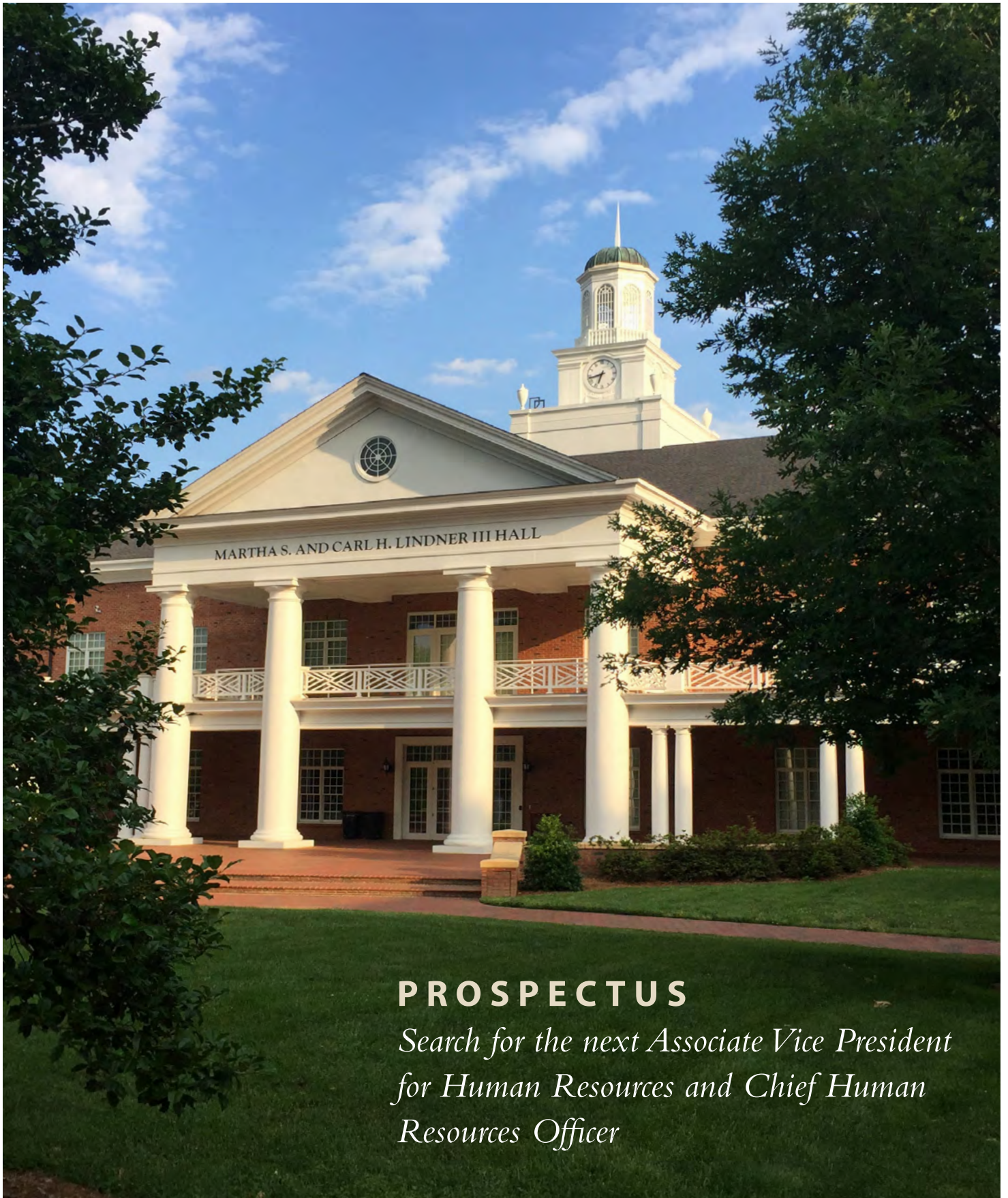




ELON UNIVERSITY



PROSPECTUS

*Search for the next Associate Vice President
for Human Resources and Chief Human
Resources Officer*



ELON
UNIVERSITY

Elon University invites nominations and applications to become the university's next Associate Vice President for Human Resources and Chief Human Resources Officer. This prospectus provides details about the opportunities and challenges of the position and the desired qualifications and characteristics of candidates, followed by an overview of Elon University's history, programs and operations.

