

The legacy of the
— ELON COMMITMENT —
STRATEGIC PLAN



A university *transformed*

TEN YEARS. An investment of more than \$800 million; more than 40 new academic majors, programs and centers; a 25 percent increase in enrollment and 63 percent increase in facility space; and contributions to Elon of more than \$220 million. These are a few simple ways to measure the impact of the Elon Commitment Strategic Plan. But these numbers do not adequately explain the most transformative decade in the university's history. The progress achieved through this strategic plan has been breathtaking, preparing Elon to fully assume a position of national leadership.



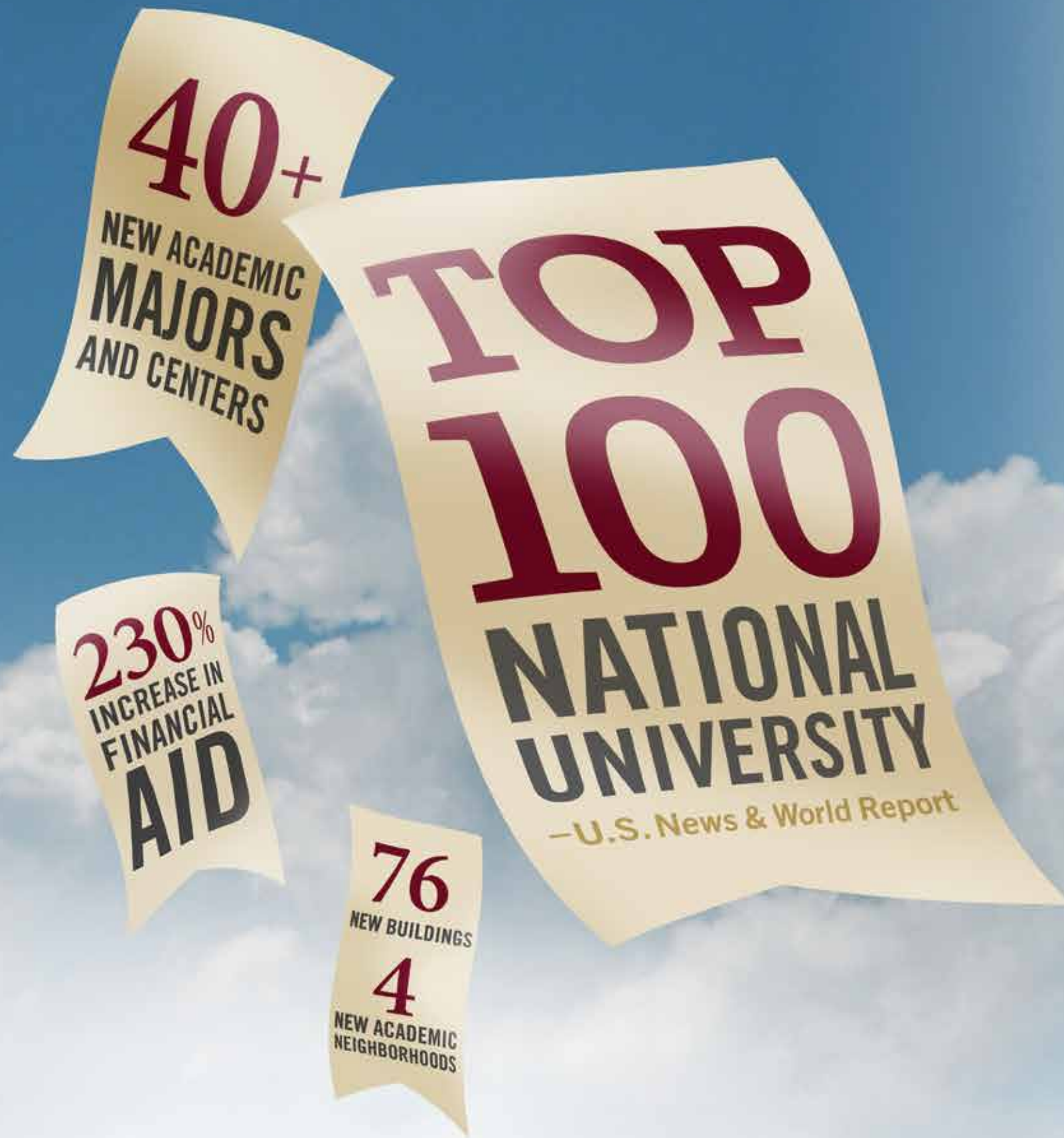
"Elon was an excellent university when we began the Elon Commitment. But through the hard work of thousands of members of the Elon family, we have achieved a level of quality that surpasses what we dared to dream back in 2009."

— Ed Doherty P'07, chair, Elon University Board of Trustees



"The Elon Commitment was perfectly named, because it challenged us to be relentless in our efforts to promote student success. Every member of our extended community should take pride in what we have accomplished together."

