Elon, North Carolina

Provost
and Vice President for Academic Affairs

POSITION SPECIFICATION

2008

Prepared by:
Lucy A. Leske

WITT / KIEFFER
THE OPPORTUNITY

Elon University seeks nominations for and expressions of interest in the position of Provost and Vice President for Academic Affairs.

Elon University has built a national reputation for engaged learning. *Newsweek* magazine recently named Elon the nation’s hottest college for engaged learning and *U.S. News & World Report* ranks Elon #2 among 119 Southern master’s-level universities. Elon is the nation’s top-ranked university in the percentage of students who study abroad and was named one of the nation’s top three universities for service in the inaugural President’s Higher Education Community Service Honor Roll. Approximately 5,000 undergraduates and 600 graduate students work closely with more than 300 full-time faculty. Students come from 46 states, the District of Columbia, and 45 other nations; about 32 percent are from North Carolina. The academic program is distinguished by a strong foundation in Elon College, the College of Arts and Sciences, combined with outstanding professional programs in the School of Communications, School of Education, School of Business, and School of Law.

Elon was founded in 1889 and has a historical affiliation with the United Church of Christ. The university is situated midway between North Carolina’s Triad and the Research Triangle. The 575-acre campus is designated as a botanical garden and has been cited as one of the nation’s most beautiful.

Elon University has experienced remarkable growth and success over the past decade, expanding enrollment, attracting strong faculty, building numerous new facilities, launching a law school, transitioning to NCAA Division I athletics, and gaining wide recognition for its strong strategic planning and innovative leadership. To continue this momentum, the university is completing the leadership phase of a campaign that focuses on building endowment. The public phase of the campaign will be launched in October 2008 with an anticipated goal of $100 million.
The successful transformation of Elon University from an institution that nearly closed its doors in the 1940s to the thriving multi-faceted university it is today would not have been possible without countless individuals from faculty to trustees to its legacy of visionary presidential leaders. Dr. Leo M. Lambert became Elon’s eighth president in January 1999 and has helped the university establish a reputation for academic excellence and a strong financial and enrollment position. During his tenure, the university has completed two strategic plans; constructed Rhodes Stadium and the Koury Business Center, expanded residential and dining facilities, opened Belk Library, and is currently building the last structure in the Academic Village, which will serve as the center for Elon College, the College of Arts and Sciences.

Today, Elon seeks to secure recognition among the nation’s best selective, private universities. Substantial progress has been achieved toward realizing this goal. The academic climate of the campus has been enhanced by several endowed programs including the Kenan Honors Fellowships, the Baird Pulitzer Prize Lectures, and the Isabella Cannon Distinguished Visiting Professorship in Leadership.

Since 2000, the university has more than doubled expenditures for library acquisitions, increased faculty sabbatical opportunities, and improved Elon’s position in NCAA Division I athletics by joining the Southern Conference. Elon’s renowned program of experiential learning has been strengthened through the university’s participation in Campus Compact and Project Pericles®, which encourage students to become civically engaged in their communities. The School of Business attained AACSB International accreditation, the School of Communications achieved accreditation by ACEJMC, and the School of Law opened in Greensboro in 2006 and has since achieved provisional ABA accreditation. Elon’s strong programs in arts and sciences are the foundation for Elon’s current candidacy to shelter a chapter of Phi Beta Kappa.

Having successfully completed two strategic plans that significantly moved the university forward, the university is about to embark on a new planning process in 2009 that will be equally if not more ambitious.
THE ROLE OF THE PROVOST

The Provost reports to the President and serves as a member of his senior leadership team. Also reporting directly to the President are the Executive Vice President; the Vice President for Business, Finance and Technology; and the Vice President for University Advancement.

The Provost manages internal administrative operations of the university and acts in the absence of the President. The Provost provides leadership and direction for the academic planning process, the annual priorities for action and the budget, and oversees the following areas:

- Academic affairs
  - Elon College, the College of Arts and Sciences
  - Martha and Spencer Love School of Business
  - School of Education
  - School of Communications
  - School of Law
- Student life
- Institutional research
- Sponsored programs
- Cultural affairs
- International programs
- Library
- Registrar
- Academic advising
- Career services
- Center for the Advancement of Teaching and Learning
As Vice President for Academic Affairs, the responsibilities include the following:

- Providing intellectual and administrative leadership of the faculty and academic support staff
- Overseeing the development of the academic program and the assessment of student academic performance
- Recruiting, orienting, developing, and evaluating the faculty
- Developing and administering the curriculum
- Supervising the academic support programs
- Developing and recommending the academic budget
- Chairing the University Budget Committee

The Provost and Vice President for Academic Affairs currently presides over the Provost’s Council (primarily academic deans) and the Academic Affairs Council (academic direct reports and selected program heads).