The Associate Vice President for Human Resources and Chief Human Resources Officer

Elon University is seeking an innovative and visionary leader with significant administrative experience and accomplishments to lead the university's human resources office. The office includes 23 professionals and manages human resources operations for more than 1,600 university employees.

The Chief Human Resources Officer (CHRO) is a member of Elon's senior staff and plays a vital role in shaping and implementing effective human resource strategies that align with the university's goals and fosters a positive work culture.

Key duties and responsibilities

- ◆ **Provide comprehensive oversight for all operations** within the university's Human Resources Department. This includes:
 - ◆ Develop and manage effective strategies for attracting, recruiting, and hiring top talent to meet the university's needs
 - ◆ Oversee the onboarding processes to ensure new hires are effectively integrated into the university
 - ◆ Oversee employee benefits programs, ensuring they are competitive and compliant with regulations
 - ◆ Oversee the management of HRIS systems and maintain accurate and up-to-date personnel records
 - ◆ Implement and oversee wage and salary administration to ensure equity and compliance with policies and regulations
 - ◆ Provide guidance and assistance as needed for employee relations issues, including conflict resolution and maintaining a positive work environment
 - ◆ Ensure compliance with Title IX regulations, handling related issues and complaints effectively
 - ◆ Oversee the employee development programs and training initiatives to enhance skills and career growth
 - ◆ Provide support to the HR team in developing wellness programs to promote the health and well-being of employees
 - ◆ Lead and support diversity, equity and inclusion initiatives, ensuring they are integrated into all HR processes
 - ◆ Oversee compliance to ensure that all activities comply with applicable federal, state, and local laws
- ◆ **HR Strategy Development and Implementation:** Formulate and execute a comprehensive strategy for the university's human resources functions. This strategy should align with and support the university's overarching strategic plan, focusing on long-term goals and objectives to enhance organizational effectiveness.
- ◆ **Consultation and Advisory:** Act as a key advisor to the university's president, vice presidents, deans, and other senior leaders on HR-related matters. Provide guidance and recommendations on policies, practices, and issues within the scope of HR responsibilities. Reports to the vice president for finance and administration and chief financial officer.

- ◆ **HR Team Development:** Supervise and mentor the HR team, fostering a culture of high performance, efficiency, and ethical integrity. Encourage continuous professional development and support the team in achieving their full potential.
- ◆ **Committee Participation:** Actively participate in various university committees and councils, including the employee benefits advisory committee, retirement committee, president's advisory council on inclusive excellence, and HealthEU council. Engage in additional committees and task forces as needed to contribute to the university's mission and goals.
- ◆ **Inclusive Excellence:** Community is foundational to Elon and a shared responsibility within our residential campus. All who work at Elon should demonstrate an understanding of and engagement with Elon's foundational commitment to relationships, mentoring and collaboration in a close-knit residential community.

Qualifications and characteristics of a successful candidate

- ◆ A minimum of a bachelor's degree in Human Resources, Business Administration, or a related field; a master's degree is preferred.
- ◆ Proven experience in progressively responsible HR leadership roles, preferably in a higher education setting.
- ◆ Expertise in HR policies, practices, and procedures, including knowledge of employment laws and regulations.
- ◆ Familiarity with HR technology systems and their effective implementation. Strong, decisive leadership skills with excellent judgment and impeccable integrity.
- ◆ Experience in strategic planning, organizational development, and change management.

Leadership and communication

- ◆ Demonstrated ability to lead and manage a diverse HR team, fostering an inclusive and collaborative work environment.
- ◆ Exceptional interpersonal and communication skills, both written and verbal, with the ability to engage effectively with all levels of the university community.
- ◆ Strong leadership qualities, including the ability to inspire, motivate, and mentor staff.