— Connie Ledoux Book, president, Elon University



The road to “National University”

When the board of trustees launched the Elon Commitment in December 2009, *U.S. News & World Report* ranked Elon #2 among Regional Universities in the South. There was considerable pride in that position, because Elon had been ranked #16 in the South when the previous strategic plan, *NewCentury@Elon* concluded in 1999.

But what would it take for Elon to make the jump from the regional category to be considered a National University? That question was answered in 2019, when Elon debuted among the top 100 most prestigious National Universities ranked by *U.S. News*. The meticulous planning and disciplined execution of the Elon Commitment has caught the attention of higher education leaders across the nation.

The engine behind this institutional transformation has been a remarkable community spirit. The people of Elon reach ever higher, always looking for ways to better fulfill the university’s mission. Faculty and staff have dedicated their professional lives to teaching and mentoring students. And parents, alumni and friends of the university have invested generously to provide resources for Elon’s growth in size and quality.

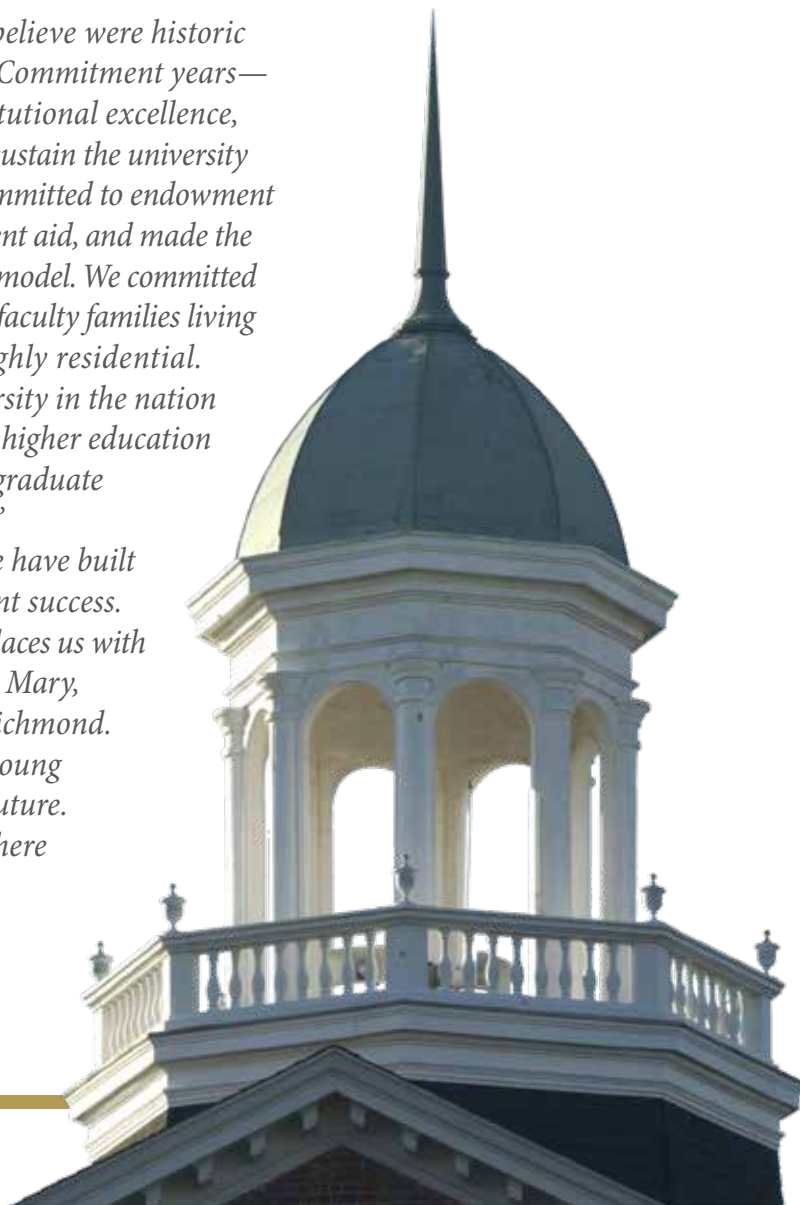


“Elon committed to what I believe were historic ‘long plays’ during the Elon Commitment years— ideas that would foster institutional excellence, national distinctiveness and sustain the university for future generations. We committed to endowment building, principally for student aid, and made the Odyssey Program a national model. We committed to having more students and faculty families living

on campus because the best universities are highly residential. We succeeded in becoming the preeminent university in the nation for engaged and experiential learning. When the higher education community asks ‘what does innovation in undergraduate education look like?’ the response is ‘look at Elon.’

Not only has student diversity doubled, but we have built a programmatic infrastructure to support student success. Competition in the Colonial Athletic Association places us with academic peers such as the College of William & Mary, Northeastern University and the University of Richmond. We have created outstanding programming for young alumni who are the very embodiment of Elon’s future. Above all, we invested in making Elon a place where life-transforming relationships between students and mentors matter most of all.”

—President Emeritus Leo M. Lambert



RANKINGS AND RECOGNITION

Throughout the past decade, Elon has risen steadily in college rankings and earned an unprecedented position of national recognition. Reflected throughout the rankings are Elon’s focus on students and close, mentoring relationships.

