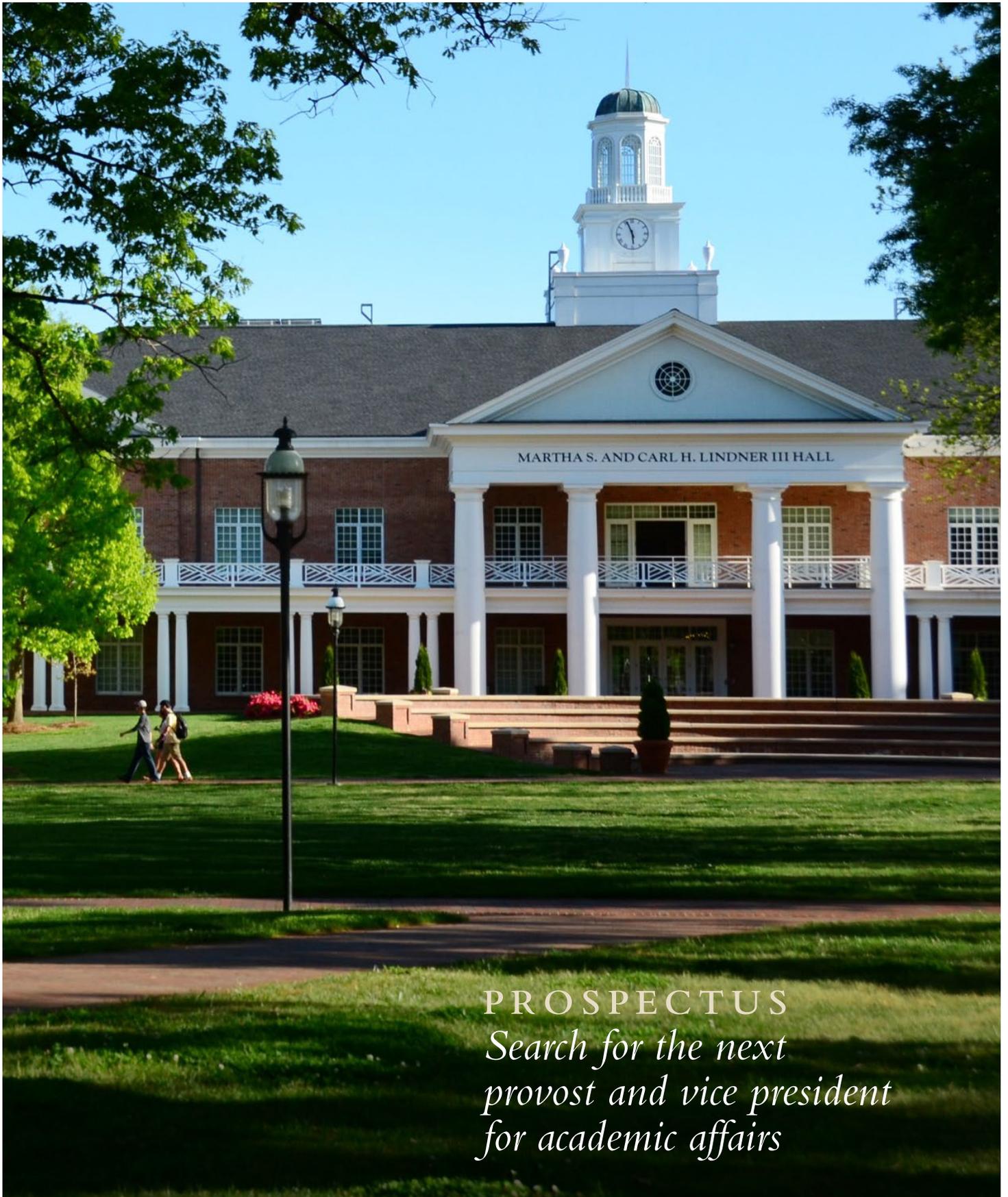




# ELON UNIVERSITY



PROSPECTUS  
*Search for the next  
provost and vice president  
for academic affairs*



**ELON**  
UNIVERSITY

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

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**6,991**

Total enrollment  
(6,196 undergraduate, 795 graduate)

**439**

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

**12:1**

Student/faculty ratio; average  
class size is 20

**60+**

Undergraduate majors

**79%**

Four-year graduation rate

**90%**

First-year retention rate

**10,729**

2018 Admissions applications

**1242/27**

Average SAT and ACT scores  
for new students

**60%/40%**

Female/male student ratio

**18%**

Student ethnic diversity

**656**

Acres of campus

**\$256 million**

Endowment value  
as of May 31, 2018

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

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

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

Elon stands as a testament to the power of great leadership – by trustees, administrators, faculty and staff, students, alumni, parents, long-serving presidents and yes, by two outstanding provosts who have provided leadership over the past 25 years. The university now begins its search for the next strong academic leader. For the right individual, becoming the provost of Elon University is an outstanding opportunity.

