



ELON UNIVERSITY



PROSPECTUS

*Search for the next dean of the
School of Communications*



Elon University welcomes candidates to become the university's next dean of the School of Communications. 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's history, programs and operations.

The Dean of the School of Communications

The dean of the Elon University **School of Communications** will be a strong, experienced and personable leader who embraces the university's unique culture and advances the teacher-scholar-mentor model and its highly engaged, student- and learning-centered environment. The dean serves as the chief academic and administrative officer of the School of Communications, reporting directly to the university's provost/vice president of academic affairs.

A successful candidate should have a record of accomplished leadership and be able to promote a rigorous academic environment, lead and support a faculty of highly engaged teacher-scholar-mentors, collaborate with other leaders across campus and in the broader community to continue to enhance the reputation and quality of the school, serve as a highly visible champion for the school, effectively recruit prospective students to Elon and interact with their families, and have the ability to partner with Elon's advancement staff to form strong relationships with benefactors and effectively fundraise for the school. A successful candidate should also have a demonstrated ability to support and promote an environment in which diversity, in all its forms, is valued and incorporated in the full range of activities.



Qualifications and characteristics of a successful candidate

- ♦ Be a person of high integrity and ethical standards;
- ♦ Be a person of vision and passion for the aims of higher education;
- ♦ Have significant senior-level management experience including strategic planning and budgeting;
- ♦ Be highly student-centered in all decision-making;
- ♦ Value the teacher-scholar-mentor model that is core to Elon's academic identity;
- ♦ Be a highly visible and approachable leader who relishes engagement with Elon's many constituencies;
- ♦ Provide evidence of creativity, innovation and entrepreneurship;
- ♦ Be a person of intercultural competence with a global perspective;
- ♦ Evidence of an ability to support an environment in which diversity is valued and incorporated in a full range of Diversity, Equity and Inclusion initiatives;
- ♦ Demonstrate an ability and strong commitment to fundraising;
- ♦ Understand the balance of arts and sciences and professional schools at a private, comprehensive, residential institution;
- ♦ Appreciate and preserve Elon's egalitarian culture as well as its strong system of shared governance;
- ♦ Demonstrate ability to support and mentor faculty through the tenure and promotion process;
- ♦ Be an advocate for and mentor to full-time professional and administrative staff;
- ♦ Understand the ACEJMC accreditation process and requirements and be able to guide the school to meet those standards;
- ♦ Demonstrate exceptional communication skills;
- ♦ Be cognizant of trends and best practices in communications, sport management and higher education nationally and internationally.

A terminal degree and a record of scholarship and teaching sufficient to qualify for tenure with the rank of full professor is strongly preferred. However, a long and distinguished record of professional experience in communications paired with the demonstrated ability to support faculty, staff and student advancement in a university context may be considered.

How to apply

Applications, nominations and inquiries may be directed in confidence to the co-chairs of the search committee, Dr. Gabie Smith, dean of Elon College, the College of Arts & Sciences, and Dr. Naemah Clark, professor of cinema and television arts and Danieleley Distinguished Professor, at commdeansearch2023@elon.edu. Electronic submissions are required and should include a letter of interest and current curriculum vitae. For best consideration, please send materials by March 15, 2023. *Elon University is an equal employment opportunity employer committed to a diverse faculty, staff and student body and welcomes all applicants.*

About the School of Communications

Elon's nationally accredited School of Communications is home to about 1,400 students, representing approximately 20 percent of the university's student body. The school encompasses a four-building communications commons on Elon's historic and beautiful campus.



More than 75 faculty and staff support undergraduate majors in journalism, strategic communications, cinema & television arts, communication design, media analytics and sport management. Students in the school learn from a challenging curriculum and immerse themselves in professional settings – all under the mentorship of teacher-scholars who have years of experience in news, interactive media, television, public relations, advertising, web design, screenwriting, film production, photojournalism and sport management. In addition, the school includes a full-time master of arts program in interactive media, and staffs the Elon in Los Angeles program that involves students in internships and classroom instruction in both summer and full-time semester StudyUSA programs.



Elon is one of 18 private colleges and universities in the nation with an accredited communications school. The school's undergraduate and graduate programs were judged in compliance on all standards by a 2017 reaccreditation site team representing the Accrediting Council on Education in Journalism and Mass Communications (ACEJMC). In 2023 the school's sport management program was granted full accreditation by the Commission on Sport Management Accreditation, becoming one of 35 COSMA-accredited programs in the nation.