Elon is the only college in the nation recognized in all eight categories of academic programs that promote student success.

- #1 Study Abroad
- #1 Learning Communities
- #2 First-Year Experiences
- #2 Service Learning
- #4 Undergraduate Research/ Creative Projects
- #4 Internships/Co-ops
- #5 Senior Capstone
- #10 Writing in the Disciplines

#2 UNDERGRADUATE TEACHING

#11 MOST INNOVATIVE UNIVERSITIES



The nation’s #1 “BEST-RUN COLLEGE”

- #1 Most beautiful campus
- #2 Study abroad program
- #6 Theater program
- #7 Career services
- #9 Best college dorms
- #17 Happiest students



#1 IN STUDY ABROAD FOR 15 STRAIGHT YEARS



#30 BEST-VALUE PRIVATE UNIVERSITY



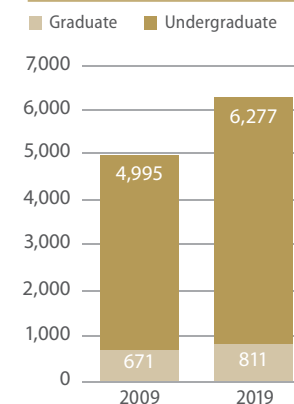
TOP 20 STUDENT ENGAGEMENT



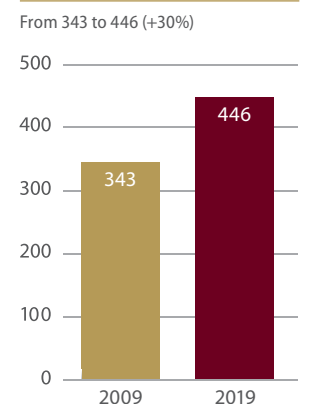
“As an alumna and trustee, I am so proud of this great university. Through every generation, the Elon community has shown a remarkable commitment to always be better — to make plans and achieve goals that seem to be beyond our reach.” — Kerri Anderson '79, trustee and board of trustees chair from 2016 to 2018

BY THE NUMBERS

Enrollment growth



Full-time faculty



THE ROAD TO “NATIONAL UNIVERSITY”



“The dark days at the beginning of the Great Recession were an odd time to start an ambitious program of investment and expansion of the programs and initiatives of Elon University. However, there were several fundamental things that would work in our favor. Some factors were financial and market-driven truths and some were the result of careful planning and disciplined approaches.

Even though the Great Recession was destructive to the economy, it resulted in the lowest interest rate environment in many decades. Elon utilized these interest rates to borrow funds for capital projects, like housing, at rates that provided tremendous savings. These savings helped us to keep tuition increases in check and maintain a position as one of the best-value institutions in the nation. Thus, Elon remained an in-demand ‘hot college’ and we took pains to make sure, financially, we could deliver on our value proposition by completing the initiatives in the Elon Commitment.”

—Gerald Whittington, senior vice president and former vice president for business, finance and technology



THE ROAD TO “NATIONAL UNIVERSITY”

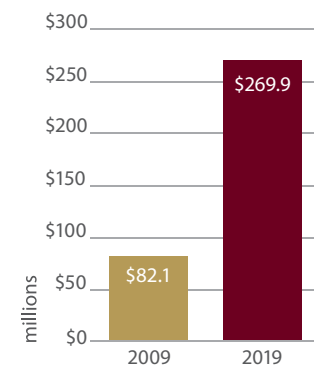
PHILANTHROPY

Elon has received generous gifts totaling \$221 million during the Elon Commitment. The \$107 million Ever Elon Campaign concluded in 2011 and the Elon LEADS Campaign was launched in 2019 with a goal of raising \$250 million by 2022.

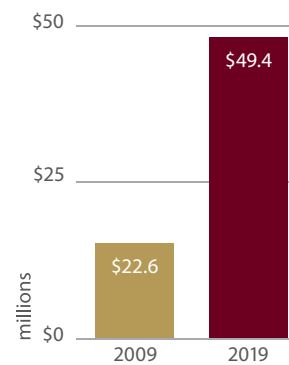
Annual giving participation

	2009	2019
Parents	29%	33%
Faculty/staff	34%	80%
Senior Class	18%	56%
Alumni	16%	26%

Endowment value

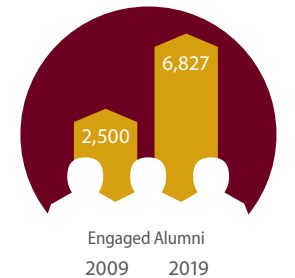


Total annual financial aid



ALUMNI ENGAGEMENT

The Elon Commitment focused on engaging alumni as partners, advocates, and investors in the university. The number of alumni chapters across the nation grew from 12 to 39 and alumni programming in those chapters more than tripled. Opportunities for alumni engagement in the life of the university were enhanced with the creation or expansion of new volunteer groups, including the Young Alumni Council, Jewish Life Advisory Council, Black Life Advisory Council and affinity groups for Elon’s Black Alumni Network, LGBTQIA and Latinx/Hispanic alumni. New annual alumni awards were established across many of these groups.