**OPPORTUNITIES AND EXPECTATIONS FOR LEADERSHIP**

**STRATEGIC PLANNING**

Elon University’s success can be attributed to a stable team of strong leaders working within a collaborative, entrepreneurial culture in which new ideas are welcomed and frequently realized. Change is a constant grounded in the university’s core commitments to excellence, student success through engaged learning, a teacher-scholar model, wise use of resources and rigorous, flexible planning. Following the successful implementation of two consecutive ten-year strategic plans, the university has begun a new strategic planning process that will include significant academic themes. The university seeks a Provost who will serve as an architect for the academic vision that will continue to move the university toward national recognition for excellence. The Provost must be able to lead effectively within a caring, collegial, innovative organization and to set and hold high standards of achievement. The new Provost will be expected to help the university capitalize on its mission, strengths and culture while infusing energetic and creative leadership to the strategic planning and implementation process.
INTELLECTUAL CLIMATE AND ACADEMIC QUALITY

Elon has grown in the space of two decades from a small, largely undergraduate, regional college to a nationally recognized master’s comprehensive university. Its programs have diversified and expanded to embrace the connection between liberal arts and the professions, new interdisciplinary realms, international education and innovative graduate education. The institution has the opportunity to further deepen and strengthen academic quality.

Elon is committed to the primacy of teaching and supports a broad range of pedagogical strategies. An Academic Summit held in 2006 confirmed that students and faculty alike support Elon’s efforts to enhance learning through increased academic challenge. The Center for the Advancement of Teaching and Learning serves as a resource to promote greater understanding of the student learning process, to support the implementation of teaching innovations and best practices, and to foster the scholarship of teaching and learning.

Elon celebrates the academic accomplishments of its faculty, many of whom are prominent members of their disciplines. Similarly, Elon takes pride in exemplary scholarship by students. The university’s highly regarded undergraduate research program is evidence of that institutional commitment. These patterns of recognition and institutional support indicate growing interest in scholarship that is the result in part of the recruitment of over 45 percent of Elon’s faculty in the last five years, of the success and popularity of its undergraduate research program, and of criteria applied by external evaluators. Elon is experiencing a shift in scholarship’s role in the life of the university. In 2007, the president appointed a Task Force on Scholarship to examine the cultural, programmatic, financial, and structural readiness for higher expectations for scholarship. Its recommendations are now being implemented, including additional course releases, to promote further faculty scholarship.

The university seeks a Provost to serve as an intellectual leader on campus, to model an effective balance among teaching, scholarship, and service to the institution, and to help the campus discern the appropriate institutional balance given its history, mission, and goals. The Provost will be expected to work closely with other university leaders and faculty to create a vision that enhances academic quality, promotes scholarship, and supports Elon’s culture, mission, and values.
STUDENT ENGAGEMENT

As a national model of engaged and experiential learning, Elon exemplifies the concept of a student-centered university. Faculty and staff understand that learning takes place both in and outside the classroom, on and off the campus, and they have long supported students' direct involvement in learning. The percentage of Elon students who take part in co-curricular programs is twice that of the national average, and retention from freshman to sophomore year is above 90 percent. The Division of Student Life works in partnership with faculty and other staff of the university to provide a seamless learning experience that fulfills Elon’s "vision of an academic community that transforms mind, body, and spirit."

The university expects its new Provost to embrace the concepts of engaged and experiential learning and to facilitate the continued close collaboration between academic affairs and student life. The Office of Civic Engagement, launched in 2008, will provide new opportunities to expand the university’s commitment to providing leadership opportunities for students that enhance and support their academic success. Elon’s national recognition for engaged learning is borne out by the high rate at which students participate in service (91 percent) and service-learning (58 percent), and the breadth of its leadership development programs. The academic and co-curricular aspects of the student experience are well integrated at Elon, and student success is considered a collective responsibility. Students expect Elon faculty and leaders to be present and visible in their lives and to provide strong models for their leadership development.

