellence in promoting student success.



Top 10 national universities recognized for excellence in undergraduate teaching:

- #1 Elon University**
- #2 Georgia State University
- #3 Princeton University
- #4 Brown University
- #5 Dartmouth College
- #6 Rice University
- #6 University of Maryland–Baltimore County
- #8 Boston College
- #9 College of William & Mary
- #10 Arizona State University



Elon is the only college or university ranked in the top 20 in all eight academic programs that “focus on student success.”

- #1** Study Abroad
- #1** Learning Communities
- #2** First-Year Experiences
- #2** Service Learning
- #3** Senior Capstone
- #6** Internships/Co-ops
- #13** Undergraduate Research/Creative Projects
- #16** Writing in the Disciplines



Boldly Elon themes



LEARN

We will make bold innovations in relationship-driven learning and mentoring, launch a distinctive school of engineering, add nursing programs and advance students' data competency.



THRIVE

We will build a healthier and more diverse, equitable and inclusive community, where all students faculty and staff experience belonging and well-being.



CONNECT

We will develop lifelong alumni personal and professional learning and networks; partner with our local communities to enhance education, health and economic development; and win athletics conference championships and lead our conference in academic performance.



RISE

We will position the university globally, expanding our admissions footprint, raising resources to support increased access and financial aid, and sharply defining our international reputation and value.

More information about the plan and a detailed progress report at:

www.elon.edu/boldlyelon



Innovative academics

Elon's four-year engineering program immerses students in an innovative curriculum that is highly integrated with the arts and sciences. The Department of Engineering was established on August 1, 2022. Highlights of the program development include:

- ▶ Completing the Accreditation Board for Engineering and Technology (ABET) accreditation process in Fall 2022
- ▶ Developing a new concentration in environmental engineering.
- ▶ Building strong connections between engineering and the Love School of Business
- ▶ Linking students with community partners in solving real-world problems through the Engineering Capstone Program



Founders Hall & Innovation Hall

This new 65,000-square-foot engineering and science hub provides a vibrant and creative environment for STEM students and those in other majors.

- ▶ Prefabrication & prototyping workshops
- ▶ Engineering design lab
- ▶ Mechatronics and virtual reality labs
- ▶ Bioinstrumentation lab
- ▶ Environmental engineering research lab
- ▶ Astrophysics lab

NEXT STEPS

Creating new academic programs

- ▶ Data analytics interdisciplinary major
- ▶ Neuroscience co-majors
- ▶ FinTech major (finance and technology)
- ▶ Cybersecurity minor
- ▶ 3+1, 4+1 master's programs in Interactive Media
- ▶ Innovation in Education M.Ed. program
- ▶ Concentration in Environmental Engineering
- ▶ Engineering Design minor
- ▶ Health communications minor
- ▶ Food Studies minor
- ▶ Museum Studies & Public History minor
- ▶ Islamic Studies minor
- ▶ Sustainable enterprises minor
- ▶ A new Micro-Credential Advisory Committee will pilot a non-credit-bearing digital badge program for short courses or learning modules.
- ▶ Elon NEXT offered more than 30 courses in summer 2022 and will expand continuing and professional education opportunities for alumni, employees, community members and professionals.

Elon responds to the critical need for nurses



The inaugural classes of Elon's nursing programs began studies in Fall 2021, responding to a critical need for more nurses in North Carolina and across the country. The programs are distinguished by high-impact practices and engaged learning, along with a rich arts and sciences foundation.

Bachelor of science in nursing (BSN) – A four-year pre-licensure program headquartered in the Gerald L. Francis Center, with high-tech simulation labs and equipment and clinical instruction at hospitals and clinics.

Accelerated bachelor of science in nursing (ABSN) – an intensive 16-month program for those who have already earned a bachelor's degree in another field and wish to pursue a career in nursing.



Top 35 in business

Elon's undergraduate business programs now rank #35 in the nation and #21 among private universities in Poets&Quants. Elon received its highest marks in "academic experience," based on surveys of business alumni who reflected on the quality of their education.

Leading the nation in global study

Elon received its 17th straight #1 ranking in study abroad from the Institute of International Education in Fall 2021. With countries re-opening their borders to travel, applications for Winter Term study abroad in January 2022 were the highest on record. Enrollment in Spring 2022 semester study abroad programs returned to pre-pandemic levels and registration for 2022-23 programs are at high levels.