The school houses the "Sunshine Center" of the North Carolina Open Government Coalition, which unites organizations around issues of open government, records and meetings. The school also houses the NC Local News Workshop, which supports local news quality and access in North Carolina through convening, connecting and capacity building, and operates the Scripps Howard Emerging Journalists Program for aspiring high school journalists.

The Communications Internship Office and the Student Professional Development Center counselors work together with students to identify internship and job opportunities, create personal development plans, resumes and strong networking skills with robust support of an Elon Network of employers, alumni and parents.



Student work and success

The School of Communications offers a wide range of opportunities for students to put their learning into practice. These include highly active student journalism organizations, under the umbrella of the Elon News Network, which includes the Pendulum newspaper, the Elon Local News television newscast, and affiliated web and social media news sites. Elon Student Television (ESTV) showcases student-produced entertainment broadcasts, WSOE-FM radio includes broadcast and online transmissions and Phi Psi Cli is the student yearbook. Live Oak Communications is an award-winning student-run communications agency, elondocs supports student

documentary work, Cinelon produces cinematic work, FreshTV prepares first-year students for work in cinema and broadcast production, and Elon SportsVision is a live event production partnership between the school and Elon's NCAA Division I athletics program.

The school was named the Outstanding Education Program in 2019 by PRWeek, was recognized as #6 in the nation in the 2022 rankings of the Broadcast Education Association's Festival of Media Arts, and received a grant from the Scripps Howard Foundation to launch the Emerging Journalists Program, providing hands-on experience for high school students who aspire to careers in journalism and communications. For two consecutive years PRNEWS has named Elon an "A-List" institution for preparing future public relations and marketing professionals. Additionally, Elon students won their division in the 2022 Society for American Baseball Research (SABR) case competition, analyzing and presenting ways to increase the action in a baseball game.



School of Communications alumni are recipients of multiple Emmys and Pulitzer Prizes, an Oscar, Sundance and Cannes Film Festival awards and numerous other awards and achievements. Within nine months of graduation, 88% of the school's graduates are employed, with 96% saying their work related to their career goals (Class of 2021 post-graduation survey).

Facilities

In 2017 the School of Communications expanded into a four-building complex surrounding the historic Under the Oaks campus quad. The Dwight C. Schar Hall and Steers Pavilion joined the fully renovated McEwen and Long buildings to form a communications commons. Schar and McEwen are connected by the Snow Family Grand Atrium, which opens onto Citrone Plaza, a streetscape in downtown Elon. The facilities include 21 classrooms and labs, two HD television studios with all-LED lighting and matching HD-SDI control rooms, 25 video edit suites, the 220-seat Turner Theatre and a 70-seat screening room for cinema productions and numerous student engagement spaces to promote collaboration, the student internship and career center, and dedicated spaces for student media.



Elon Eleven

The Elon Eleven states the values and competencies that we want all communications students to achieve. As a requirement of national accreditation, we seek to ensure that the curriculum provides balance and depth among these values and competencies. The School of Communications values...

1. Truth, accuracy and fairness
2. Freedom of expression
3. Ethical ways of reasoning
4. History and roles of media, communication and sport in society
5. Domestic and global diversity
- ... and emphasizes these competencies
6. Write and speak clearly and effectively
7. Employ the tools of today's technology
8. Use theory in producing meaningful content
9. Engage in research and analysis
10. Apply numerical concepts
11. Demonstrate creative and critical thinking





7,123

Total enrollment
(6,337 undergraduate, 786 graduate)

455

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

12:1

Student/faculty ratio; average
class size is 20

70+

Undergraduate majors

78%

Four-year graduation rate

88%

First-year retention rate

17,552

2022 Admissions applications

1255/27

Average SAT and ACT scores
for new students

60%/40%

Female/male student ratio

18%

Undergraduate ethnic diversity

656

Acres of campus

\$318 million

Endowment value
as of May 31, 2022

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 top-100 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

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 four **presidents**: Earl Danieleley (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.



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. 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 its own semester programs in London, Florence and Dunedin, New Zealand. Elon also has an extensive Study USA program, with opportunities available in New York City, Los Angeles, Washington, D.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



Participation in the Elon Experiences

80% Study abroad*

87% Internships

81% Service

59% Leadership

23% Undergraduate
research

*2019-20

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.

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 about 2,900 undergraduate students, with the largest number of majors in psychology, political science, biology, exercise science, computer science and public health studies. 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.

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. 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, 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.

More than a decade ago, Elon made major investments 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 created a model of excellence, earning a "Great Career Services" ranking from Princeton Review. Nine months after graduation, 95 percent of the Class of 2021 were employed, in graduate school, completing a fellowship or providing service. Many Elon academic programs require or strongly encourage internships, and those placements are coordinated and overseen by the SPDC.

