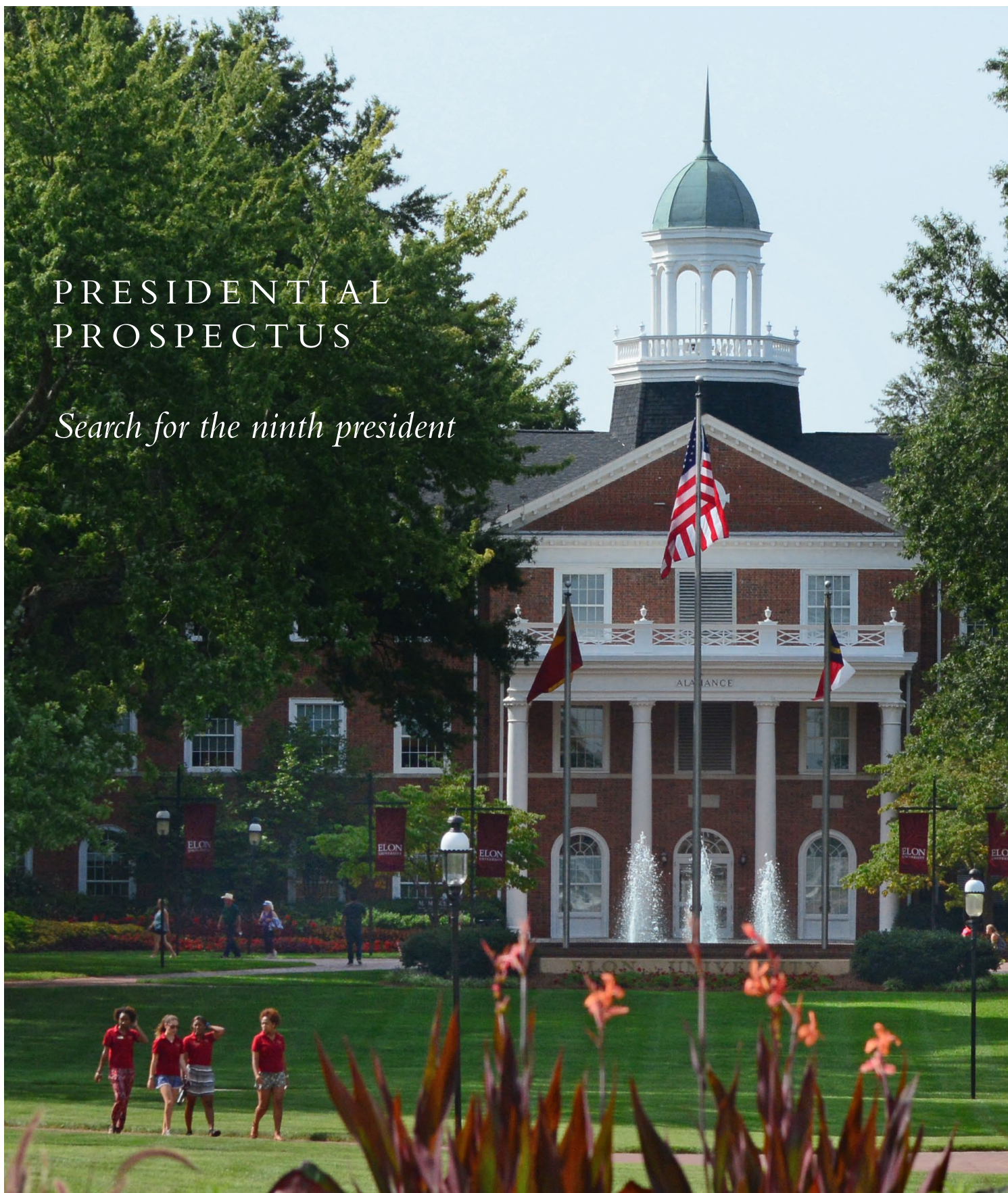




ELON UNIVERSITY

PRESIDENTIAL PROSPECTUS

Search for the ninth president





ELON
UNIVERSITY

Elon welcomes candidates to become the university's ninth president. This document provides an overview of Elon's history, programs and operations. Following those sections are details about the opportunities and challenges of the position and the desired qualifications and characteristics of candidates.

Throughout the document, **maroon text passages** provide hyperlinks to online resources with more detailed information.

Table of Contents

3	<u>Introduction</u>
4	<u>The Elon story</u>
6	<u>The leader in engaged learning</u>
7	<u>A global perspective</u>
8	<u>Academics</u>
13	<u>Faculty and staff</u>
14	<u>Campus</u>
16	<u>Planning and finances</u>
18	<u>Admissions</u>
19	<u>Governance</u>
20	<u>Fundraising</u>
21	<u>Alumni</u>
22	<u>Athletics</u>
23	<u>The state and region</u>
24	<u>Rankings and recognitions</u>
25	<u>The President</u>
	Opportunities and challenges
	Qualifications and characteristics

6,739
Total enrollment
(6,008 undergraduate, 731 graduate)

440
Full-time faculty (88% w/terminal degrees)

12:1
Student/faculty ratio; average class
size is 20

60+
Undergraduate majors

78%
Four-year graduation rate

91%
First-year retention rate

10,098
2016 Admissions applications;
60% acceptance rate

1194/27
Average SAT and ACT scores for
new students

59%/41%
Female/male student ratio

18%
Student ethnic diversity

636
Acres of campus

\$232 million
Endowment value
as of February 28, 2017

8
Number of presidents since Elon's
founding in 1889

Elon University is one of the great success stories in American higher education.

Much has been written about Elon's transformation from a small, struggling college to a prominent national university. Higher education leaders often cite Elon as a case study in the ways to effectively navigate the complex challenges facing institutions today, and teams from other universities frequently visit the Elon campus to see the success firsthand. National surveys consistently identify Elon as a model of excellence in high-impact learning experiences.

How did Elon achieve all of this? The answer can be found in the DNA of this unique academic community. The crises that tested the very survival of the college in the early 20th century forged an ethos of resilience, optimism and perpetual improvement. Each successive generation of students, faculty and staff grows to understand that they can achieve beyond their individual expectations when they work together. The most common question at Elon is "How can we be better?"

Elon stands as a testament to the power of great leadership – by trustees, administrators, faculty and staff, students, alumni, parents, and yes, by outstanding, long-serving presidents. Elon has had three presidents over the past 60 years, and all were very successful. The university now begins its search for the next great leader. For the right individual, becoming the ninth president of Elon University is an outstanding opportunity.