“Elon’s position in higher education has changed dramatically during the past decade. We expanded recruiting markets, drawing increasing numbers of students from the West Coast and metropolitan areas in Texas, Colorado, Illinois and other states.

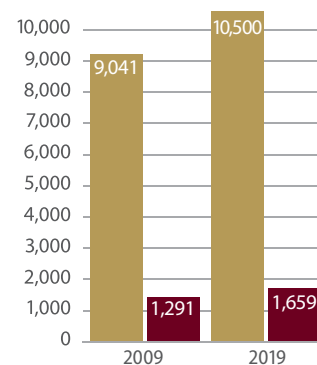
We also increased the focus on international student recruitment, meeting the Elon Commitment goal of tripling the number of students who come to Elon from other countries.

To keep Elon affordable to students from many backgrounds, we achieved the goal of doubling need-based scholarships. In fall 2019, we awarded a total of more than \$49 million in financial aid.”

—Greg Zaiser, vice president for enrollment

Admissions

- Undergraduate Applications (+16%)
- First-year class size (+28%)



ATHLETICS

Elon moved from the Southern Conference to the Colonial Athletic Association in 2014, joining a group of prestigious schools in the Northeast and Mid-Atlantic. During the Elon Commitment, student-athletes claimed 20 conference championships. Phoenix Club membership grew by 58 percent and generous donors provided funds to construct premier facilities to support athletics excellence.

New athletics facilities in the past decade

- Schar Center
- Alumni Field House and Hendrickson Football Center
- Hunt Softball Park
- Koury Field House expansion
- Tennis Pavilion
- Worsley Golf Training Center
- Rudd Field facilities expansion
- Alumni Gym/Robertson Court renovation



A more diverse and inclusive community

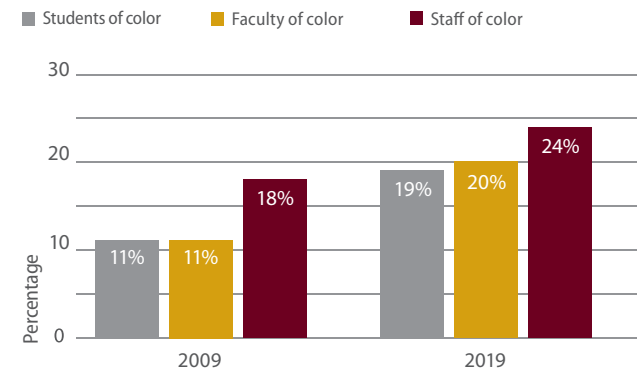
Theme One of the Elon Commitment declared an unprecedented commitment to diversity and global engagement. As a result, Elon is measurably better across many dimensions and is more inclusive and representative of our world. This impressive progress has created a strong foundation for the critical work ahead in the university's next strategic plan.



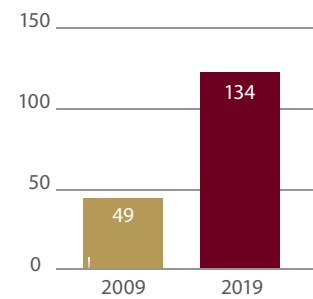
“The Elon Commitment facilitated difficult conversations that hadn't happened before. By making diversity and inclusion part of the strategic plan, Elon sent the message that everybody on campus had a role and responsibility in this effort. Everyone gains from having this as a priority.”

— Sylvia Muñoz, associate director for the Center for Race, Ethnicity and Diversity Education and director of El Centro de Español

Underrepresented racial diversity



Visa-holding international students



THE CENTER FOR ACCESS AND SUCCESS

was established in 2014 to help students from all backgrounds have access to and succeed in higher education. The Center includes three programs:

- The **Odyssey Program** is a highly selective merit-based program for talented students who are academically strong, civically engaged, action-oriented leaders in their communities, who will benefit from an Elon education and demonstrate financial need.
- The **Elon Academy** is a college access and success program for academically promising high school students in Alamance County with a financial need and/or no family history of college.
- The **“It Takes a Village” Project** is a literacy and tutoring program, pairing Elon students and community volunteers with hundreds of children in the Alamance-Burlington School System.



“It was important for Elon in its strategic plan to articulate not only the importance of diversity and inclusion, but the necessity of working to recruit a more diverse faculty, staff and student body. We have seen the efforts of those initial intentions taking shape in the past 10 years. This focus on diversity, equity and inclusion is essential to an empowering liberal arts education, which, at its core, requires the views and integration of multiple perspectives.” — Jean Rattigan-Rohr, vice president for access and success

A MORE DIVERSE AND INCLUSIVE COMMUNITY

The Center for Race, Ethnicity and Diversity Education was established in 2014 as the successor to Elon's Multicultural Center. The CREDE provides a vibrant home in Moseley Center and expanded support and programming for Elon's African American/Black, Latinx/Hispanic, Asian/Pacific Islander, Native American, Alaskan Native and multiracial communities.