THEME: LEARN



Advancing mentoring relationships for all

Elon students thrive because faculty, staff and peers care about them and support their aspirations. Through Boldly Elon, we are expanding our relationship-rich culture, increasing student success and positioning Elon as the national leader in mentoring.

The ACE initiative

Elon was selected for the inaugural cohort of the Learner Success Laboratory by the American Council on Education (ACE). Based on extensive research, surveys and interviews, the report from Elon's steering committee has laid the groundwork for future efforts on mentoring.



"We are defining mentoring in the Elon context, examining what is working well and where we have gaps, and designing a mentoring constellation framework in support of all students' learning and development." – Maureen Vandermaas-Peeler, professor of psychology and co-leader of Elon's ACE Learner Success Steering Committee

NEXT STEPS

A 35-member Mentoring Design Team has been charged with envisioning an infrastructure to ensure every student has multiple pathways, skills and agency to build a network of meaningful, mentoring relationships with peers, faculty and staff. For more information, visit www.elon.edu/mentoring.



Data competency

In today's workplaces, Elon graduates must be prepared to process, analyze, evaluate, visualize and interpret data. A 21-member committee from across the university is developing a five-year plan to infuse the study and use of data across the curriculum. Data competency is the focus of Elon's Quality Enhancement Plan for the decennial accreditation review by the Southern Association of Colleges and Schools Commission on Colleges.



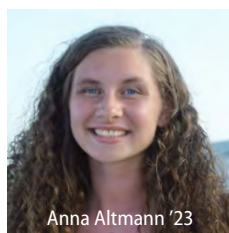
Outcomes: Bold global leaders

Elon students continue to receive recognition as outstanding scholars and leaders in their fields of study.

Goldwater Scholars

In the past two academic years, three Elon students have received the highly competitive Goldwater Scholarship, which recognizes outstanding students in natural sciences, mathematics and engineering.

Anna Altmann '23 – An Honors Fellow majoring in chemistry and computer science, she plans to pursue a doctorate in environmental chemistry and work as a researcher studying environmental remediation.



Madison George '23 – A Lumen Scholar and Honors Fellow majoring in engineering, she plans to pursue graduate degrees in biomechanics and eventually design track spikes for a major shoe brand.

Ashlyn Crain '22 – A Lumen Scholar who majored in biology, she plans to pursue a doctorate in coastal and wetland ecology, seek a career in research and become a faculty member at a research institution.

Fulbright Student Scholars

In the past two years, 28 Elon students and recent alumni were named semifinalists in the Fulbright U.S. Student Program, which offers research, study and teaching opportunities to recent graduates in more than 140 countries.



Other scholarship honors in 2020-2022

- ▶ **Faith Leslie '21** and **Allison Potter '22** received the prestigious **Rotary Global Grant Scholarship**.
- ▶ **Sarah Jane McDonald '21**, **Nicolas Hom '22** and **Holley Cardoza '23** received the **U.S. State Department's Critical Language Scholarship**.
- ▶ **Kiara Hunter '23**, an Odyssey Program Scholar and Lumen Scholar, was named one of 189 finalists for the **2022 Truman Scholarships**.





Health and well-being



HEALTH EU

FOR YOU • FOR US • FOR OUR COMMUNITY

In Fall 2022, Elon launched HealthEU, a comprehensive initiative to support the well-being of students, faculty and staff.

All students now have 24/7 access to medical and mental health care through the TimelyCare telehealth service. On a broader scale, the university is implementing recommendations of three campus groups:

- ▶ Presidential Task Force on Social Climate and Out-of-Class Engagement
- ▶ JED Campus Program for emotional health and suicide prevention
- ▶ University Working Group on Student Wellness and Well-Being

NEXT STEPS

A task force is developing a vision for a comprehensive campus wellness and recreation facility and program to bring together and integrate resources from across the campus. Stay updated on health and well-being efforts at www.elon.edu/HealthEU.

Living and learning at Elon

The Residential Campus Advisory Committee is developing plans to enhance the residential experience, strengthen faculty engagement in neighborhoods and expand Elon's vibrant living-learning communities.