# The Elon story

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



Alamance Building  
groundbreaking, 1923

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 Danieley (1957-73), Fred Young (1973-98), Leo M. Lambert (1999-2018) and Connie Ledoux Book (2018-today). They have been partners in charting Elon's growth with committed trustees, and a fully involved community of faculty, staff, students, parents, alumni and friends. Their unifying values can be traced back to the bedrock principles of Elon's founders.

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



## Mission Statement

community that transforms mind, body, and spirit and encourages freedom of thought and liberty of conscience.

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

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

University motto: Numen Lumen  
(spiritual and intellectual light)

# The leader in engaged learning



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

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

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

# A global perspective

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

For the past 13 years, Elon has led the nation's master's-level universities in the number of students who study abroad (**Open Doors Report – Institute of International Education**), with opportunities in 54 countries. Seventy-eight percent of the Class of 2018 had studied abroad at least once. Many students take advantage of Elon's 4-1-4 academic calendar to study off campus during January term, and hundreds choose among a wide range of semester and full-year abroad options. Elon operates its own semester programs in London, Florence and Shanghai, along with an alternative-start, first-semester program in Dublin, Ireland. Elon also has an extensive Study USA program, with semester and Winter Term study available in New York City, Los Angeles, San Francisco, Washington, D.C., and other domestic locations. The programs are managed by the **Isabella Cannon Global Education Center**, which is pursuing Elon's aggressive strategic plan goal of providing 100 percent access to a global study experience, including expanded study abroad scholarships.



Beyond study abroad, global perspectives can be found across the campus and throughout the curriculum. The **Core Curriculum** includes “The Global Experience” first-year foundation course, a world languages requirement, and many internationally themed senior capstone seminars. **The Center for Race, Ethnicity and Diversity Education** (CREDE) provides support for Elon's diverse communities and is the convener of a wide range of educational experiences related to diversity for the campus. The Global Education Center is located in the Global Neighborhood, a six-building, internationally themed residential complex adjacent to Lakeside Dining Hall, which 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 tripling international student enrollment by 2020. Another critical dimension of intercultural understanding has been expressed through the growth of multi-faith programs in the **Truitt Center for Religious and Spiritual Life**, located in the Numen Lumen Pavilion of Elon's Academic Village. Students explore their own faiths and the faiths of others as they interact with peers, attend services and celebrations from a variety of traditions, take courses and seminars that promote interfaith dialogue, and prepare to go into the world and lead lives of reconciliation.

# Academics



## Participation in the Elon Experiences

**78%** Study abroad

**89%** Internships

**89%** Service

**49%** Leadership

**23%** Undergraduate research

**T**wenty-five years ago, before engaged learning was identified as a best practice, Elon was a pioneer. Students in the early 1990s responded eagerly to an active, experiential approach to their studies, integrating classroom study with experiences in the wider world. The curriculum was overhauled, with classes extended to four semester-hours, allowing time for presentations, group projects, excursions and experimentation. Elon adopted an **Experiential Learning Requirement**, engaging students in five co-curricular Elon Experiences that have become signature programs of an Elon education: study abroad, undergraduate research, service, internships and leadership. Students are required to complete two of the experiences. An **Elon Experiences Transcript** was developed to document these learning experiences along with the traditional academic transcript. Over years of refining and improving these programs, Elon gained a reputation as the nation's leader in engaged learning.

The most notable recognition has come in the past several years in the annual **U.S. News & World Report** feature on the eight "Programs to Look For" that "promote student success." **Elon 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. Look online and you will find journalism students breaking news 24/7 through the **Elon News Network**. Walk across campus and you will meet **a student who has studied in the Middle East three times** and is engaged in advanced Arabic language studies with his professor as he prepares an application for a Fulbright Student Scholarship. You will **meet a student** who had the opportunity to do internships with both the U.S. Secret Service and Capital Marketing Co. in New York City. In Belize, members of a **Winter Term field biology class** experience the soft touch of tarantulas crawling up their arms in the middle of a tropical forest. On a weekend, students coordinated by the **Kernodle Center for Service Learning and Community Engagement** pitch in to build Habitat for Humanity houses.