The Elon story

The leaders of the small Southern Christian Church denomination who founded Elon College in 1889 risked everything because of their belief in the power of higher education. They named the school Elon, the Hebrew word for oak, because it was built in a grove of oak trees, a perfect metaphor for the enterprise of growing strong young minds. William S. Long, the school's first president, sold his family farm to fund construction of the main building, including classrooms, faculty offices and the library. The building was destroyed in an early-morning fire on January 18, 1923, a calamity that came to define the character of the institution. By that afternoon, plans were in place to hold classes the following day and begin reconstruction.



Alamance Building
groundbreaking, 1923

These were people of resilience, faith and undying commitment to the education of the mind, body and spirit. They understood that life is about continual transformation. They also believed strongly in openness of intellectual inquiry – Elon was among the few schools founded as co-educational institutions. Those bedrock values

endured and served the college well through a financial crisis during the Great Depression and many lean years in the three decades that followed.

Elon's emergence as a national university has taken place under the leadership of three **presidents**: Earl Daniele (1957-73), Fred Young (1973-98) and Leo M. Lambert (1999-today). They have been partners in charting Elon's growth with committed trustees, and a fully involved community of faculty, staff, students, parents, alumni and friends. Their unifying values can be traced back to the bedrock principles of Elon's founders.



Mission Statement

Elon University embraces its founders' vision of an academic community that transforms mind, body, and spirit and encourages freedom of thought and liberty of conscience.

To fulfill this vision, Elon University acts upon these commitments:

- a. We nurture a rich intellectual community characterized by active student engagement with a faculty dedicated to excellent teaching and scholarly accomplishment.
- b. We provide a dynamic and challenging undergraduate curriculum grounded in the traditional liberal arts and sciences and complemented by distinctive professional and graduate programs.
- c. We integrate learning across the disciplines and put knowledge into practice, thus preparing students to be global citizens and informed leaders motivated by concern for the common good.
- d. We foster respect for human differences, passion for a life of learning, personal integrity, and an ethic of work and service.

University motto: Numen Lumen
(spiritual and intellectual light)

The leader in engaged learning



Elon's rise to national prominence has been driven by its active, experiential approach to teaching and learning. Students form close, personal relationships with their faculty and staff mentors and the priority is on hands-on learning experiences. One-on-one, mentored research is common, and student-faculty engagement spaces and labs are always buzzing with activity. Classroom instruction is integrated with the entire campus experience and extended around the world through internships, study abroad and service. Ask any member of the community what Elon is all about, and the answer you're most likely to hear is "engaged learning."

Elon's ethos of student success has engendered a remarkably close-knit and supportive community. From weekly College Coffee gatherings on Phi Beta Kappa Commons, to more than 240 active student organizations, to traditional events such as the holiday Festival of Lights and spring and fall convocations, Elon exudes collegiality.

With such a cohesive and respectful environment, it is natural that Elon is deeply committed to inclusion and diversity in all its forms. This is a community that **welcomes and supports** people of all races, faiths, socioeconomic backgrounds, ethnicities and nationalities, abilities, gender identities, sexual orientation and intellectual perspectives. As in any community, there are occasional tensions; Elon is integrally connected with today's conflicted world. However, the people of Elon are not paralyzed by the magnitude of the challenge. They are inspired to find and implement solutions. Civic engagement is robust as students, faculty and staff partner with agencies in local neighborhoods and around the world to help build a better tomorrow.

A global perspective

When Elon created its first study abroad class in London in 1969, the course was set for leadership in international education. Elon understood the critical importance of preparing students for successful lives in a diverse and interconnected world. Students' first employment may very well be outside of the United States, and they certainly will compete for careers in an international arena. This generation of students is encountering differences in identities, cultures, languages and ideologies like no generation before them. It is the responsibility of the university to foster their intercultural competence.

For the past 13 years, Elon has led the nation's master's-level universities in the number of students who study abroad (**Open Doors Report – Institute of International Education**), with opportunities in 54 countries. Seventy-four percent of the Class of 2016 had studied abroad at least once. Many students take advantage of Elon's 4-1-4 academic calendar to study off campus during January term, and hundreds choose among a wide range of semester and full-year abroad options. Elon operates its own semester programs in London, Florence and Shanghai, and is preparing to launch an alternative-start, first-semester program in Dublin, Ireland. Elon also has an extensive Study USA program, with semester and Winter Term study available in New York City, Los Angeles, San Francisco, Washington, D.C., and other domestic locations. The programs are managed by the **Isabella Cannon Global Education Center**, which is pursuing Elon's aggressive strategic plan goal of providing 100 percent access to a global study experience, including expanded study abroad scholarships.



Beyond study abroad, global perspectives can be found across the campus and throughout the curriculum. The **Core Curriculum** includes “The Global Experience” first-year foundation course, a world languages requirement, and many internationally themed senior capstone seminars. **The Center for Race, Ethnicity and Diversity Education** (CREDE) provides support for Elon's diverse communities and is the convener of a wide range of educational experiences related to diversity for the campus. The Global Education Center is located in the Global Neighborhood, a six-building, internationally themed residential complex adjacent Lakeside Dining Hall, which features a rotating menu of foods from around the world.



Elon is recognized among the leading universities in the production of **Fulbright Student Scholars** and **Peace Corps** volunteers. To further globalize the campus, Elon is working to meet a strategic goal of tripling international student enrollment by 2020. Another critical dimension of intercultural understanding has been expressed through the growth of multi-faith programs in the **Truitt Center for Religious and Spiritual Life**, located in the Numen Lumen Pavilion of Elon's Academic Village. Students explore their own faiths and the faiths of others as they interact with peers, attend services and celebrations from a variety of traditions, take courses and seminars that promote interfaith dialogue, and prepare to go into the world and lead lives of reconciliation.

Academics



Participation in the Elon Experiences

74% Study abroad

92% Internships

92% Service

47% Leadership

24% Undergraduate
research

Twenty-five years ago, before engaged learning was identified as a best practice, Elon was a pioneer. Students in the early 1990s responded eagerly to an active, experiential approach to their studies, integrating classroom study with experiences in the wider world. The curriculum was overhauled, with classes extended to four semester-hours, allowing time for presentations, group projects, excursions and experimentation. Elon adopted an **Experiential Learning Requirement**, engaging students in five co-curricular Elon Experiences that have become signature programs of an Elon education: study abroad, undergraduate research, service, internships and leadership. Students are required to complete two of the experiences. An **Elon Experiences Transcript** was developed to document these learning experiences along with the traditional academic transcript. Over years of refining and improving these programs, Elon gained a reputation as the nation's leader in engaged learning.