NEXT STEPS

Based on a housing master plan developed in 2021, Elon is planning to build additional residence halls over the next few years, accommodating enrollment growth and responding to increasing student demand to live on campus, and enhancing students' overall campus experiences.



A more inclusive and equitable community



Elon's new Division of Inclusive Excellence is led by Vice President and Associate Provost for Inclusive Excellence Randy Williams. The division is coordinating a university-wide effort to advance diversity, equity and inclusion:

- ▶ Learning outcomes to address racism and discrimination are part of New Student Orientation
- ▶ All faculty and staff complete training on preventing harassment and discrimination, and a DEI Development Network is creating a suite of intercultural offerings for employees
- ▶ The Black Lumen Project is focused on enhancing the Black experience at Elon
- ▶ The Asian and Pacific Islander Task Force is developing a report and recommendations
- ▶ An implementation team is taking action on 38 recommendations to create a more effective bias response and reporting system
- ▶ Equity-minded hiring protocols are being developed by all university divisions
- ▶ The Elon Community Accessibility Team is partnering with the Town of Elon on environmental issues for differently-abled people

Equity in the curriculum

In May 2022 faculty approved the groundbreaking Advancing Equity Requirement of the Core Curriculum beginning with the Class of 2027. In courses across the disciplines, students will explore and deepen their understanding of their own and others' identities and learn about the historical, political and cultural causes of racism in our society.





THEME: THRIVE



Supporting exceptional faculty and staff

Initiatives are underway on many fronts to support and develop Elon's outstanding faculty and staff. Following a 2021 external study on employee culture, campus discussions and a series of pilot projects are planned for the upcoming year, including:

- ▶ Expanded professional learning and enrichment opportunities through the Office of Leadership and Professional Development and Elon NEXT
- ▶ Development sessions for campus supervisors, and professional learning tracks
- ▶ A seasonal flexible work program for staff, which provides for hybrid telework and alternate scheduling arrangements when students are away from campus

NEXT STEPS

Over the next two years, the Office of Human Resources will be standardizing and cataloging job descriptions and conducting a work classification and compensation study that will better define professional advancement tracks and set the stage for pay increases across the Elon workforce beginning in 2023-24.



Our sustainable campus

Elon continues to receive STARS recognition for its sustainability programs, and those efforts are even more important in light of rising energy costs:

- ▶ Energy use on campus was reduced by 16 percent over the past three years, with more efficient lighting, time-based heating and cooling and more efficient equipment
- ▶ Net greenhouse gas emissions on campus are 50% below the 2008 fiscal year

NEXT STEPS

A new waste reduction master plan aims to cut landfill waste in half by 2030.



Alumni engagement

Following a survey of 2,300 alumni, along with input from alumni leadership groups and Elon faculty and staff, the Office of Alumni Engagement is developing a strategic plan with expanded programs for lifelong learning and networking. Implementation of the plan initiatives begins in Fall 2022.

Alumni Strategic Plan draft themes:

- ▶ Build meaningful alumni networking, professional development and lifelong learning
- ▶ Recognize and steward alumni leadership
- ▶ Cultivate and inspire alumni philanthropy
- ▶ Deepen ways women engage in the alumni experience
- ▶ Facilitate connections in the regions and on-campus
- ▶ Enhance alumni communications

Expanding learning across the nation

Staff and faculty across the university are developing plans for Regional Learning Centers in major U.S. cities. Based on the Elon in LA (Los Angeles) model, these centers will provide hubs for courses, internships, research, professional development and networking for current students and alumni, and also serve as regional recruitment centers for admissions counselors to meet with prospective students and their families.





THEME: CONNECT

\$695 million

Elon's annual economic impact
in North Carolina

Unmatched community impact and partnerships

An economic impact study released in Fall 2021 found that Elon generates \$695 million in annual economic impact, sustaining more than 7,400 jobs in North Carolina. One out of 10 jobs in Alamance County is attributable to Elon and nearly 137,000 people visit Elon's campus annually, generating more than \$133 million in local economic impact.

Through partnerships and contributions of individual students, faculty and staff, Elon greatly enhances K-12 education, civic and community organizations and churches, the arts and the overall quality of life.



Elon University funded construction of Elon Elementary School, which opened in Fall 2019.