The CREDE includes the DEEP Social Justice Education Program, El Centro de Español, the S.M.A.R.T. Mentoring Program, the Phillips-Perry Black Excellence Awards and many other initiatives.



Elon's first full-time black student, Glenda Phillips Hightower, and first black graduate, Eugene Perry '69, were honored for their pioneering efforts in 2016 when their portraits were placed on the second floor of Moseley Center.



Glenda Phillips Hightower was recognized again in 2019 when she was awarded an honorary doctorate at Spring Convocation by President Connie Ledoux Book.



The **Numen Lumen Pavilion** opened in 2013 as Elon's multifaith center and home of the Truitt Center for Religious and Spiritual Life. Four associate chaplains support Catholic, Jewish, Muslim and Protestant life, and interfaith dialogue meetings are held weekly. Sklut Hillel Center opened in 2012 and Jewish enrollment has doubled to 8 percent of the student body. New student organizations support Greek Orthodox Christians, Presbyterian and Methodist Christians, secular students, Buddhist students and Yoga as a spiritual practice, while interfaith student leaders work through the Multi-Faith Engagement Program.

Elon's active and growing **Gender & LGBTQIA Center** has helped Elon earn four straight years of recognition by Campus Pride as one of the nation's top-30 LGBTQ-friendly universities.



"Alumni are engaged at Elon more than ever before, thanks to the strategic vision laid out in the Elon Commitment. We are able to better connect with one another through tailored affinity networks and with university leaders through alumni boards and councils that provide an open channel for all our voices and concerns to be heard." — Jasmine Turner '15, member of Elon's Young Alumni Council



"Through the Elon Commitment, we greatly increased our capacity to cultivate a campus community of inclusive excellence through additional staff positions, faculty hires, community resource rooms, and diversity centers where people express their authenticity, build community and join together. Thanks to these connections, our campus embodies a powerful symbolic message: people of diverse intersectional identities across race, ethnicity, gender, sexual orientation, disabilities, nationalities and linguistic backgrounds truly belong at Elon."

— Matthew Antonio Bosch, dean of student inclusive excellence

A national leader in student success

As the nation's pioneer and leader in experiential learning, Elon has advanced the standards of excellence during the Elon Commitment. Study abroad and internship participation grew significantly, new undergraduate majors were joined by additional graduate programs and the university put a special emphasis on expanding and enhancing career services programs and demonstrating the powerful outcomes of an Elon education. With a new Elon Bound program for incoming students, an enhanced Core Curriculum and an institution-wide Writing Excellence Initiative, Elon's faculty demonstrated their unequalled commitment to student learning and success.



UNDERGRADUATE MAJORS CREATED DURING THE ELON COMMITMENT

- | | |
|--|---------------------------|
| Applied Mathematics | Communication Design |
| Arts Administration | Media Analytics |
| Astrophysics | Early Childhood Education |
| Dual Degree Engineering Options | Adventure Based Learning |
| Engineering (four-year degree) | Economic Consulting |
| Environmental/Ecological Science | Entrepreneurship |
| Environmental & Sustainability Studies | Finance |
| Professional Writing and Rhetoric | International Business |
| Public Health Studies | Management |
| Statistics | Marketing |



GRADUATE EDUCATION

Elon University School of Law achieved full accreditation from the American Bar Association in 2011, and in 2015 the school adopted a groundbreaking 2.5-year, highly experiential curriculum that modeled a new approach to legal education. Applications to the law school doubled in the past four years, and Elon Law reached a new enrollment record in fall 2019.

New graduate programs created during the Elon Commitment:

- Master of Arts in Interactive Media
- Master of Science in Physician Assistant Studies
- Master of Science in Management
- Master of Science in Accounting
- Master of Arts in Higher Education



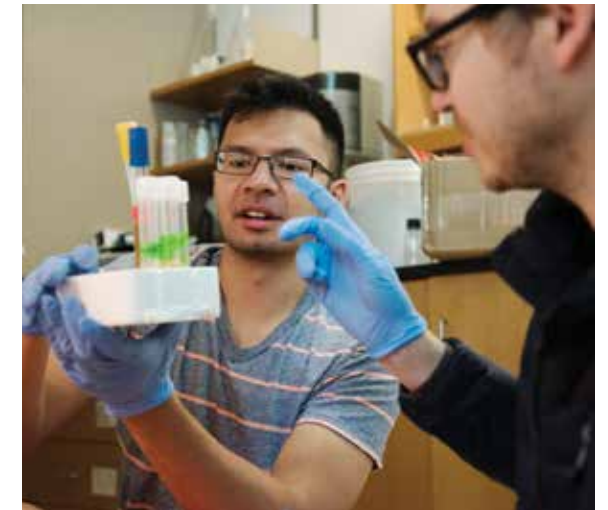
"The Elon Commitment led to the creation of exceptional undergraduate and graduate programs. It is a powerful expression of our ongoing pledge to pursue academic and inclusive excellence."