The most notable recognition has come in the past several years in the annual **U.S. News & World Report** feature on the eight "Programs to Look For" that "promote student success." **Elon is the only college or university in the nation recognized for excellence in all eight categories:** study abroad, undergraduate research, internships/co-ops, learning communities, service learning, writing in the disciplines, senior capstone and first-year experiences. The ranking is based on a survey of higher education leaders and demonstrates the high regard that exists for Elon's engaged learning programs.

The appeal of engaged learning has only strengthened in an age when students seek to put knowledge into practice. Look online and you will find journalism students breaking news 24/7 through the **Elon News Network**. Walk across campus and you will meet **a student who has studied in the Middle East three times** and is engaged in advanced Arabic language studies with his professor as he prepares an application for a Fulbright Student Scholarship. You will **meet a student** who had the opportunity to do internships with both the U.S. Secret Service and Capital Marketing Co. in New York City. In Belize, members of a **Winter Term field biology class** experience the soft touch of tarantulas crawling up their arms in the middle of a tropical forest. On a weekend, students coordinated by the **Kernodle Center for Service Learning and Community Engagement** pitch in to build Habitat for Humanity houses.



The centrality of the arts and sciences is a second pillar of the Elon academic model. A strong Core Curriculum required of every undergraduate challenges students to think broadly, critically and creatively across many disciplines. They explore ideas that challenge their views, and do extensive writing in their respective disciplines. These are skills that will serve them well throughout their careers and create an appreciation for lifelong learning.

The establishment of a chapter of **Phi Beta Kappa** at Elon in 2010 was an institutional milestone, capping a decade-long investment in the arts and sciences. Elon raised expectations for academic rigor, increased investments in faculty development, reinstated a foreign language requirement, expanded library and learning resources, reinvented its Honors Program and built the Academic Village, a quad for the arts and sciences. Students in every major benefitted from the effort, known on campus as “the journey to Phi Beta Kappa.”

► ELON COLLEGE, THE COLLEGE OF ARTS AND SCIENCES

The strong majors of **Elon College, the College of Arts and Sciences**, enroll about 2,700 undergraduate students, with the largest number of majors in psychology, exercise science, biology, public health studies and political science. Among the many programs of excellence in Elon College are the **Elon University Poll**, a nationally recognized public opinion polling unit; the **Center for the Study of Religion, Culture and Society**; the **Program for Ethnographic Research & Community Studies**; the **Center for Environmental Studies**, which includes research in the **Elon University Forest** and the **Environmental Center at Loy Farm**; and nationally recognized programs in the performing arts, music and fine arts that enrich the university’s cultural environment and prepare students for **distinguished performing careers** in music theatre and the recording industry. Planning is underway for a new physics and engineering building to be located next to McMichael Science Center.



Along with investments in arts and sciences programs has been a drive for the highest levels of excellence in Elon's distinctive professional schools:

➤ MARTHA AND SPENCER LOVE SCHOOL OF BUSINESS

Martha and Spencer Love School of Business (est. 1985, AACSB accredited):

Ranked as one of the **top-40 undergraduate business programs in the nation** with a **nationally recognized part-time MBA** program, the Love School of Business includes almost 2,000 students. The school includes two of the university's three largest majors (finance and marketing), master's programs in management and accounting, a dual degree program with partner schools in Europe and a joint JD/MBA program with Elon's law school. The school houses the **Doherty Center for Entrepreneurial Leadership**, the **Porter Family Professional Development Center**, the **Chandler Family Professional Sales Center**, the **William Garrard Reed Finance Center** and the **Center for Organizational Analytics**. The school is headquartered in the Ernest A. Koury Sr. Business Center and construction begins in 2017 on a second building, Richard W. Sankey Hall.

➤ SCHOOL OF EDUCATION

School of Education (est. 2000, NCATE accredited): Continuing Elon's long history of preparing excellent K-12 teachers, the school includes about 250 students and earns **top rankings** for programs in special education and elementary education. The school includes master's programs in education and, beginning in fall 2018, in higher education leadership. Faculty and students in the school are active in Elon's partnerships with the Alamance-Burlington School System: the **Elon Academy**, a college access and success program that creates higher education opportunities for nearly 250 high school students with financial need or no family history of college; and the **It Takes a Village Project**, a program that tutors struggling readers in pre-school and elementary school.

➤ **SCHOOL OF COMMUNICATIONS**

School of Communications

(est. 2000, ACEJMC accredited):

Includes nearly 1,300 students in seven majors, with **top-ranked programs** in journalism, public relations and advertising; the university's second-largest major (strategic communications); and a master's program in

interactive media. The school houses the internationally recognized **Imagining the Internet Center**, which involves students in traveling the world and working with technology experts to document the evolution of networked communications. In 2017 the school dedicated its **new facilities** designed by Robert A.M. Stern Architects, creating one of the nation's finest learning environments for the study of communications. The studios, labs and technological tools available to students are on par with, and often exceed the resources found in professional communications organizations.



➤ **SCHOOL OF LAW**

School of Law (est. 2006, ABA accredited): An innovative approach to legal education serving 320 students on Elon's campus in downtown Greensboro, N.C. Elon Law is a leader in reimagining the law school model, with a groundbreaking **2.5-year curriculum** that includes full-time residencies-in-practice in law firms, courts, businesses and nonprofit organizations. Students receive personal attention from faculty members and professional attorney mentors who guide their preparation for practice. Elon Law is one of only a handful of law schools in the nation to house a working court, the North Carolina Business Court. The school was created with funding and active support of civic, legal and community leaders and philanthropists in the Triad region.

➤ **SCHOOL OF HEALTH SCIENCES**

School of Health Sciences (est. 2011, ARC-PA, CAPTE accredited): Includes a doctor of physical therapy program and a physician assistant studies master's program, housed in the Gerald L. Francis Center at the east end of the Elon campus. More than 250 students study in the two programs that are distinguished by rigorous academics and experiential learning opportunities at Elon and in their clinical placements. **The Health Outreach Program of Elon** (H.O.P.E.) is a student-run, pro bono clinic managed and operated by physical therapy students, offering services free of charge to uninsured or under-insured area residents.