GROWTH MANAGEMENT

Elon’s rapid growth in the past two decades has created both opportunities and challenges. What the community desires most is for Elon to retain its small college traditions of civility, warmth, and collegiality while making manifest the university it has become. Elon is characterized by centralized decision-making within a non-hierarchical culture. There is no faculty senate but, instead, a broadly representative academic council, made up of elected faculty members who serve as a liaison body between faculty and administration. In response to the institution’s growth, revised or new models of shared governance are currently being studied.
Although change is embedded in Elon’s ethos, it is a challenge to manage. The new Provost will join an institution where people are accustomed to a fast pace, swift analysis, and concrete action. The establishment of the new law school illustrates Elon’s ability to seize opportunity. Immediate issues on the horizon include reorganization of the program mix in the school of education, possible expansion of graduate programs, and solidification of interdisciplinary and international education. With a relatively young faculty and new leaders arriving for the law school, school of education, and other critical programs, the Provost will need to integrate newcomers into the current Elon culture and maintain a culture where innovation is encouraged.

**RESOURCE DEVELOPMENT**

Elon has achieved its extraordinary success by managing its resources strategically and striking a conservative balance between tuition revenue and tuition discount. While the university enjoys strong demand from prospective students, it is acutely aware that its dependence on tuition revenue and the low endowment per student ratio affects its ability to support student diversity and invest in new initiatives. The capital campaign seeks to address these issues by soliciting scholarship support and endowment gifts. The Provost will be expected to work closely with new leadership in advancement to develop strategies and plans for ensuring the campaign’s success. As the most critical budget officer on campus, the Provost plays an important role in tying resource allocation to the institution’s strategic priorities as well as identifying and seeking new ways to enhance Elon’s national profile and its ability to attract new students and philanthropic resources. Increasing diversity across the institution is a priority.
PREFERRED QUALITIES AND CHARACTERISTICS

The university seek a proven leader who has strong executive and management skills to direct Elon’s academic programs and who possesses the interpersonal skills to develop effective relationships with a broad range of constituents. A terminal degree is required. In addition, the Provost should demonstrate:

- Integrity
- Sound judgment, discernment and patience
- The ability to model the Elon ethic of civility, inclusion, and respect
- Commitment to academic excellence
- Commitment to Elon’s philosophy of engaged and experiential learning
- Commitment to the Elon teacher-scholar model
- An understanding of the integration of student and academic life
- Commitment to shared governance and collegial problem-solving
- Commitment to diversity, including the continued internationalization of the campus
- An understanding of the nature of a comprehensive university and its mix of liberal arts, professional schools, and graduate programs
- Experience in planning and program implementation
- Evidence of leadership across disciplines
- Ability to develop and implement a vision in concert with broad constituencies
- Ability to appoint leaders of quality
- Intellectual curiosity and a willingness to entertain ideas
- Energy and enthusiasm
- A scholarly record and teaching history sufficient to qualify for tenure with the rank of full professor
- Experience with resource allocation and fiscal management
- Ability to inspire faculty
- Evidence of support for new ideas and programmatic innovation
- Willingness to partner with the university advancement office
- A sense of humor
ELON UNIVERSITY: AN OVERVIEW

Mission Statement

Rooted in the historic tradition of the United Church of Christ, Elon University embraces its founders' vision of an academic community that transforms mind, body, and spirit and encourages freedom of thought and liberty of conscience.

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

a. We nurture a rich intellectual community characterized by active student engagement with a faculty dedicated to excellent teaching and scholarly accomplishment.

b. We provide a dynamic and challenging undergraduate curriculum grounded in the traditional liberal arts and sciences and complemented by distinctive professional and graduate programs.

c. We integrate learning across the disciplines and put knowledge into practice, thus preparing students to be global citizens and informed leaders motivated by concern for the common good.

d. We foster respect for human differences, passion for a life of learning, personal integrity, and an ethic of work and service.

Elon University is a dynamic private selective university known for excellent arts and sciences along with outstanding professional programs. Elon’s 310 full-time faculty teach in 50 undergraduate majors. The university offers five graduate degrees: an MBA in the School of Business, M.Ed. in the School of Education, doctorate of physical therapy in the School of Education, J.D. in the School of Law, and an M.A. in Interactive Media in the School of Communications starting in Summer 2009.

Elon operates on a 4-1-4 academic calendar that features a three-week term in January.