Strategic thinking and problem solving

- ◆ Proven track record of developing and implementing innovative HR strategies and initiatives that align with the university's mission and values.
- ◆ Ability to analyze complex HR issues, develop solutions, and make data-driven decisions.
- ◆ Aptitude for anticipating future needs and trends, and proactively adapting HR practices to support the evolving needs of the university.

About the Office of Human Resources

The Office of Human Resources supports Elon University's mission and goals by providing a comprehensive range of programs and services for its employees, who are the university's most valuable asset. In alignment with Elon's commitment to diversity and global engagement, we strive to attract and retain exceptional faculty and staff who embody a variety of intellectual perspectives and diverse social and personal backgrounds. Our recruitment efforts prioritize the inclusion of underrepresented groups in academia, ensuring diverse and inclusive candidate pools. Key functions and responsibilities of the office include:

- ◆ **Talent Acquisition and Management**
 - ◆ Developing and implementing effective recruitment and selection processes to attract and retain top talent.
 - ◆ Providing guidance and support for performance management, professional development, and succession planning.
- ◆ **Employee Relations and Engagement**
 - ◆ Promoting positive employee relations by implementing fair and consistent policies and procedures.
 - ◆ Facilitating employee engagement initiatives to foster a positive work environment and enhance employee satisfaction.
- ◆ **Compensation and Benefits Administration**
 - ◆ Ensuring competitive and equitable compensation practices.
 - ◆ Overseeing comprehensive employee benefits programs and services.
- ◆ **Compliance and Risk Management**
 - ◆ Ensuring adherence to applicable employment laws, regulations, and university policies.
 - ◆ Mitigating HR-related risks through effective policies, procedures, and training.

Please direct all nominations, inquiries, and applications to:

WittKieffer

Sarah Palmer, Principal; Werner Boel, Sr. Partner; and Luis Bertot, Sr. Associate

Email: Elon_CHRO@wittkieffer.com

For best consideration, send materials to WittKieffer directly by Sept. 16, 2024.

Search committee co-chairs: Janet Williams, vice president for finance and administration and chief financial officer, and Dr. Chris Leupold, professor of psychology, Isabella Cannon Leadership Professor

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

Learn more about Elon benefits here: <https://www.elon.edu/u/fa/hr/benefits/>



7,207

Fall 2023 total enrollment
(6,402 undergraduate, 805 graduate)

497

Full-time faculty (85% w/terminal degrees)

11:1

Student/faculty ratio; average
class size is 20

70+

Undergraduate majors

78%

Four-year graduation rate

90%

First-year retention rate

18,788

2023 admissions applications

1277/28

Average SAT and ACT scores
for new students

60%/40%

Female/male student ratio

17%

Undergraduate ethnic diversity

690

Acres of campus

\$322 million

Endowment value
as of May 31, 2023

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 highly ranked 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, long-serving presidents and by outstanding academic deans who have provided vision to advance their schools to the highest levels of excellence.

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

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 four **presidents**: Earl Danieley (1957-73), Fred Young (1973-98), Leo M. Lambert (1999-2018) and Connie Ledoux Book (2018-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.

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



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:

- I. We nurture a rich intellectual community characterized by active student engagement with a faculty dedicated to excellent teaching and scholarly accomplishment.
- II. We provide a dynamic and challenging undergraduate curriculum grounded in the traditional liberal arts and sciences and complemented by distinctive professional and graduate programs.
- III. 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.
- IV. 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, 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 in today's world, there are occasional tensions. However, the people of Elon 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 understands the critical importance of preparing students for successful lives in a diverse and interconnected world. Today's students encounter differences in identities, cultures, languages and ideologies like no generation before them. It is the responsibility of the university to help them develop intercultural competence.

Elon annually receives top national rankings for study abroad participation, with opportunities in more than 50 countries. Typically, more than 75 percent of graduates have studied abroad at least once. Many students take advantage of Elon's 4-1-4 academic calendar to study off campus in January, and hundreds choose among a wide range of semester and full-year abroad options. Elon operates semester programs in London, Florence and Dunedin, New Zealand. Elon also has an extensive Study USA - National Program, with opportunities available in New York City, Los Angeles, Washington, D.C., Charlotte, N.C., and other domestic locations. The programs are managed by the **Isabella Cannon Global Education Center**.