— Gabie Smith, dean of Elon College, the College of Arts and Sciences



"Elon University is like no other institution in higher education. The Elon Commitment affirmed Elon as the preeminent community for engaged and experiential learning. Elon's commitment to relationships — in which each student has a teacher, faculty or staff member who cares about them as a person, who encourages them to pursue their goals and dreams, and who gets them excited about learning — is the true disruptive innovation in education. We are proud that the Elon educational experience transforms students to be informed, responsible global citizens, awakens a joy and passion for learning, and prepares students to deal with messy, unstructured problems and, yes, to be able to handle failure. This is the essence of an Elon education, and we believe our graduates will change the world."

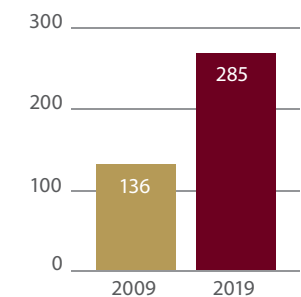
— Steven House, executive vice president



UNDERGRADUATE RESEARCH

After a decade of progress, Elon is ranked #4 in the nation by *U.S. News & World Report* for undergraduate research and creative projects that engage students in work with faculty mentors on challenging work in a wide range of fields.

Spring Undergraduate Research Forum (SURF) and Summer Undergraduate Research Experience (SURE) projects



ELON'S CENTER FOR ENGAGED LEARNING

was launched in fall 2012 to bring together preeminent scholars from around the world to share information and research best practices in undergraduate teaching and learning. CEL has facilitated research by more than 200 faculty in 12 countries, hosted multiple conferences and produced extensive scholarly publications and books, establishing Elon faculty as leading authorities in the field of engaged learning.

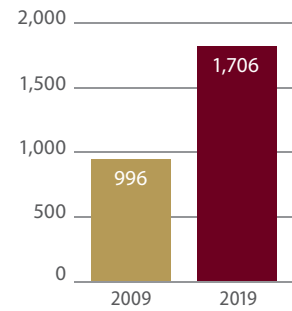
GLOBAL ENGAGEMENT

For 15 straight years, Elon has earned #1 rankings for study abroad from the Institute of International Education, the leading source of information on trends and destinations in global education. Seventy-eight percent of Elon graduates have at least one study abroad experience, and annually more than 1,400 students spend a semester or Winter Term studying in more than 110 programs in more than 50 countries. Semester-long programs expanded significantly in the past decade with new programs led by Elon faculty in Florence, Shanghai, Dublin and Dunedin, New Zealand. Study USA launched in 2012 with semester and summer programs, including internships in Los Angeles, San Francisco, New York and Washington, D.C.

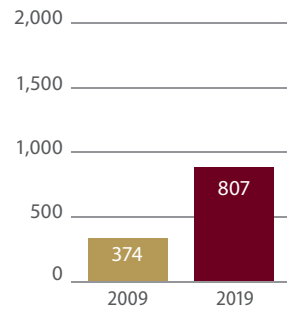
With an Elon Commitment goal of achieving 100 percent access to a global engagement experience, Elon has expanded scholarships for students who cannot afford the additional cost of international study. In addition, innovative programs allow student-athletes to study and compete abroad as a team, performing arts students are encouraged to study in European programs in Florence and London, and engineering students can enroll in university programs in Australia, Egypt and France.



Study abroad participation



Semester study abroad



“The Elon Commitment empowered the Global Education Center to promote global engagement like never before. In 10 years, Elon has more than doubled the number of students studying away, in part through expanding Study USA opportunities and collaborating across campus to engage student-athletes and historically underrepresented groups.”

— Woody Pelton, dean of global education



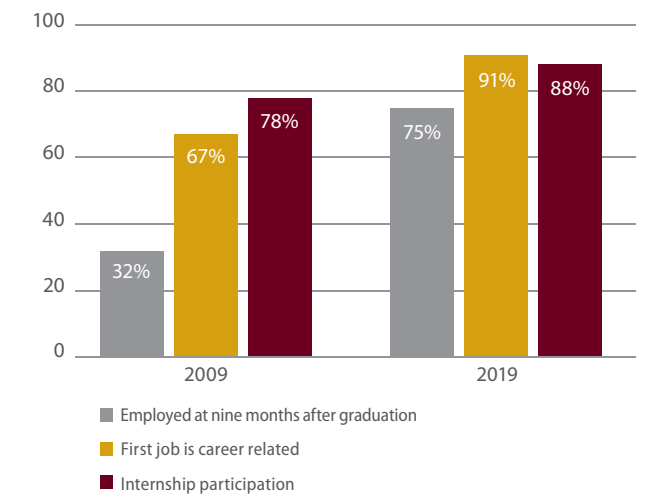
“It is remarkable to see the progress Elon has made since the Student Professional Development Center was established. For example, in 2012, 288 organizations hired Elon graduates, with Teach for America being the largest employer. By 2019, we had 629 organizations hiring our graduates, with global companies PwC and EY as the largest employers of Elon graduates. In fact, we see an annual change in recruiting trends, with more nationally known organizations hiring Elon graduates.”