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 2021 participated in a mentored undergraduate research project.

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 positioned 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.

Top Majors by Enrollment

- Finance
- Psychology
- Strategic Communications
- Marketing
- Biology
- Business Analytics
- Communication Design
- Exercise Science
- Cinema & Television Arts
- Political Science
- Sport Management
- Elementary Education



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.

An extraordinary environment for learning



The remarkable development of the Elon University campus over the past 25 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**, 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.

Creating Elon's 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.



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

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. 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. 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.

A **campus master plan** developed by the Ayers Saint Gross architectural and planning firm has guided significant construction over the past several years. 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. Future plans for the quad envision academic, residential and support facilities. Meantime, planning is proceeding for additional residence halls plus a comprehensive campus wellness center, bringing together recreation operations, health and counseling services and other student life and academic program offices.

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 28 years, the undergraduate population has doubled in size to 6,300 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.

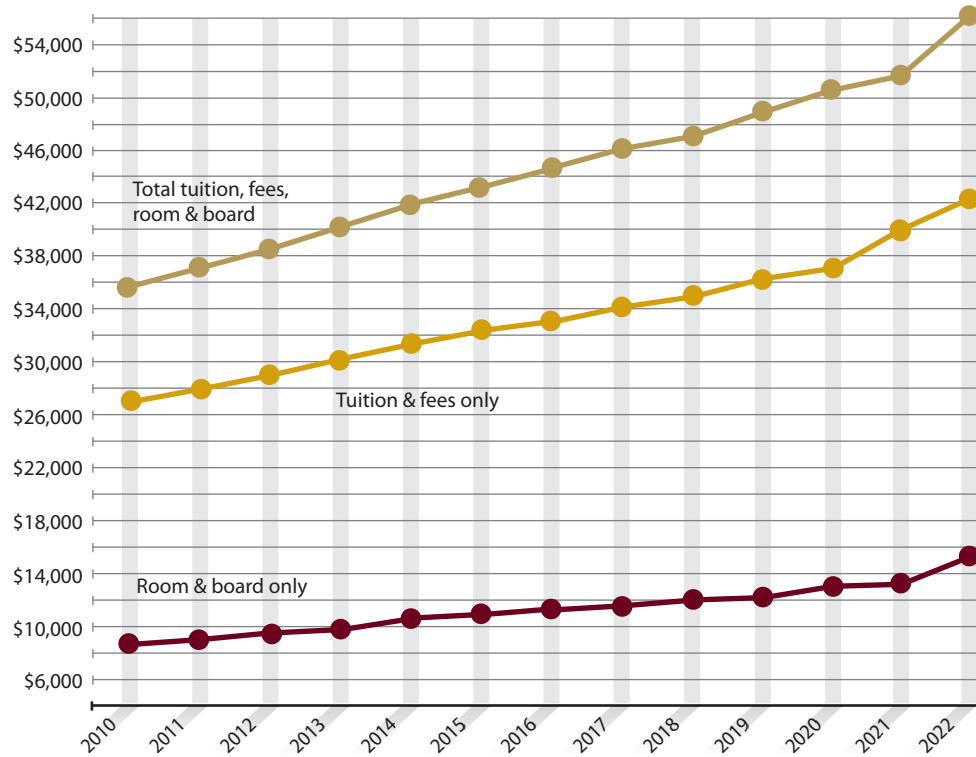
Elon takes a conservative financial approach, with both board-mandated and university-mandated reserves established within the budget. These reserves provide flexibility, allowing the university to take advantage of new opportunities and to maintain planned spending levels when there are unexpected economic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