At the urging of parents and students, Elon made major investments in 2011 in career services staffing and programs, establishing the **Student Professional Development Center** at a campus crossroads in the Moseley Center. As active partners with academic departments and faculty, the staff of Elon's SPDC have turned an undistinguished program into a strong asset, earning a #19 national ranking from Princeton Review. Nine months after graduation, 84 percent of the Class of 2016 had found employment with 93 percent of the jobs in line with the graduates' career objectives. In addition, 22 percent of the class were attending graduate or professional school. Many Elon academic programs require or strongly encourage internships, and those placements are coordinated and overseen by the SPDC.

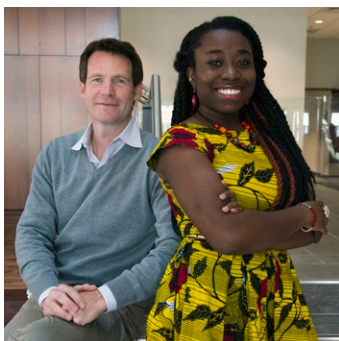
Outcomes of an Elon education are also measured in the achievement of top student scholars. Through establishment and investment in the **National and International Fellowships Office**, Elon has made great progress toward positioning students to compete with the nation's best. Over the past few years, Elon has celebrated a Truman Scholar, three Goldwater Scholars, three Udall Scholars, a Gates Cambridge Scholar, five U.S. State Department Critical Language Scholars, 30 Fulbright Student Scholars and 11 National Science Foundation Graduate Research Fellows.

Top Majors by Enrollment

Finance
Strategic Communications
Marketing
Psychology
Accounting
Exercise Science
Management
International Business
Biology
Public Health Studies
Political Science
Cinema & Television Arts



Elon faculty: Teacher-scholar-mentors



Elon's overall progress and transformation has been fueled by the commitment of faculty to work at the highest levels as **teachers, scholars and mentors**. This model assumes that teaching, scholarship and mentoring are mutually reinforcing and inseparable professional activities. In 2008 a report of the Presidential Task Force on Scholarship prompted a \$6 million base-budget investment in reassigned-time course releases to support faculty scholarship, new funds for sabbaticals and summer support, and broader recognition of faculty scholarship on campus.

To support research-based innovation in curriculum and pedagogy, Elon founded the **Center for the Advancement of Teaching and Learning** in 2005. To further enhance faculty work in experiential education, the university created a faculty development fellow position for each of the Elon Experiences. In 2012 the university launched the **Center for Engaged Learning**, an initiative that brings together international scholars to develop and synthesize rigorous research on central questions about student learning. The **Center for Research on Global Engagement** promotes research and develops international partnerships on best practices in global education.

Recognizing that engaged learning is advanced significantly when faculty actively engage students in scholarly activity, Elon has made major investments in its **undergraduate research program**. The university consistently ranks among the leaders in the number of students presenting at the National Conference on Undergraduate Research and is increasing the number of students presenting with faculty at scholarly conferences nationally and internationally. Twenty-four percent of the Class of 2016 participated in a mentored undergraduate research project.

Elon staff: Partners in education



Elon's 920 full- and part-time staff members serve vital roles in student success. Elon was named one of the nation's top-30 Honor Roll institutions in the 2016 *Chronicle of Higher Education's* "**Great Colleges to Work For**" report, and the employee survey results say a great deal about the university's collaborative culture. Ninety-two percent of Elon employees knew how their job contributes to the institution's mission, 90 percent agreed that Elon supports faculty/staff efforts devoted to mentoring students and 82 percent said their jobs make good use of their skills and abilities. This was Elon's fourth time on the *Chronicle's* Honor Roll.



An extraordinary environment for learning

Student Life By the numbers

7

Number of campus residential neighborhoods

69%

Undergrads who live on campus

3,855

Number of beds in campus housing

26

Number of living-learning and theme communities

800+

Number of students in the 54 courses taught in residence halls and linked to student residential groups

284

Number of student organizations, including 26 club sports and 25 fraternities and sororities

The remarkable development of the Elon University campus over the past 20 years is a testament to the vision and generosity of philanthropists, the talents and hard work of administrative leaders and construction planners, and the enthusiastic support of a community that is captivated by the strong sense of place that engenders a lifelong love for the institution. Today's Elon campus, designated as a **botanical garden** and lovingly cared for with no deferred maintenance, is a valuable asset.

More than 100 buildings have been added to the 636-acre campus in the past two decades, following master plans that specified a classic and consistent design and a generous allocation of pleasing vistas and physical symmetry.

Creating Elon's expansive and impressive campus in a relatively short period of time required careful financial planning, stewardship of generous alumni and parents who wanted to invest in the university, and a clear vision of the goals for each new facility that were in keeping with the university's strategic plan. There have been two guiding principles:

- Elon is a **residential university** and seeks to integrate fully the academic, residential and social experiences of students. In making major investments in residential facilities, Elon has created **seven neighborhoods** that orient and ground students intellectually and socially, including living-learning communities, affiliated faculty and staff, residually linked courses, classrooms in residence halls, common social spaces and unifying traditions. Students progress from traditional first-year residence halls, where they adjust to college life and form relationships, to apartment-style halls with kitchens and living rooms, to a townhouse village where they experience more independent living arrangements and prepare for life after Elon.

- The priority for new facility design is to promote student engagement. The aesthetic value of Elon's beautiful campus is undeniable, but the underlying purpose of the building designs can be seen in the ways that members of the community use the spaces on a daily basis. There are small nooks for intimate conversations, faculty office pods with working tables and large computer monitors, group study rooms, technology labs and innovation workrooms, ubiquitous network access, and yes, beautiful vistas for individuals to stop for a quiet personal moment and a time to appreciate the natural beauty of one of the world's most enthralling collegiate learning environments.



Building at Elon is by no means complete. A **new campus master plan** developed by the Ayers Saint Gross architectural and planning firm envisions many new facilities, with significant construction planned for the next two years. Already on schedule for completion in fall 2018 is the 5,400-seat **Schar Center**, the university's first convocation facility and home for the Phoenix basketball and volleyball programs. Other new projects in the near-term include Richard W. Sankey Hall, an expansion for the Love School of Business; LaRose Student Commons in the Historic Neighborhood; an addition to Belk Library for expanded student advising, tutoring and ability services programs; a new facility for physics and engineering adjacent to the McMichael Science Center; new and renovated student residence halls; an additional student recreation center; and an expanded and renovated McEwen Dining Hall.