— Tom Brinkley, executive director of the Student Professional Development Center

OUTCOMES OF AN ELON EDUCATION

Elon’s Student Professional Development Center was established in 2012, expanding staff and services and locating Elon’s career programs at the heart of campus in Moseley Center. Students engage with the SPDC, gaining career skills during their first year and continuing to receive support as alumni.

Outcomes



The nation's finest environment for learning and living

When historians write the story of the 2010s, the growth of Elon's campus will certainly be a major focus. More than 75 buildings were built, acquired or expanded, and the total square footage of campus facilities grew by 63 percent. Students who live on campus are better positioned to thrive both academically and socially, so Elon built four new residential neighborhoods and two dining halls during the decade, adding more than 1,100 beds and increasing the percentage of undergraduates living on campus from 58 percent to 64 percent.

Across campus, new academic facilities were designed to support faculty-student interaction and experiential learning. Flexible classrooms, studios and labs, maker spaces and small-group study spaces make up a dynamic learning environment, set on the nation's most beautiful college campus.



"Facilities like Sankey Hall allow us to bring together students and faculty from all across campus to collaborate with industry partners to imagine new innovative solutions to enterprise challenges. These spaces are true game changers."

— Haya Aijan, Gordon Professor in Entrepreneurship and director of the Center for Organizational Analytics



Richard W. Sankey Hall

RESIDENTIAL CAMPUS DEVELOPMENT

- Colonnades Neighborhood
- The Station at Mill Point
- Global Neighborhood and Global Commons **2**
- East Neighborhood
- Park Place at Elon
- Clohan Dining Hall
- Lakeside Dining Hall and meeting rooms
- McEwen Dining Hall expansion
- Phoenix Activities & Recreation Center
- South Campus Gym
- LaRose Student Commons

ACADEMIC AND SUPPORT FACILITIES

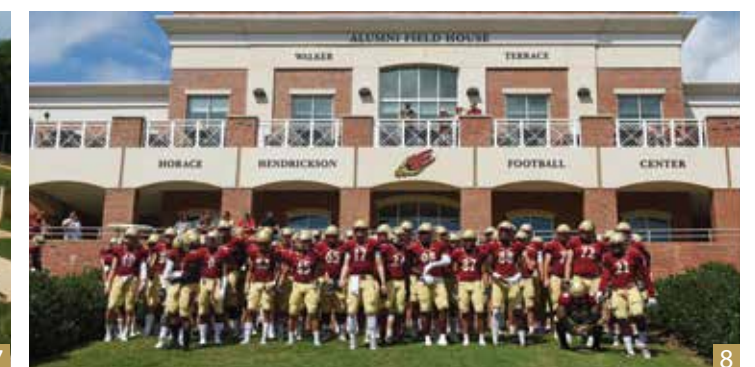
- Martha S. and Carl H. Lindner III Hall **3**
- Gerald L. Francis Center
- Psychology and Human Service Studies building
- Numen Lumen Pavilion **4**
- Sklut Hillel Center
- Dwight C. Schar Hall, Steers Pavilion, Snow Family Grand Atrium **5**
- Koenigsberger Learning Center **6**
- Richard W. Sankey Hall
- Music Production and Recording Arts Studios
- Scott Studios
- Inman Admissions Welcome Center **1**
- R.N. Ellington Center for Health and Wellness
- Martin Alumni Center
- The Inn at Elon
- Elon Town Center
- Loy Farm
- Elon University Forest

ATHLETICS FACILITIES

- Schar Center **7**
- Alumni Field House and Hendrickson Football Center **8**
- Hunt Softball Park
- Tennis Pavilion
- Worsley Golf Training Center
- Rudd Field facilities



"Over the past decade, living and learning at Elon has been transformed with the addition of residentially linked courses, the creation of new living-learning communities and an increase in the number of faculty living on campus. These experiences create a campus culture that more deeply engages students of all class years around intellectual and personal development and advances Elon's strong sense of belonging and community." — Jon Dooley, vice president for student life