Global perspectives are found across 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 Global Neighborhood is an internationally themed residential complex that features 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 doubling international student enrollment by 2030.

The **Division of Inclusive Excellence** supports initiatives that reflect the value and integration of difference in all aspects of the undergraduate experience. Elon embraces diversity in its broadest sense, and clearly articulated DEI action items set an agenda to foster an equitable and welcoming community. The faculty recently adopted an Advancing Equity Requirement in the Core Curriculum. The **Center for Race, Ethnicity and Diversity Education (CREDE)** supports Elon's diverse communities and convenes a wide range of educational experiences related to diversity. Other resources include the **Center for Access and Success**, the **Gender & LGBTQIA Center** and the **Office of Disabilities Resources**. Intercultural understanding is also supported through multi-faith programs of the **Truitt Center for Religious and Spiritual Life**. Students explore their own faiths and the faiths of others as they interact with peers and participate in services, celebrations, courses and seminars that promote interfaith dialogue.



Academics

Thirty 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 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.



Participation in the Elon Experiences

62% Study abroad

81% Internships

75% Service

54% Leadership

23% Undergraduate research

*Class of 2023

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 leads the nation, with recognition 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. Check in with students in the game design capstone course and find out about the **games they've published** on Steam, meet the latest class of the Elon **Year of Service Fellows** who will focus a yearlong effort on the health and well-being of Alamance County, or learn about the students and faculty in the Poverty and Social Justice Program who worked with local residents of an underserved community to **create a community garden**. The spring is a great time to visit **Elon's Maker Hub** and see the robotic cat or other creative projects inspired and funded by Elon's **Kickbox** program. At the annual **Spring Undergraduate Research Forum** you can see poster presentations and talk one-on-one with the dozens of students who present their work at the National Council on Undergraduate Research (NCUR) conference.

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 skills 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 the 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 nearly 3,000 undergraduate students, with the largest number of majors in psychology, biology, exercise science, political science, computer science and engineering. Among the many programs of excellence in Elon College are 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.

Opening in Fall 2022 were the first two buildings in Elon’s new **Innovation Quad**, providing classrooms, labs, workshops and equipment for the rapidly growing **engineering** majors, along with physics, biomedicine, computer science, robotics and other STEM programs.





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 more than 1,900 students. The school includes two of the university's three largest majors (finance and marketing), master's programs in business analytics, 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's programs are located in the Ernest A. Koury Sr. Business Center and Richard W. Sankey Hall, which opened in 2018.

➤ **DR. JO WATTS WILLIAMS SCHOOL OF EDUCATION**

Dr. Jo Watts Williams School of Education (est. 2000, NCATE accredited): Continuing Elon's long history of preparing excellent K-12 teachers, the school includes about 300 students and earns **top rankings** for programs in special education and elementary education. The school includes master's programs in education and 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 for nearly 250 high school students with financial need or no family history of higher education; the **It Takes a Village Project**, a program that tutors struggling readers in pre-school and elementary school; and the **Alamance Scholars Program**, a partnership with the local school system and community college to create a pathway from high school to a career in teaching.

➤ **SCHOOL OF COMMUNICATIONS**

School of Communications

(est. 2000, ACEJMC accredited):

Includes about 1,400 students in six majors, with top-ranked programs at the university in strategic communications (the third largest major) communication design, and cinema & television arts; a

growing program in sport management; and a master's program in interactive media. 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 440 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. In fall 2024, the new Elon Law Flex Program opens at Elon's new Charlotte, N.C. campus, enrolling students in a part-time JD program.

➤ **SCHOOL OF HEALTH SCIENCES**

School of Health Sciences (est. 2011, ARC-PA, CAPTE accredited): Includes a doctor of physical therapy program, physician assistant studies master's program and two newly established (Fall 2021) undergraduate programs in **nursing**. The school is housed in the Gerald L. Francis Center at the east end of the Elon campus. More than 200 students study in the two graduate programs that are distinguished by rigorous academics and experiential learning opportunities at Elon and in 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.