Expanding school connections

Elon continues to expand its educational partnerships. Building on the successes of the Elon Academy and the "It Takes a Village" Project, Elon is partnering with the Alamance-Burlington School System and Alamance Community College on the Alamance Scholars Program. This joint program provides a pathway for local

"Teacher Cadet" high school students to earn ACC associate degrees and Elon bachelor's degrees in education, followed by guaranteed teaching positions in ABSS schools.

Community fellows, interns and scholars

Three innovative programs are connecting Elon students with the local community.

- ▶ Year-of-Service Fellows are recent Elon graduates hired to work with local agencies to promote community health, education and development.
- ▶ Campus Alamance provides Elon students with paid summer internship experiences at local nonprofits, government agencies and businesses.



- ▶ The Freedom Scholars program engages high school students in a yearlong Elon program focused on the study of democracy and civic engagement, along with college preparation.

A vibrant college town

Six working groups are now meeting regularly to coordinate university and Town of Elon operations and policies, events, economic development, neighborhood issues and other matters.

NEXT STEPS

The West College Plaza and Williamson Streetscape Development projects will be tangible outcomes from these discussions.

Leading the CAA

From 2020 to 2022, Elon continued to set the pace in the Colonial Athletic Association in academic progress (APR) and graduation success (GSR). Elon's overall GSR rate of 98% for all sports led the CAA, with nine teams earning a perfect graduation rate. The Elon football team, with a GSR of 98, ranked sixth in the nation at the FCS level. In 2021-22, Elon co-led the CAA, with a record four teams receiving Team Academic Excellence Awards for the highest collective GPA in the conference.



Champions

In team and individual competition, Elon student-athletes enjoyed championship success in the past two years. Women's cross country won its third consecutive CAA title in Fall 2021 and women's track and field won its second-straight CAA championship in Spring 2022. Women's soccer won the CAA crown in 2020 and was awarded a bid to the 2020 NCAA Women's Soccer Championship. In the 2020-21 athletics seasons, Elon teams had a final average rank of third among CAA members across the 17 conference sports.



Facility upgrades

Elon's outstanding athletics facilities continue to improve with the addition of a new indoor baseball performance facility at Latham Park along with new equipment and upgrades at the Worsley Golf Practice Facility on South Campus. Additional upgrades in Summer 2022 included the Alumni Field House weight room, Hunt Softball Park and Rudd Field.



Elon LEADS

The record-setting ElonLEADS Campaign concludes on Dec. 31, 2022, exceeding its ambitious \$250 million goal. The impact on students, programs and the entire university has been historic. Since campaign counting began in 2015, more than 32,000 donors have:

- ▶ Endowed more than 230 new Odyssey, Engagement and Fellows scholarships
- ▶ Established 50 new Elon Experiences endowed funds
- ▶ Named the Dr. Jo Watts Williams School of Education and endowed new support for faculty, staff and students
- ▶ Established new professorships and increased support for all academic units
- ▶ Funded construction of 10 new facilities that have transformed the campus, including:
 - Dwight C. Schar Hall
 - Steers Pavilion
 - Snow Family Grand Atrium
 - Richard W. Sankey Hall
 - Koenigsberger Learning Center
 - Schar Center
 - LaRose Student Commons
 - The Inn at Elon
 - Founders Hall and Innovation Hall (Innovation Quad)

During the campaign, the number of alumni donors has grown from 4,000 to more than 7,000 and parent giving participation has grown from 29% to 36%.

A community celebration of the impact of ElonLEADS is planned for April 2023.



The Class of '26 and Elon's admissions strategies

Elon begins the 2022-23 academic year with the largest incoming class in its history, welcoming more than 1,700 highly qualified first-year students – an increase of about 7% over last year.