The past and future growth of Elon's campus is guided by a **Sustainability Master Plan** that features LEED-certified building standards and environmentally friendly practices that have been recognized with many national awards.



Planning and finances

A strategic planning mindset is deeply engrained in Elon's operations. The planning process is aspirational, highly collaborative and closely tied to the university's mission. The plans have measurable outcomes with specific actors assigned to and accountable for each objective. Long-range plans guide annual priorities, budgeting and institutional choices. Regular communication about the goals of each workgroup, department and division create a strong sense of accountability and responsibility.

The current 10-year strategic plan, the **Elon Commitment**, was launched by the Board of Trustees in December 2009. It builds on the success of the Elon Vision (1990–2000) and NewCentury@Elon (2000–2010) strategic plans, and is organized into eight general themes. As of early 2017, 90 percent of the 41 major objectives of the Elon Commitment had been achieved. Early conversations are beginning about the development of Elon's next strategic plan, and the timing of this presidential search aligns with that process, positioning the next president to lead creation of the next long-range plan.

The Elon financial model

Elon is a classic example of the tuition-dependent private institution. The Board of Trustees and the administration have followed a financial model that can be summarized as “low tuition/low discount.” This is the opposite of the prevailing model at many schools that publish a high “sticker price” and then award a significant portion of tuition revenues as unfunded scholarships. The national average for tuition discounting is more than 45 percent, while Elon's discount rate is currently 17 percent. Elon's low discount rate has allowed for strong investments in academic quality and kept the focus on growing the number of donor-endowed scholarships.

Because of its relatively low costs in the 1990s, Elon has been able to increase tuition while maintaining its “best-value” position. Elon has also grown its student body while maintaining a low student-faculty ratio and small class sizes. Over the past 26 years, the undergraduate population has doubled in size to 6,000 students. The twin strategies of enrollment growth and increased tuition, combined with an increase in fundraising and wise investment strategies, have contributed to the university's strong financial position.

Elon takes a conservative financial approach, with both board-mandated and university-mandated reserves established within the budget. These reserves provide flexibility, allowing the university to take advantage of new opportunities, and to maintain planned spending levels when there are unexpected economic challenges.

The Elon Commitment Strategic Plan



- An unprecedented university commitment to diversity and global engagement
- Supporting a world-class faculty and staff
- Attaining the highest levels of achievement across our academic programs
- Launching strategic and innovative pathways in undergraduate and graduate education
- Stewarding Elon's commitment to remain a best-value university
- Developing innovative alumni programs to advance and support the Elon graduate
- Establishing a national tournament tradition of athletics success along with the highest academic standards for Phoenix athletics
- Significantly enhancing Elon's campus with premier new academic and residential facilities and a commitment to protecting our environment

Financial aid

54% Students receiving scholarships or grants

28% Students receiving need-based aid

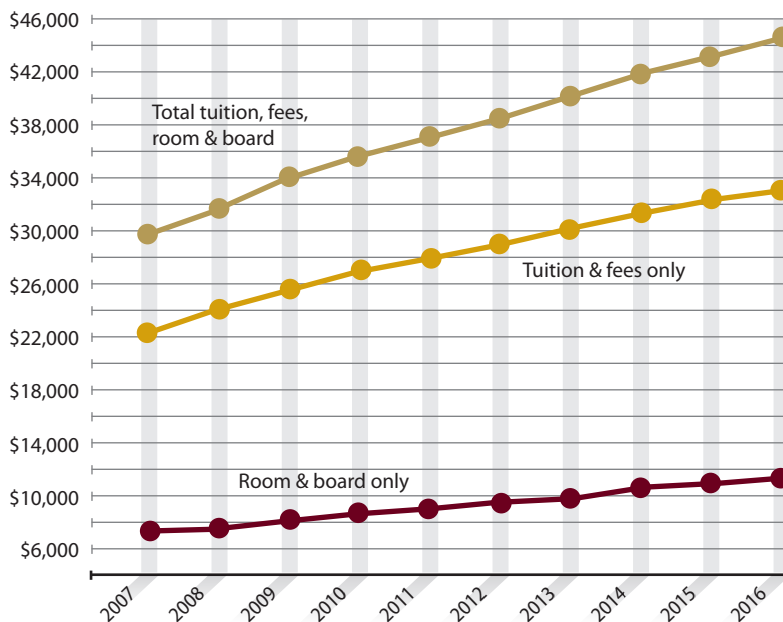
\$35,274,494 Amount of institutional scholarships awarded

61% Portion of need that was met for students who received need-based aid

\$30,170 Average debt at graduation (for the 42% of students who graduated with debt)

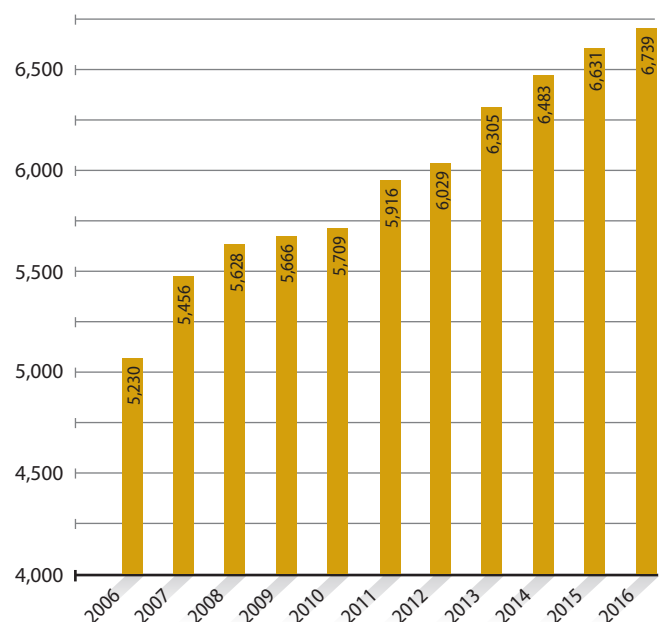
Tuition, Fees, Room and Board

2007-2016



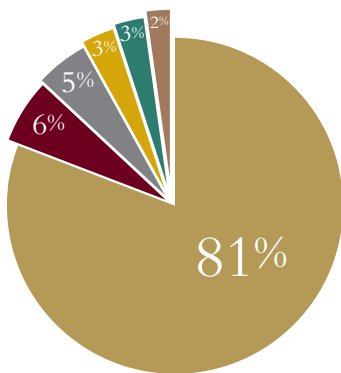
Total Student Enrollment

(graduate + undergraduate)



Admissions

Undergraduate ethnicity



- White
- Hispanic American
- African American
- Multiracial
- Asian American
- International/other/unknown

Nearly every factor affecting college admissions has been in Elon's favor over the past 20 years: a growing national reputation for academic quality, popular academic programs that are aligned well with market demands, faculty members focused on teaching, an attractive location in a growing region of the country, a best-value cost position, a desirable institutional size and a beautiful campus.