Elon's **Student Professional Development Center**, located at a campus crossroads in the Moseley Center, has created a model of excellence, earning a “Great Career Services” ranking from Princeton Review. Nine months after graduation, 96 percent of the Class of 2023 were employed, in graduate school, completing a fellowship or providing service.

Elon has made major investments in its **undergraduate research program** and consistently ranks among the leaders in the number of students presenting at the National Conference on Undergraduate Research. Twenty-three percent of the Class of 2023 participated in a mentored undergraduate research project. Through the **National and International Fellowships Office**, Elon positions students to compete with the nation’s best. Over the past few years, Elon has celebrated numerous Truman, Goldwater, Udall and Gate Cambridge Scholars, along with many Fulbright Student Scholars and National Science Foundation Graduate Research Fellows.

GRADUATE PROGRAMS

More than 800 students are enrolled in graduate and certificate programs in health sciences, business, education and law. Many graduate programs support part-time enrollment and may enroll Elon employees who become eligible for tuition support in graduate programs after a year of full-time professional service. The Master of Arts in Higher Education program enrolls a full-time cohort of 12 students who hold part-time staff roles as apprentices. The graduate programs offer enriching educational opportunities for our community and also serve as an important tool for talent development and retention.

Top Majors by Enrollment

Finance

Psychology

Marketing

Strategic Communications

Business Analytics

Biology

Exercise Science

Communication Design

Cinema & Television Arts

Sport Management

Elementary Education

Political Science



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 response to a report by the Presidential Task Force on Scholarship Elon made a \$6 million investment in reassigned-time course releases to support faculty scholarship, new funds for sabbaticals and summer support, and broader recognition of faculty scholarship.

To support research-based innovation in curriculum and pedagogy, Elon founded the **Center for the Advancement of Teaching and Learning**. To further enhance faculty work in experiential education, the university created a faculty development fellow position for each of the Elon Experiences. The **Center for Engaged Learning**, 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.

Student life

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 **eight neighborhoods** that orient and ground students intellectually and socially, including living-learning communities, affiliated faculty and staff, residentially linked courses, classrooms in residence halls, common social spaces and unifying traditions.



Elon's 20 **living-learning communities** (LLCs) are annually recognized among the nation's finest. Students, faculty and student life staff work together to create an integrated learning environment that blends the classroom and residential experiences.

In 2022, Elon launched the **HealthEU** initiative, a broad-based effort to connect students, faculty and staff with resources to support their wellness and well-being. HealthEU is organized around six dimensions of well-being: community, emotional, financial, physical, purpose and social. These dimensions were identified through a campus-wide focus on health and well-being starting with the Presidential Task Force on Social Climate and Out-of-Class Engagement and continuing with the Student Wellness and Well-Being Work Group and the JED Campus project. Now in its second year, HealthEU is expanding its outreach and planning is under way for a facility to serve as a comprehensive campus wellness hub.



Student Life By the numbers

8

Number of campus residential neighborhoods

64%

Undergrads who live on campus

4,100

Number of beds in campus housing

21

Number of living-learning and theme communities

750+

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

275+

Number of student organizations, including 39 club and intramural sports and 25 fraternities and sororities

An extraordinary environment for learning

The remarkable development of the Elon University campus over the past 25 years is a testament to the 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**, is a unique asset.

More than 100 buildings have been added to the 690-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.

The priority for new facility design is to promote student engagement. 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 across one of the world's most enthralling collegiate learning environments.

The 5,100-seat **Schar Center**, the university's first convocation facility and home for the Phoenix basketball and volleyball programs, opened in fall 2018. Other recently opened buildings include Richard W. Sankey Hall near the Love School of Business; the Koenigsberger Learning Center, an addition to Belk Library for expanded student advising, tutoring and ability services programs; the three-building East Neighborhood residential complex; the LaRose Student Commons; and **The Inn at Elon**, a five-star university-owned hotel.

In Fall 2022 Elon began a new era in campus development with the opening of Founders Hall and Innovation Hall, the first two buildings of the **Innovation Quad** for engineering and STEM programs. Planning is now proceeding for a major new facility in the Innovation Quad to expand resources for campus recreation, health and wellness, counseling services and other student life and academic programs.