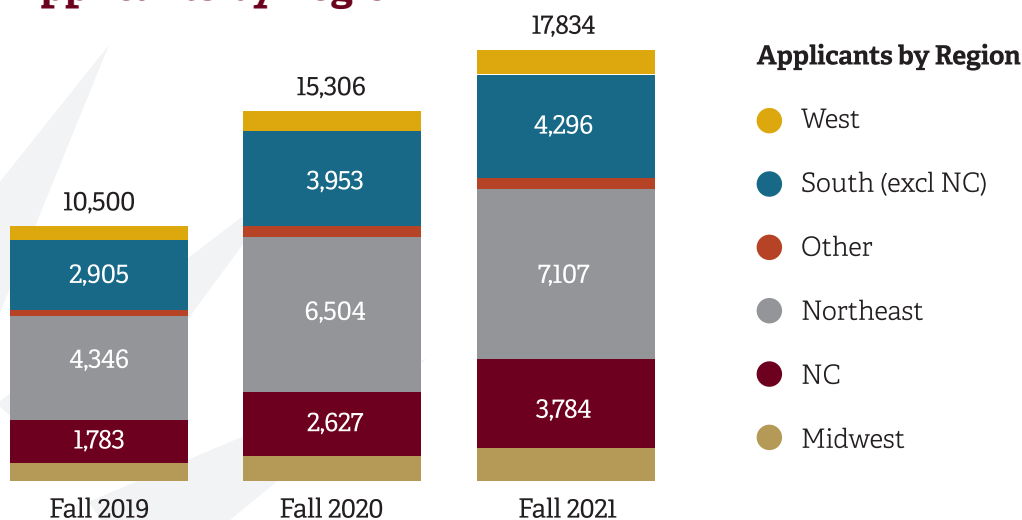
- ▶ Undergraduate applications topped 17,500, including applications from nearly 4,500 racially and ethnically diverse students.
- ▶ About 11% of the Class of 2026 are first-generation college students.
- ▶ Intended engineering and nursing majors make up nearly 100 members of the incoming class.
- ▶ The first cohort of students is beginning the Elon Global Start program in Copenhagen, Denmark.

The number of undergraduates receiving Fellows, Scholars or Odyssey grants or merit scholarships in Fall 2022 will be up more than 200 from last year. Donors have enabled Elon to reach the goal of creating 200 Odyssey Scholarships, which assist outstanding students with high financial need.

- ▶ Elon Engagement scholarships have increased to \$5,000
- ▶ Presidential and Fellows scholarships have increased to \$7,500
- ▶ New Innovation Scholars and Phoenix Band scholarships have been added.

The Black Advance and ¡Viva Elon! Hispanic/Latinx recruitment initiatives have been updated as part of Black and Hispanic student recruitment plans. The Elon Black Alumni Network has set a goal to triple the endowment of the Black Alumni Scholarship fund and expand internship support by at least \$1 million by 2025.

Applicants by Region



Boldly Elon progress highlights

LEARN

- ▶ Engineering department
- ▶ Nursing program
- ▶ Innovation Quad: Founders Hall and Innovation Hall
- ▶ New academic programs
- ▶ Top-35 undergraduate business programs
- ▶ #1 ranking in study abroad for the 17th straight year
- ▶ Mentoring initiatives
- ▶ Data competency

THRIVE

- ▶ Division of Inclusive Excellence
- ▶ Anti-racism and anti-discrimination education
- ▶ Enhanced bias response system
- ▶ Equity-minded hiring protocols
- ▶ Advancing Equity Requirement of the Core Curriculum
- ▶ Vision for comprehensive wellness center
- ▶ 24/7 access to medical and mental health care
- ▶ Housing master plan
- ▶ Staff and faculty professional learning and advancement tracks
- ▶ Greenhouse gas emissions below 2008 levels

CONNECT

- ▶ Alumni engagement strategic plan
- ▶ Regional Learning Centers
- ▶ Alamance Scholars program
- ▶ Year-of-Service Fellows
- ▶ Campus Alamance paid internships
- ▶ West College Plaza and Williamson Avenue streetscape projects
- ▶ Leading the CAA in academics
- ▶ CAA championships in cross country, track and field, soccer
- ▶ New indoor baseball performance facility
- ▶ Upgraded Worsley Golf Practice facility, Alumni Field House, Hunt Softball Park, Rudd Field

RISE

- ▶ Exceeding the \$250 million Elon LEADS goal
- ▶ More than 230 new Odyssey, Engagement, and Fellows scholarships
- ▶ Naming of the Dr. Jo Watts Williams School of Education
- ▶ 10 new facilities transforming the campus
- ▶ Expanding the Elon admissions footprint with more than 17,500 applications and increasing scholarship awards
- ▶ 95% of 2021 graduates employed or in graduate school

More information about the plan and a detailed progress report at:

www.elon.edu/boldlyelon