Elon’s core values have remained constant through decades of growth: close relationships between faculty and students, a culture that supports constant innovation, and a strong sense of community. Each Tuesday morning, students, faculty, and staff gather on Young Commons for refreshments and fellowship during “College Coffee.” Optional weekly chapel services in historic Whitley Auditorium provide an interfaith worship experience. Daily events, spontaneous gatherings, and sidewalk conversations are the hallmarks of this friendly and welcoming academic community.
SCHOOLS AND PROGRAMS

Elon has a strong General Studies program to ensure that all university students complete at least 58 credit hours in the liberal arts and sciences. The General Studies requirement consists of four core courses taken by all first-year students (College Writing, General Statistics, The Global Experience, Contemporary Wellness); eight course selections in the arts and sciences in the broad categories of Expression, Civilization, Society and Science/Analysis; a foreign language proficiency; an experiential learning requirement; and three upper-level courses outside the major including an interdisciplinary seminar.

Elon College, the College of Arts and Sciences, is home to 45 percent of Elon students who have declared a major. The college consists of 17 departments and majors including anthropology, art, art history, biology, biochemistry, chemistry, computer information systems, computer science, dance, English, environmental studies, French, history, human services, international studies, mathematics, music, music performance, music technology, music theatre, philosophy, physics, political science, psychology, public administration, religious studies, sociology, Spanish, theatre arts, and theatrical design and production. Most of these fields also offers minors, and additional minors are available in African/African-American studies, American studies, Asian studies, classical studies, creative writing, criminal justice, geography, German studies, Italian studies, jazz studies, Latin American studies, leadership studies, literature, multimedia authoring, non-violence studies, professional writing, statistics, and women’s/gender studies. Within the College of Arts and Sciences, the Elon University Poll attracts national attention, and the music theatre program is highly acclaimed. In 2009, a new anchor building for Elon College will be occupied upon completion of Lindner Hall in the Academic Village, which already includes pavilions for Honors, political science, international students, and philosophy/religion. Excellent facilities are also located in McMichael Science Center, Arts West, and elsewhere on campus.

The Martha and Spencer Love School of Business is home to 24 percent of Elon’s declared majors. The school offers bachelor’s degrees in accounting, business administration and economics, as well as MBA and Executive Education programs. Faculty in the business school have worked as accountants, economists, corporate leaders and entrepreneurs. The school is housed in the Ernest A. Koury Sr. Business Center, a three-story facility featuring high-tech resources such as the Reed Finance
Elon University  Provost and Vice President for Academic Affairs

Center that provides real-time data from global financial markets. Also located in the Koury Business Center is the new Doherty Center for Entrepreneurial Leadership, which prepares students for success through hands-on learning experiences. *BusinessWeek* magazine ranked Elon University the best school in North Carolina, and #12 in the nation, in its inaugural list of top part-time MBA programs.

The **School of Communications** is home to 18 percent of Elon’s declared majors. The school offers majors in journalism, strategic communications, media arts and entertainment (broadcast and cinema), and communication science. Graduates have won Emmys, Pulitzers and Oscars. The school’s home is the McEwen Communications Building, equipped with television studios, a professional video-editing complex, and five digital media labs. Faculty members are rich in professional experience, including a Pulitzer Prize winner, a CNN veteran, and top corporate communicators. The school is home to the Imagining the Internet Project (in partnership with the Pew Internet & American Life Project) and the Sunshine Center for Open Government in North Carolina.

The **School of Education** (currently undergoing reorganization) is home to 13 percent of Elon’s declared majors. The school focuses on the development of leaders in the professions of teaching, physical therapy, sports medicine, and leisure/sport management. The school has a student-oriented philosophy, with early and continuous field experiences to gain practical experience. The education school is the administrative unit for undergraduate programs in teacher education, exercise/sport science, and leisure/sport management. Graduate programs include a master’s degree in education (elementary education, special education, and gifted education) and a doctorate in physical therapy.

The **School of Law** was created in downtown Greensboro in 2006 through a community commitment to support a school of the highest quality and provide the finest facilities. The law school achieved provisional ABA accreditation in 2008. The school’s distinguished advisory board, led by former presidential adviser David Gergen, includes two former North Carolina governors, three former North Carolina Supreme Court chief justices, a former president of the American Bar...
Association, a former U.S. ambassador, and numerous other business and legal leaders. Elon Law is the home of the North Carolina Business Court, one of only a handful of law schools in the nation to house a working court. The school collaborates with the neighboring American Judicature Society’s Institute of Forensic Science & Public Policy, researching issues at the intersection of law and science. The school has more than 300 students enrolled in fall 2008 and is located in an 84,000-square-foot building with a multimillion-dollar library collection, wireless technology, courtroom, and specialized labs and classrooms.