The Boldly Elon plan for 2030



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. Long-range plans have measurable outcomes and 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, **Boldly Elon**, was launched by the Board of Trustees in February 2020 following an 18-month planning process that involved nearly 2,500 members of the Elon community. The plan includes 62 initiatives organized around four 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; will partner with our local communities to enhance education, health and economic development; and will win 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.

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 about 54 percent, while Elon’s unfunded discount rate is currently below 20 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 30 years, the undergraduate population has doubled in size to 6,400 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.

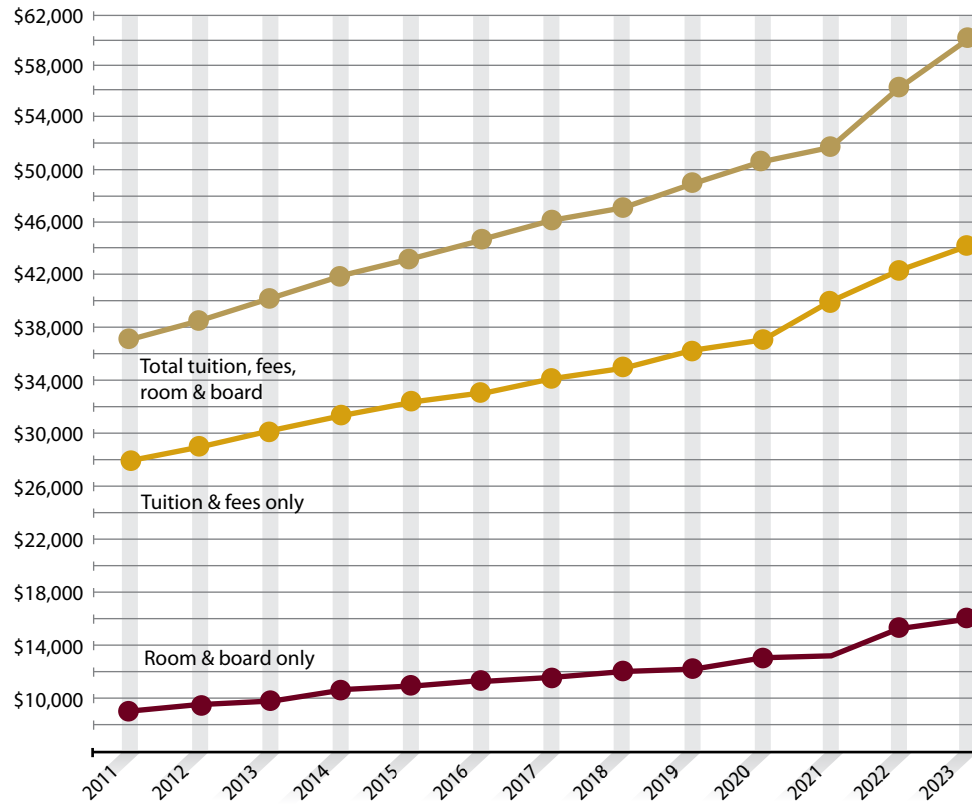
Elon takes a conservative financial approach, with both board-mandated and university-mandated reserves established within the budget. These reserves provide flexibility, allowing the university to take advantage of new opportunities and to maintain planned spending levels when there are unexpected economic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

Admissions

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.