Elon receives between 9,500 and 10,000 applications for admission for a first-year class size of approximately 1,550. In recent years, the acceptance rate has been about 60 percent, with a yield rate of about 28 percent. The average ACT score of first-year students is 27 and the SAT average is about 1200.

Elon's primary admissions markets are in the Mid-Atlantic and Northeast. Other emerging states outside Elon's traditional markets include Illinois, Texas and Colorado. Research shows that Elon is well known in the New England states, where families understand the university's strong reputation. Closer to home, efforts are underway to maintain a core North Carolina enrollment in a state that provides many higher education opportunities.

Along with many tuition-driven schools, Elon expects to be challenged in the next few years by changing demographics and the downturn in the population of college-bound high school graduates. Intense competition for students and increased tuition discounting at other institutions will demand even greater emphasis on admissions, merit- and need-based financial aid, and institutional marketing. In particular, Elon is already making greater investments in its six merit-based **Fellows** programs, the Presidential Scholarships and Elon Engagement Scholarships, and is aggressively fundraising to increase the number of need-based scholarships in the **Odyssey Scholars** program.

Elon Undergraduates Top states of origin*

25% North Carolina

9% Massachusetts

8% New Jersey

7% New York

6% Connecticut

6% Maryland

6% Virginia

6% Pennsylvania

* Total of 49 states and 50 other countries



Governance

Elon's 42-member **Board of Trustees** has been a driving force in the university's development, challenging the institution to reach ever higher and generously providing resources to accomplish stretch goals. The board includes a mix of alumni, parents and friends of the university and all are passionate Elon advocates. Trustees are well-educated about best practices of an institutional governing board, and are highly supportive of the president and wise counselors.

The administrative leadership of the university includes the president's 13-member **senior staff** along with deans of the college of arts and sciences and the professional schools. The **Academic Council**, **Staff Advisory Council**, **Academic Affairs** and **Provost's Advisory Councils**, a Long-Range Planning Committee, **Student Government Association** and other boards and councils make up a system of shared governance of the university. In addition, there are many active external advisory groups, including the **Parents Council**, **Alumni Board**, **Young Alumni Council**, President's Advisory Council, President's Young Leaders Council, **School of Law Advisory Board**, **School of Communications Advisory Board**, **Love School of Business Board of Advisors**, **School of Education Advisory Board**, School of Health Sciences Advisory Board, and the Phoenix Club Executive Board.

Endowment and the Elon Leads campaign

Elon has a history of generous donor support and the university sets ever-higher benchmarks for annual fundraising efforts and each comprehensive campaign. A total of approximately \$300 million has been raised since 1999, with annual cash receipts increasing from \$11 million in 2009 to \$21.5 million in 2016. More than 100 endowed scholarships and more than 60 study abroad scholarships have been established since 2010. The face value of the planned giving expectancy pool stands just above \$49 million.

Parent support has been especially remarkable in advancing the university. Elon alumni, who are predominantly in their 20s and 30s, will be strong philanthropists in the future, but for now, parents have stepped in with outstanding support.

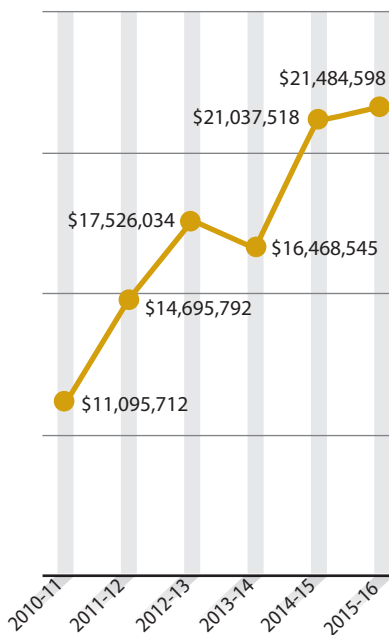
The most obvious impact of philanthropy at Elon can be seen in the physical plant. During the Elon Commitment, families have funded construction of a host of new and expanded buildings, and more donor-funded building projects are on the drawing board. But beyond campus improvements, Elon's development priorities are now sharply focused on building endowment for increased student financial aid. Donor-funded financial aid is essential to Elon's financial model as the university reaches limits in its ability to raise tuition and increase enrollment.

The quiet phase of the Elon Leads comprehensive campaign began in 2015 with a principal focus on endowment fundraising. The preliminary goal is to raise \$250–300 million by 2022 and the campaign reached the \$108 million mark by mid-March 2017. The campaign's public phase is projected to begin in late 2018; University Advancement staff is expanding and fundraising resources are in place for the largest comprehensive campaign in Elon's history.

The Elon Leads campaign has three scholarship priorities: **Odyssey Scholarships** – a highly selective, merit-based program for academically strong students who are leaders in their communities and demonstrate high financial need; **Fellows Scholarships** – six highly-competitive, school-based programs that challenge students to set and achieve their goals; and **Elon Engagement Scholarships** for promising students who embody the spirit of the engaged learning model.

As of the end of February 2017, Elon's endowment was valued at \$232 million, compared with a value of \$82 million in 2009. The endowment is managed in an outsourced CIO (chief investment officer) model; since 2008, the largest portion has been managed by Global Endowment Management (GEM). As of December 31, 2016, the performance of the endowment has been in the top decile of all university endowments for the 1, 3, 5 and 7-year horizons, outperforming most of the Ivy League and major state institution endowments.

Total Giving to Elon



Alumni

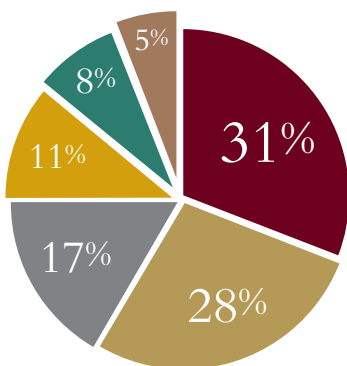


A byproduct of Elon’s rapid enrollment growth since the late 1990s is an especially young alumni body. Nearly one-third of alumni are under age 30, and about 60 percent are under age 40. This age distribution has obvious implications for alumni relations, demanding programs that support early career development, online and social media communications strategies, and engagement with the university during the years when young alums are building their careers, making college loan payments and buying their first homes. The focus is on educating young alumni about the importance of philanthropy and providing challenges and matching funds to magnify the impact of their annual gifts.