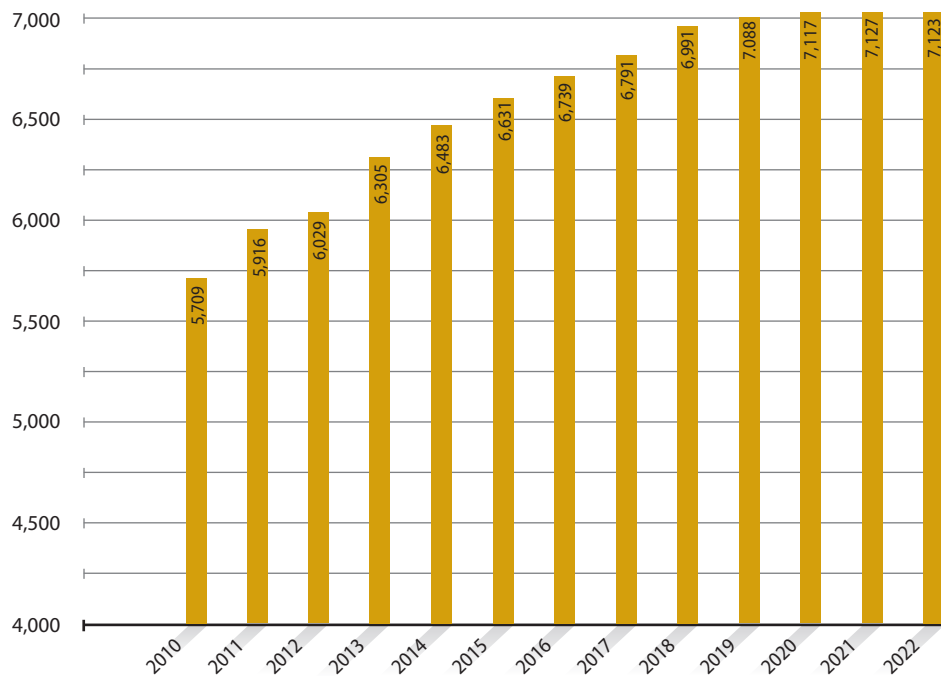
Elon receives about 17,500 applications for admission for a first-year undergraduate class size of approximately 1,700. For Fall 2022 the acceptance rate was about 74 percent, with a yield rate of about 13 percent. The average ACT score of first-year students was 27 and the SAT average was about 1256.

Tuition, Fees, Room and Board

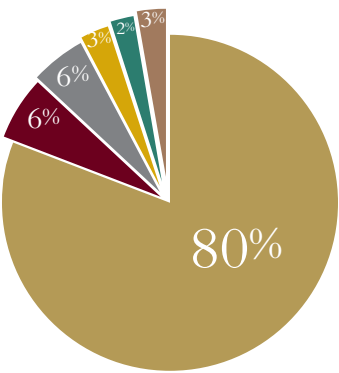


Total Student Enrollment

(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 six merit-based **Fellows** programs, nine **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.

Elon Undergraduates

Top states of origin*

25% North Carolina	6% Virginia
9% Massachusetts	6% Maryland
9% New Jersey	6% Pennsylvania
8% New York	5% Connecticut

* Total of 49 states and 50 other countries

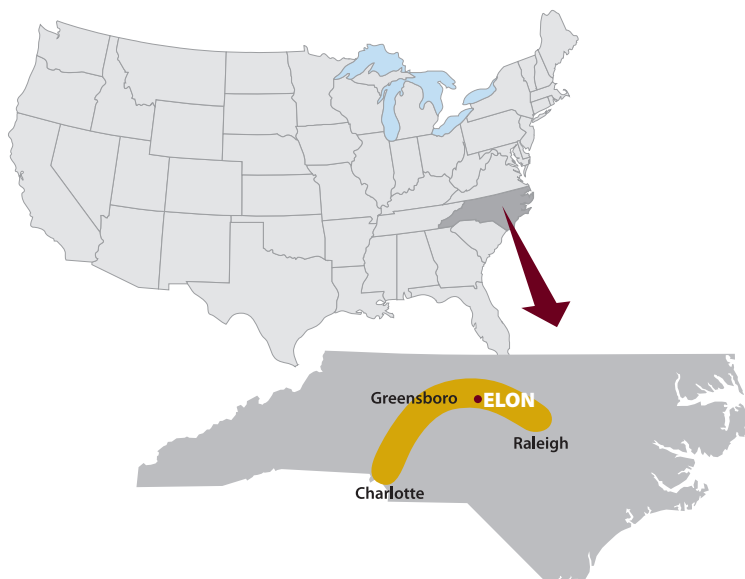


Governance

Elon's 43-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 **VinFast** electric vehicle manufacturing plant. **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

Elon is ranked #89 among National Universities and leads all institutions in the 8 categories of "Programs to Look For" that "promote student success."

#1 Undergraduate Teaching

#1 Learning Communities

#2 First-Year Experiences

#3 Study Abroad

#3 Service Learning

#5 Senior Capstone

#6 Most Innovative National Universities

#7 Undergraduate Research

Institute of International Education

#1 Doctoral university for percent of students studying abroad (2019-20)

Wall Street Journal/Times Higher Education

#14 Student Engagement

Princeton Review 2023

#4 Best-Run Colleges

#6 Best College Theater

#8 Most Beautiful Campus

#9 Best Career Services

U.S. Department of State

TOP Producer of Fulbright Student Scholars in 2021

Poets & Quants (formerly *Bloomberg Businessweek*)

#35 Undergraduate Business School

College Factual

Top 5% College in the Nation

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