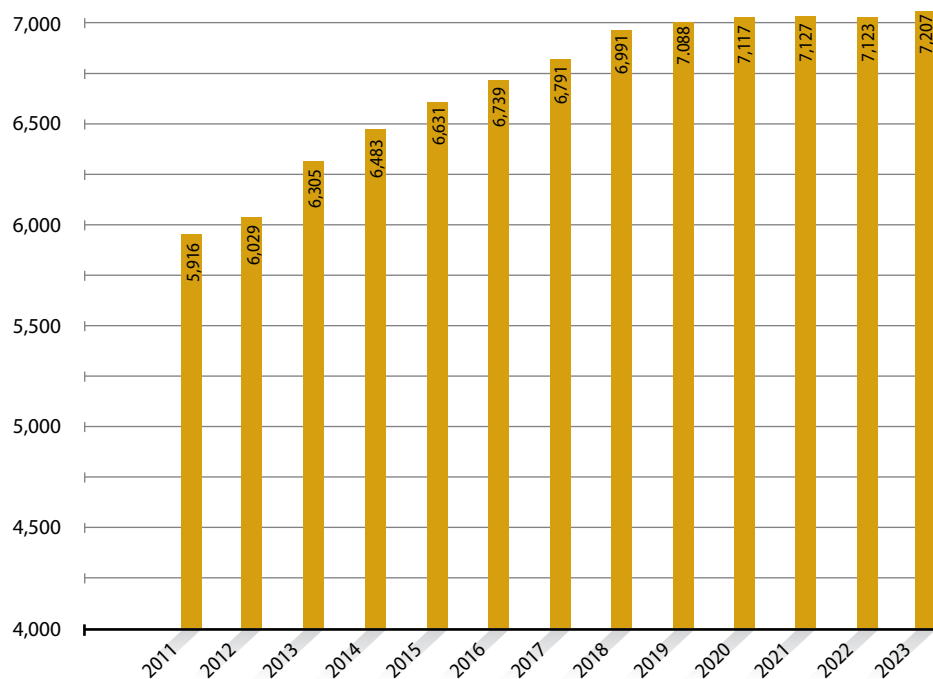
Elon receives more than 18,700 applications for admission for a first-year undergraduate class size of approximately 1,700. For Fall 2023 the acceptance rate was 67 percent, with a yield rate of 13 percent. The average ACT score of first-year students was 28 and the SAT average was 1277.

Tuition, Fees, Room and Board

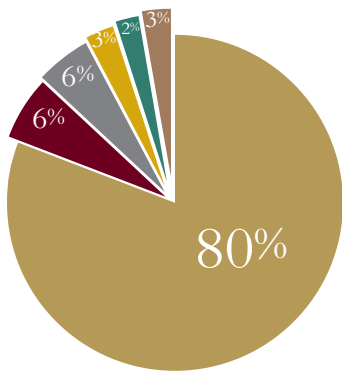


Total Student Enrollment

(graduate + undergraduate)



Undergraduate ethnicity



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

Elon’s primary admissions markets are in the Mid-Atlantic and Northeast. Other emerging states outside Elon’s traditional markets include Illinois, Texas, Colorado and California. Research shows that Elon is well known in the New England states, where families understand the university’s strong reputation. Closer to home, Elon is working to expand its core North Carolina enrollment in a state that has a robust economy and growing population.

Like most 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 eight merit-based **Fellows** programs, 11 **Scholars** programs, the Presidential Scholarships and Elon Engagement Scholarships, and is fundraising to increase the number of need-based scholarships in the **Odyssey Scholars** program.

Advancement

Elon concluded the seven-year **Elon LEADS** comprehensive campaign at the end of 2022, raising a record \$260 million from more than 34,000 donors. The campaign was organized around four priorities, expanding scholarships, growing resources for engaged learning programs, investing in faculty and staff development and providing new facilities on the university’s iconic campus.

Elon fundraising continues to gain strong support among all constituencies, with especially generous support from trustees, parents and faculty and staff members. The university’s exceptionally young alumni body provides strong annual giving participation, with a #21 ranking for alumni support among U.S. News National Universities (2023).

Elon Undergraduates

Top states of origin*

25% North Carolina

7% Virginia

9% Massachusetts

5% Maryland

9% New Jersey

6% Pennsylvania

8% New York

5% Connecticut

* Total of 48 states and 54 other countries



Phoenix athletics

Transitioning to NCAA Division I in 1999, Elon currently has over 400 student-athletes competing in 17 sports. Elon has been a member of the Coastal Athletic Association (CAA) since 2014 and has had broad based athletic success in the conference, winning 19 league championships across eight sports. For each of the past eight years, Elon has finished first or second in the CAA in NCAA Graduation Success Rate and has ranked in the top three across the conference in the NCAA Academic Performance Rate (APR). In alignment with the university's mission that emphasizes student opportunities to study abroad, each of Elon's athletics teams participate in a global experience once every four years.