The Provost is responsible for many programs under the Academic Affairs umbrella:

- **Academic Advising Center** – A staff of eight is responsible for coordinating the Elon 101 classes taken by all first-year students, providing disabilities services, organizing the peer tutoring program, offering assistance to undeclared students, and providing leadership and training for student advising across campus.
- **Belk Library** – Very popular with students, the library is organized around a Learning Commons model and is open 24 hours a day throughout the week. Its budget has more than tripled in the past ten years, and expansion of the facility’s storage capacity is an objective in the university’s current strategic plan.
- **Career Services** – Under the direction of a newly hired executive director, the Career Center is actively expanding its role on campus, strengthening its ties both internally with academic departments and externally with a vigorous pursuit of strong employer relationships.
- **Center for the Advancement of Teaching and Learning** – The center offers a rich and inviting environment for faculty experimentation, collaboration, and reflection. It sponsors numerous funding opportunities for faculty innovation, creative workshops, and an annual conference.
- **Cultural Programs** – The Dean of Cultural Programming coordinates a wide array of cultural and academic events throughout the year and is responsible for organizing traditional university ceremonies such as graduation and the convocation for honors.
- **El Centro de Español** – El Centro provides opportunities for Elon students, faculty and staff to learn conversational Spanish through immersion, interaction, and community service. Free classes at a variety of speaking levels are offered, and events to celebrate Hispanic culture are scheduled.
- **General Studies** – The Director of General Studies is the central figure in maintaining the visibility, energy, and assessment of the university’s exemplary core curriculum, which features strong commitment to interdisciplinary and global inquiry throughout the four years of undergraduate study.

- **Institutional Research** – This office is responsible for the timely collection, analysis, and dissemination of university-related information and statistics. The staff provides critical support for accreditation efforts and for effective assessment campus wide.

- **International Programs** – The Isabella Cannon Centre for International Programs, with its staff of ten, coordinates study abroad programs, supports international students at Elon, and provides broad leadership for the internationalization of the campus.

- **Registrar’s Office** – The office coordinates course schedules and locations, registers students in a user-friendly online environment, and documents grades and degrees. The Registrar takes the lead role in developing Elon’s innovative Winter Term theme, schedule, and programs.

- **Sponsored Programs** – The Director of Sponsored Programs promotes and facilitates research and scholarly activities for faculty and administrative staff by assisting in the identification and securing of external funding. The office encourages the inclusion of students in projects.

The **Division of Student Life** fosters student learning in the domains of intellectual, social, physical, emotional, and spiritual development. The Vice President for Student Life reports to the Provost. Student Life is best known nationally for its commitment and success in this partnership to integrate curricular and co-curricular learning. For each of the past six years, *U.S. News & World Report* named Elon among the top universities for excellence in service-learning, first-year experience, and residential learning-community programs. The Education Trust ranked Elon seventh in the nation for its 72 percent graduation rate for African-American students. The Policy Center on the First Year of College named Elon as one of 13 schools of institutional excellence for its first-year student experience program.
The Division of Student Life encompasses fifteen departments, each of which works in partnership with faculty and other staff of the university to provide a seamless learning experience. The Residential Life program serves almost 60 percent of undergraduates, and more than 200 student leaders participate in an integrated progressive responsibility model of leadership that helps prepare them for graduate assistantships and lives of leadership for the common good. The functional areas of the division are Residence Life, Service Learning, Multicultural Affairs, Leadership and Organization Development, Campus Recreation, Student Activities and Greek Life, Religious and Spiritual Life, and Student Development Programs. Elon’s programs have gained national recognition. In 2007, Elon was named one of the nation’s top three universities for community service, earning a Presidential Award in the first President’s Higher Education Community Service Honor Roll.

The Elon Experiences, a signature program of the university, emphasizes five components that connect students’ educational experiences to real-world outcomes. The program was designed to add dimension to the Elon degree and help students transition to life after college through experiences in study abroad, internships, service learning, leadership, and undergraduate research. Many students complete all five facets of the program.

Elon University is a member of Project Pericles®, a national organization of colleges and universities committed to make socially responsible and participatory citizenship an essential part of its educational program-in the classroom, on the campus, and in the community. Elon is also the host campus for the North Carolina Campus Compact.

Elon’s prestigious Fellows program offers a learning experience for students who want to challenge themselves in new ways. The six Fellows programs include: Honors Fellows, Elon College Fellows, Communications Fellows, Business Fellows, Teaching Fellows, and Leadership Fellows, and are utilized by many students to prepare for the rigor and independence of graduate school.