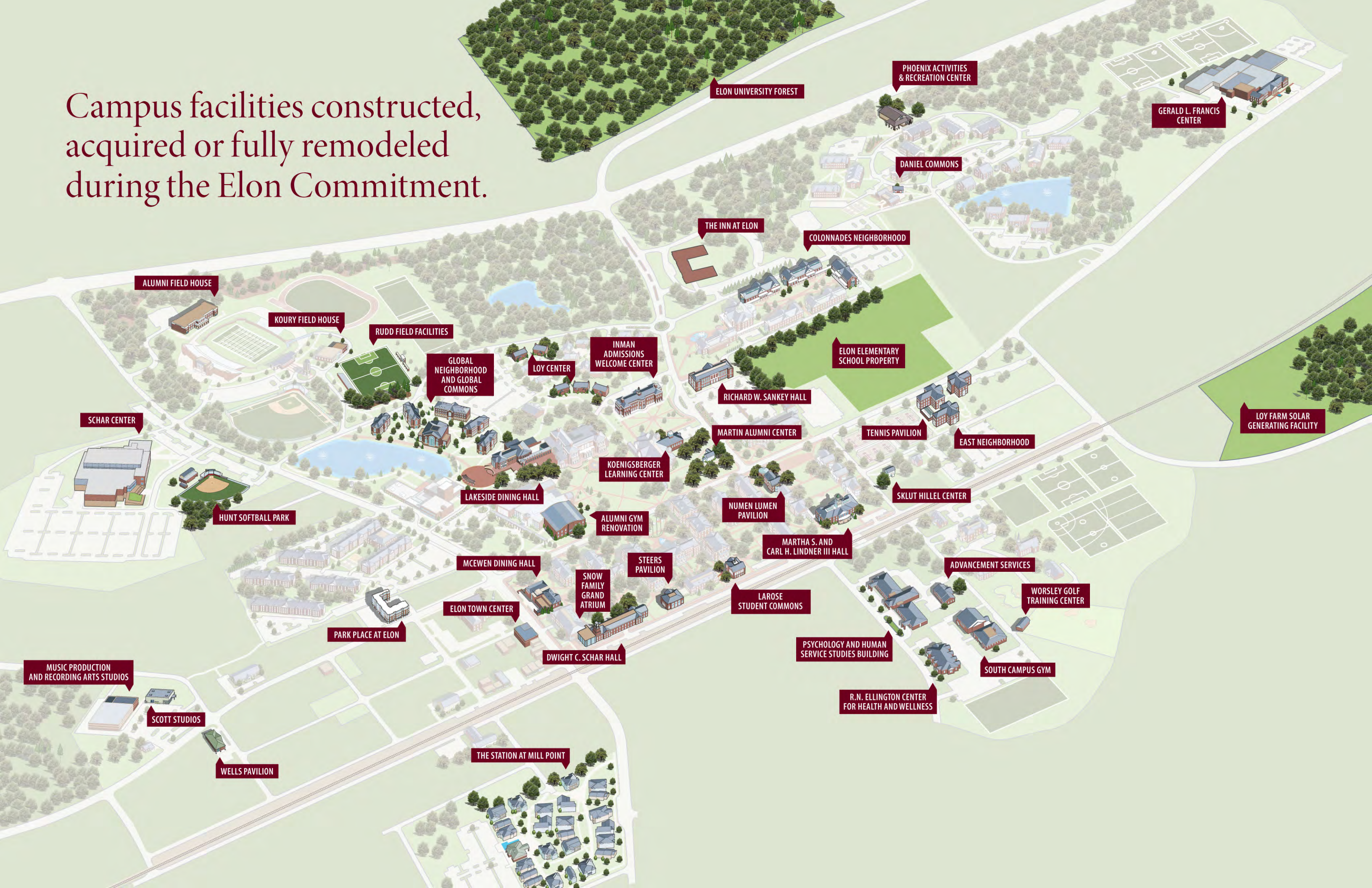


"The Gerald L. Francis Center was masterfully designed with a true emphasis on engaged and collaborative learning. Well-appointed classrooms and laboratory spaces support education for graduate students as well as continuing education courses for health care providers." — Becky Neiduski, dean of Elon's School of Health Sciences



"Seeing the expansion of the School of Communications during my time at Elon has been amazing. Getting to work in studios with professional equipment has not only prepared me for life after college but has also given me an edge over my peers at other universities." — Grace Morris '20, broadcast journalism major and news director at Elon News Network

Campus facilities constructed, acquired or fully remodeled during the Elon Commitment.



MUSIC PRODUCTION AND RECORDING ARTS STUDIOS

SCOTT STUDIOS

WELLS PAVILION

PARK PLACE AT ELON

THE STATION AT MILL POINT

DWIGHT C. SCHAR HALL

ELON TOWN CENTER

SNOW FAMILY GRAND ATRIUM

STEERS PAVILION

ALUMNI GYM RENOVATION

MCEWEN DINING HALL

LAROSE STUDENT COMMONS

MARTHA S. AND CARL H. LINDNER III HALL

NUMEN LUMEN PAVILION

KOENIGSBERGER LEARNING CENTER

LAKESIDE DINING HALL

SKLUT HILLEL CENTER

EAST NEIGHBORHOOD

TENNIS PAVILION

MARTIN ALUMNI CENTER

RICHARD W. SANKEY HALL

INMAN ADMISSIONS WELCOME CENTER

GLOBAL NEIGHBORHOOD AND GLOBAL COMMONS

RUDD FIELD FACILITIES

KOURY FIELD HOUSE

ALUMNI FIELD HOUSE

THE INN AT ELON

COLONNADES NEIGHBORHOOD

DANIEL COMMONS

PHOENIX ACTIVITIES & RECREATION CENTER

GERALD L. FRANCIS CENTER

LOY FARM SOLAR GENERATING FACILITY

ELON ELEMENTARY SCHOOL PROPERTY



ELON
UNIVERSITY