With an eye toward the long-term, Elon changed the title of the alumni relations program to the **Office of Alumni Engagement** and invested strongly in building **young alumni programs**. Alumni staffing has increased from four to nine positions, including the addition of alumni engagement officers. Joint programming with the Student Professional Development Center provides services to young alums who are beginning their careers. A Young Alumni Council and President’s Young Leaders Council are active, and the “**Top 10 Under 10**” awards annually honor talented young alumni in their first decade following graduation. The number of alumni chapters has increased from 16 to 38 and an “**Evening for Elon**” program hosts off-campus events in a dozen key markets. The annual “**Elon Day**” celebration in March, which utilizes a social media engagement model, has been a major driver of alumni giving participation. The overall participation is 22 percent, with a 31 percent giving rate for alumni who have graduated since 2010 and a senior class giving rate of 59 percent.

Staying connected with mobile young alumni, who are focused on building their lives after college, can be difficult and expensive, with limited immediate rewards. But these strategies will pay dividends in the 2020s and 2030s – an example of Elon’s strategic planning for the future.

Age of
Elon Alumni



- Under 30 years old
- 30-39 years old
- 40-49 years old
- 50-59 years old
- 60-69 years old
- 70 years old and older

Athletics



Elon's NCAA Division I athletics era has been marked by conference transitions, construction of a first-rate set of athletics facilities, competitive success and, most importantly, a steadfast commitment to the academic success of student-athletes. Elon took on full D-I status in 1999 as a member of the Big South Conference and a year later adopted the Phoenix as its athletics mascot. In 2003 Elon joined the Southern Conference and a higher level of competition, and in 2014 it **moved** to the **Colonial Athletic Association**, affiliating with schools in prime markets for admissions recruiting and alumni engagement. Elon competes in 17 men's and women's varsity sports, with the



latest addition being women's lacrosse. Rising to the increased challenge of CAA competition, Elon has already won team championships in **women's track and field**, **women's basketball** and **men's soccer**.

What is most compelling about Phoenix athletics is its priority on the "student" half of the student-athlete equation. When the women's basketball team made Elon's first NCAA tournament appearance in March 2017, *Inside Higher Ed* ranked the Phoenix a **"Final Four" All-Academic Tournament Team** along with Stanford, DePaul and Creighton for the academic achievements of the team members. Fourteen Elon student-athletes have been inducted into Phi Beta Kappa; 11 programs have received NCAA public recognition at least once for scoring in the top 10 percent of Academic Progress Rate (APR) among all Division I teams in their sport; and in 2015, Elon led the CAA in the number of teams scoring in the top 10 percent of the APR for their sports.

Elon is now taking a D-I leadership position by ensuring that student-athletes have access to high-impact learning experiences, including an opportunity for every team member to **study abroad** as well as complete internships and volunteer service. The definition of winning at Elon goes well beyond the final scores of the games.

The state and region



Elon's location in the thriving Mid-Atlantic region is an asset for admissions recruiting and for employment opportunities for graduates. The **U.S. Census Bureau** ranks North Carolina as the sixth-fastest growing state in the nation and the ninth-largest by population. *Forbes* ranked the state **#2 for business** in 2016, the 10th consecutive year of a top-five ranking in the magazine's annual publication. *Site Selection* magazine **ranks** North Carolina #1 in the Mid-Atlantic region and #4 in the nation for attracting new businesses. **The Piedmont Urban Crescent** that runs from Raleigh to Charlotte and follows Interstates 40 and 85 is one of the nation's thriving business corridors, with extensive transportation and logistics infrastructure that serves the East Coast.

Higher education is one of the key factors in the state's robust economy. Elon is counted among the outstanding universities that produce a highly educated workforce and serve as an engine of research, innovation and entrepreneurship. Tier I research universities – Duke University, the University of North Carolina at Chapel Hill and North Carolina State University – are joined by three prestigious private institutions – Wake Forest University, Elon University and Davidson College – and many other public and **private institutions** in preparing students for success in a rapidly evolving economy.

North Carolina offers an outstanding quality of life with a moderate climate, easy access to the mountains and beaches and beautiful parks, a low cost of living, and access to some of the nation's finest doctors and medical facilities.

Elon's campus is in a suburban setting in **Alamance County**, within a short drive of both the Piedmont Triad (Greensboro, Winston-Salem, High Point) and Research Triangle (Raleigh, Durham, Chapel Hill) metropolitan areas. The **Town of Elon** (pop. 9,500) that surrounds the campus is part of the **Burlington, N.C.**, metropolitan area, which has a population of about 160,000 (2016). The university is the county's fourth-largest employer and maintains strong ties with local business and government leaders. Elon has especially strong relationships with the Alamance-Burlington School System and nonprofit organizations that partner with student volunteers who provide nearly 120,000 hour of service annually.

Rankings and Recognitions

U.S. News & World Report

Only university recognized in all 8 categories of "Programs to Look For" that "promote student success"

#1 Southern master's university

#1 Undergraduate teaching – Southern master's universities

#1 Innovative school – Southern master's universities

Institute of International Education

#1 Master's university for number of students studying abroad

Princeton Review

#1 Best-run college

#3 Study abroad

#3 Beautiful campus

#4 Best-administered MBA program

#19 Best career services

#19 Best college theater

Fiske Guide

Top 26 Best-buy university

U.S. Department of State

#9 Producer of Fulbright Student Scholars

Poets & Quants (formerly *Bloomberg Businessweek*)

#39 Undergraduate business school

Bloomberg Businessweek

#17 Part-time MBA program

Kiplinger's

#44 Best-value private university

#18 Lowest-total-cost private university

USA Today/College Factual

Top 3% - Marketing, communications & journalism, public relations & advertising

Hearst Journalism Awards

Top 20 Journalism program for three consecutive years

The President

As a result of the exceptional work of President Leo M. Lambert, Elon offers its ninth president nationally-recognized academic programs, a strong financial position, a culture that values engaged learning in a global context, a distinguished faculty, an inclusive community, a tradition of visionary long-range planning, and a beautiful and superbly maintained campus. Elon's solid institutional foundation, coupled with its impressive momentum, characterize an outstanding leadership opportunity.