The Elon Academy, an academic enrichment program created by the university for students in the Alamance-Burlington School System, targets academically talented high school students with financial need or no family history of college attendance.
## UNIVERSITY ENROLLMENT 2007-08

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**Freshman admissions:**

- **2007-08 Applications**: 9,330
- **Acceptance rate**: 42%
- **SAT average**: 1220 (critical reading & math)
- **Academic GPA**: 3.9

**Tuition, fees, room & board**: $29,462

**Full-time faculty**: 310; 84 percent with Ph.D.

**Student/faculty ratio**: 14/1

**Average class size**: 22

**4-year graduation rate**: 71%

**6-year graduation rate**: 73%

**Freshman retention rate**: 90%

## UNIVERSITY FINANCES

**Operating budget**: $145,551,000 in 2008-09

**Endowment as of 5/31/08**: $86,530,000

**Debt/Bond rating**: AA+

**Tuition Discount**: $16,705,605 = 12.4% undergraduate

**Total Contributions and Pledges**: $15,873,357 (all restrictions—FY 2007)
ATHLETICS

Southern Conference: 16 intercollegiate men’s and women’s sports in NCAA Division I and 18 intramural sports and 21 club sports for men and women.

ABOUT THE PRESIDENT

In 1998, Dr. Leo M. Lambert was named by Change magazine as one of the nation’s outstanding young leaders in higher education. He came to Elon as the institution’s eighth president in January 1999. Dr. Lambert has written extensively about post-secondary education and is co-editor of a book about university teaching that was published by the Syracuse University Press in 2005. His alma mater, the State University of New York, awarded him an honorary doctorate of human letters in 2002 in recognition of his achievements in higher education. Dr. Lambert was the immediate past chair of the NCAA Division I Committee on Athletic Certification and currently serves on the national Campus Compact and Project Pericles® boards of directors.

ALUMNI/AE

Elon University has more than 25,000 alumni and sponsors alumni chapters across the nation. Chapter events keep alumni connected, and regular on-campus events offer an exciting opportunity to visit Elon. The newly created Young Alumni Council works with alumni who have graduated in the last 10 years and helps graduating seniors transition into life as Elon alumni.

GOVERNANCE AND VOLUNTEERS

Elon is governed by a self-perpetuating 41-member board of trustees. Trustees serve three-year terms and meet on campus at least twice a year. The Provost serves as assistant secretary and assistant treasurer of the Board of Trustees.

The Board of Visitors serves as a means for engaging volunteer leaders, advocates, ambassadors and donors, and as a training ground for trusteeship.
THE CAMPUS AND COMMUNITY

Elon’s 575-acre campus has been ranked one of the nation’s most beautiful by The Princeton Review, and is designated as a botanical garden. Many of the buildings have been completed in the past decade, complementing the stately Georgian buildings of the historical campus. Recent additions to the campus include the Ernest A. Koury Sr. Business Center, Dalton L. McMichael Sr. Science Center, Carol Grotnes Belk Library, the Academic Village – a complex of six buildings supporting the arts and sciences, Rhodes Stadium, Belk Track and White Field, and The Oaks and Colonnades resident hall complexes.

The university is located in the heart of North Carolina in the Town of Elon, adjacent to the city of Burlington and midway between the Research Triangle and the Piedmont Triad. More than a dozen other colleges and universities, including Duke, Wake Forest, North Carolina A&T, and the University of North Carolina at Chapel Hill, are within an hour’s drive.

More information on Elon University may be found at its Web site: www.elon.edu.
PROCEDURE FOR CANDIDACY

Credential review will begin on October 15, 2008, with appointment expected on July 1, 2009.

Nominations, applications, and letters of interest should be submitted, in confidence, to:

Provost
Elon University
c/o WITT/KIEFFER
Attention: Lucy A. Leske
95 Goldfinch Drive
Nantucket, MA 02554
ElonProv@wittkieffer.com

Elon University is an equal opportunity employer committed to a diverse faculty, staff, and student body. Candidates from under-represented groups are encouraged to apply.
Witt/Kieffer is the nation’s leading executive search firm dedicated to serving education, health care, and not-for-profit communities nationwide. Our mission is to identify outstanding leadership solutions for organizations committed to improving the quality of life. Witt/Kieffer has served more than 800 colleges and universities, as well as community, cultural, and service organizations. We focus on searches for presidents/chancellors; provosts; vice presidents for advancement, finance, student affairs, enrollment management, and technology; deans; and directors of major service/academic units.