Highlighted by the opening of the Schar Center in 2018, home to basketball and volleyball, Elon's athletic facilities are among the best in the country. Rhodes Stadium is consistently ranked among the most beautiful FCS football stadiums and Elon has hosted recent CAA and NCAA tournament contests at Latham Park (baseball), Rudd Field (soccer), Hunt Softball Park, the Jimmy Powell Tennis Center and Jerry & Jeanne Robertson Track & Field Complex.



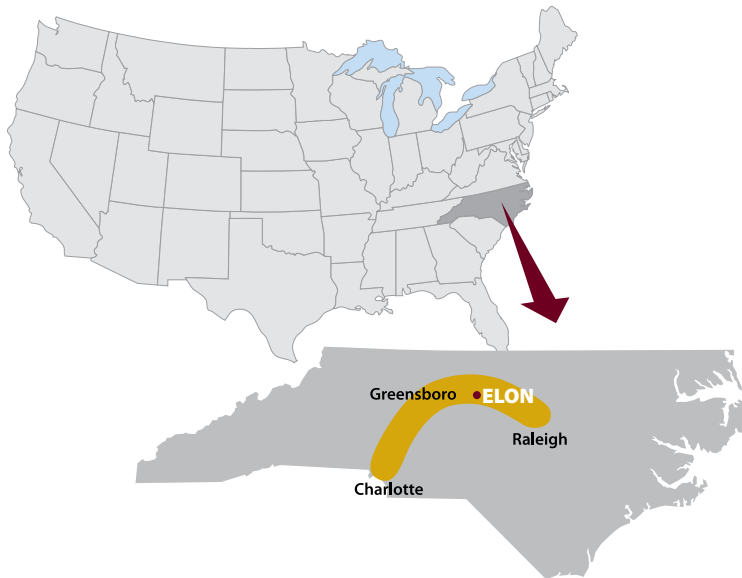


Governance

Elon's 38-member **Board of Trustees** is 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 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 wise and supportive counselors of the president.

The administrative leadership of the university includes the president's **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.

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. **North Carolina's population grew** by about 900,000 in the past decade and it is the ninth-largest state by population. *Forbes* ranks the state **#1 for business**, the 14th consecutive year of a top-five ranking in the magazine's annual publication. Recent new economic development announcements for the Triad region include **Toyota's** first North American battery manufacturing plant, a **Boom Supersonic** aircraft manufacturing plant and a **Wolfspeed** silicon carbide manufacturing center. **The Piedmont Urban Crescent** that follows Interstates 40 and 85 from Raleigh to Charlotte is a thriving business corridor, with extensive transportation and logistics infrastructure that serves the East Coast.

Higher education is a key factor in the state's robust economy, and North Carolina is **ranked #3** in the nation for higher education by the personal finance company, SmartAsset. Elon is 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 mountains, beaches and beautiful parks, a low cost of living and 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. 11,400) that surrounds the campus is part of the **Burlington, N.C.**, metropolitan area (pop. 170,000). The university 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 about 120,000 hours of service annually.

Rankings and Recognitions

U.S. News & World Report 2024

Elon leads all institutions in the 8 categories of “Programs to Look For” that “promote student success.”

#1 Undergraduate Teaching

#1 Learning Communities

#1 First-Year Experiences

#3 Service Learning

#4 Study Abroad

#8 Internships and co-ops

#9 Senior Capstone

#11 Undergraduate Research

#12 Writing in the Disciplines

#13 Most Innovative National Universities

Institute of International Education

#1 Doctoral university for percent of students studying abroad

Princeton Review 2024

#8 Best-Run Colleges

#8 Best College Theater

#9 Best Schools for Internships

#15 Best Career Services

U.S. Department of State

TOP Producer of Fulbright Student Scholars in 2021

Poets & Quants (formerly Bloomberg Businessweek)

#40 Undergraduate Business School

College Factual

Top 5% College in the Nation

Top 5% Entrepreneurial studies, finance, accounting, marketing, business, communications & journalism, public relations & advertising

Wall Street Journal/Times Higher Education 2022

#14 Private university for student engagement