Opportunities and challenges

Elon's next president will be well positioned to shape the institution's future in important ways. Working with faculty, staff, students, alumni, donors, parents, community leaders and friends, the next president will:

- **Continue the university's strong trajectory:** For the last two decades, Elon has been on an ever-upward trend, broadening its academic offerings, enhancing its campus, expanding its geographic reach, and climbing in national and international recognition and rankings. The next president will keep Elon on an impressive track of responsible growth and development while also increasing the university's visibility and reputation and solidifying its brand. The next president will continue to advance the institution's distinctiveness as the nation's leader in global engaged learning and its unique position in the crowded higher education landscape.
- **Craft a compelling strategic vision and direction:** Changes in presidential leadership offer institutions a unique moment in time to review, assess and invite conversations about plans for the future. Elon offers its next president a rich tradition of thoughtful and systematic long-range visioning. Against this supportive backdrop, it is expected that the new president will design, with broad consultation from multiple constituencies, a new strategic plan early in her/his tenure. This discourse will be guided by the successes of the current strategic plan, "The Elon Commitment." Ultimately, informed by these new conversations, the next leader's exciting vision for Elon will emerge along with plans for expert execution and clear measures of success.

- **Champion academic excellence and rigor:** The ninth president will ardently support the university's commitments to the teacher-scholar-mentor model, engaged learning and achievement of excellence in all dimensions of the educational experience. Elon boasts a broad array of academic programs with long-established strengths in its liberal arts and sciences core and distinctive professional programs. The next president will promote the deepening of Elon's curricular strengths and seek points of intersection among them. She/he will also critically examine models that combine undergraduate and graduate education, and will make decisions regarding future investments in academic innovation. Building on Elon's existing strengths, there are significant opportunities to take a leadership position in fields such as entrepreneurship, design thinking, and cooperative, interdisciplinary partnerships between the liberal arts and professional fields, including business, law, communications, education, health sciences and engineering. Ongoing support for faculty scholarship will be essential to advance further Elon's model of superb teaching and help ensure continued growth in institutional reputation.
- **Promote diversity, inclusion, and a global view:** Elon has firmly stated its commitment to fostering a community in which difference is celebrated and a global approach to life and learning is valued. The next president will devise additional strategies for increasing and promoting diversity in its many forms and across all university constituency groups. She/he will also enhance efforts both to globalize the existing curriculum and to enable those wishing for an international experience to be afforded the opportunity to pursue it. The next president will also ensure that the campus sustains its inclusive environment with the appropriate financial resources, programming and staffing to support an ever more diverse and global community.
- **Amplify Elon's financial strength:** The new president will be the university's chief fundraiser and will work with all constituencies to enrich its philanthropic culture. In pursuing growth of the university's endowment, higher levels of annual giving and the cultivation of prospects for major and planned gifts, Elon's next president will have a direct impact on and will spend a significant percentage of her/his time identifying and securing additional resources. Assuming the presidency just prior to the launch of the public phase of a \$250-\$300 million campaign offers Elon's next leader an ideal platform to advocate for institutional priorities such as: scholarship support for students; development of the iconic campus; and resources to support faculty teaching, mentoring and scholarship. The next president will benefit from an existing community of generous supporters, including alumni, parents and friends. Moreover, with 60 percent of its graduates under the age of 40, Elon is laying the groundwork for an unprecedented opportunity to engage a significant number of graduates in the prime of their careers.
- **Support enrollment management efforts:** Like most colleges and universities, Elon relies significantly on tuition revenues. Consistently, the university has enjoyed robust inquiry and applicant pools and has yielded healthy enrollments. The next president will reinforce current enrollment efforts while seeking to widen and diversify the funnel of qualified prospective applicants. She/he will also help articulate effectively the value proposition of an Elon education. Elon has long

sustained a very low tuition discount rate; ongoing presidential engagement with and leadership on demographic analyses, pricing, financial aid and marketing will be important.

- **Engage the community internally and externally:** The new president will have a positive, engaging and influential presence on campus and beyond. Her/his capacity to ask thoughtful questions, listen carefully, shape discourse, lead the campus through possible points of conflict and foster collegiality will be of paramount importance. Modeling and encouraging transparent decision-making will also promote trust and nourish the spirit of mutual respect that is fundamental to the university's identity. Moreover, the new president's ability to build ever-stronger relationships within the Alamance County community and to increase collaboration and partnerships throughout the state of North Carolina, the nation and the world will be critical. Elon's president will be knowledgeable about issues impacting higher education and be able to identify ways to involve the university in those dialogues in a manner that will strengthen its recognition and engagement among all stakeholders.

Qualifications and characteristics

Elon's next president will possess an exemplary record of leadership, a deep familiarity with higher education and a commitment to academic excellence. She/he will appreciate the collegiality of the Elon community, have a desire to be immersed in a culture of collaboration and transparency and will possess the highest integrity and ethical standards. In addition to these qualities, the next president of Elon University will:

- Be an individual of vision and passion for the aims of higher education;
- Possess significant senior-level management experience, preferably in higher education or a comparable environment, along with a record of enhancing institutional strength and recognition;
- Be supremely student-centered in all decision-making and have experience working directly with students;
- Provide evidence of creativity, innovation and entrepreneurship;
- Be a strategic thinker with deep experience in crafting and guiding long-range institutional plans;
- Be a person of intercultural competence and global perspective with proven success in building diverse and inclusive communities;
- Demonstrate passion for and a strong track record in fundraising;
- Be an advocate for the liberal arts and understand the unique balance of arts and sciences and professional schools at a comprehensive, residential campus;

- Value the teacher-scholar-mentor model that is core to Elon's academic identity;
- Understand the intricacies of enrollment management;
- Value and support a broad array of co-curricular offerings;
- Appreciate and preserve Elon's egalitarian culture as well as its strong system of shared governance;
- Be a highly visible and approachable leader who relishes engagement with Elon's many constituencies;
- Be able to identify, attract and mentor talented individuals who will advance the university and its goals;
- Demonstrate exceptional communication skills; and
- Be cognizant of trends and best practices in higher education nationally and internationally.

Please direct all nominations, inquiries, and applications to:

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For more information, please visit Elon University's home page at **www.elon.edu**.

Elon University is an equal employment opportunity employer committed to a diverse faculty, staff and student body and welcomes all applicants.