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

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

## ➤ ELON COLLEGE, THE COLLEGE OF ARTS AND SCIENCES

The strong majors of **Elon College, the College of Arts and Sciences**, enroll about 2,850 undergraduate students, with the largest number of majors in psychology, exercise science, biology, public health studies and political science. Among the many programs of excellence in Elon College are the **Elon University Poll**, a nationally recognized public opinion polling unit; the **Center for the Study of Religion, Culture and Society**; the **Program for Ethnographic Research & Community Studies**; the **Center for Environmental Studies**, which includes research in the **Elon University Forest** and the **Environmental Center at Loy Farm**; and nationally recognized programs in the performing arts, music and fine arts that enrich the university’s cultural environment and prepare students for **distinguished performing careers** in music theatre and the recording industry. Planning and fundraising is underway for a new physics and engineering building to be located next to McMichael Science Center.



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

#### ➤ MARTHA AND SPENCER LOVE SCHOOL OF BUSINESS

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

Ranked as one of the **top-50 undergraduate business programs in the nation** with a **nationally recognized part-time MBA** program, the Love School of Business includes more than 2,100 students. The school includes two of the university's three largest majors (finance and marketing), master's programs in management and accounting, a dual degree program with partner schools in Europe and a joint JD/MBA program with Elon's law school. The school houses the **Doherty Center for Entrepreneurial Leadership**, the **Porter Family Professional Development Center**, the **Chandler Family Professional Sales Center**, the **William Garrard Reed Finance Center** and the **Center for Organizational Analytics**. The school's programs are located in the Ernest A. Koury Sr. Business Center and Richard W. Sankey Hall, which opened in 2018.

#### ➤ SCHOOL OF EDUCATION

**School of Education** (est. 2000, NCATE accredited): Continuing Elon's long history of preparing excellent K-12 teachers, the school includes about 270 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 that creates higher education opportunities for nearly 250 high school students with financial need or no family history of college; and the **It Takes a Village Project**, a program that tutors struggling readers in pre-school and elementary school.

➤ **SCHOOL OF COMMUNICATIONS**

**School of Communications**

(est. 2000, ACEJMC accredited): Includes nearly 1,300 students in seven majors, with **top-ranked programs** in journalism, public relations and advertising; the university's second-largest major (strategic communications); and a master's program in

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



➤ **SCHOOL OF LAW**

**School of Law** (est. 2006, ABA accredited): An innovative approach to legal education serving 360 students on Elon's campus in downtown Greensboro, N.C. Elon Law is a leader in reimagining the law school model, with a groundbreaking **2.5-year curriculum** that includes full-time residencies-in-practice in law firms, courts, businesses and nonprofit organizations. Students receive personal attention from faculty members and professional attorney mentors who guide their preparation for practice. Elon Law is one of only a handful of law schools in the nation to house a working court, the North Carolina Business Court. The school was created with funding and active support of civic, legal and community leaders and philanthropists in the Triad region.

➤ **SCHOOL OF HEALTH SCIENCES**

**School of Health Sciences** (est. 2011, ARC-PA, CAPTE accredited): Includes a doctor of physical therapy program and a physician assistant studies master's program, housed in the Gerald L. Francis Center at the east end of the Elon campus. More than 200 students study in the two programs that are distinguished by rigorous academics and experiential learning opportunities at Elon and in their clinical placements. **The Health Outreach Program of Elon** (H.O.P.E.) is a student-run, pro bono clinic managed and operated by physical therapy students, offering services free of charge to uninsured or under-insured area residents.

At the urging of parents and students, Elon made major investments in 2011 in career services staffing and programs, establishing the **Student Professional Development Center** at a campus crossroads in the Moseley Center. As active partners with academic departments and faculty, the staff of Elon's SPDC have turned an undistinguished program into a strong asset, earning a #8 national ranking from Princeton Review. Nine months after graduation, 84 percent of the Class of 2017 had found employment with 93 percent of the jobs in line with the graduates' career objectives. In addition, 24 percent of the class were attending graduate or professional school. Many Elon academic programs require or strongly encourage internships, and those placements are coordinated and overseen by the SPDC.

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

## Top Majors by Enrollment

Finance

Strategic Communications

Marketing

Psychology

Management

Accounting

Political Science

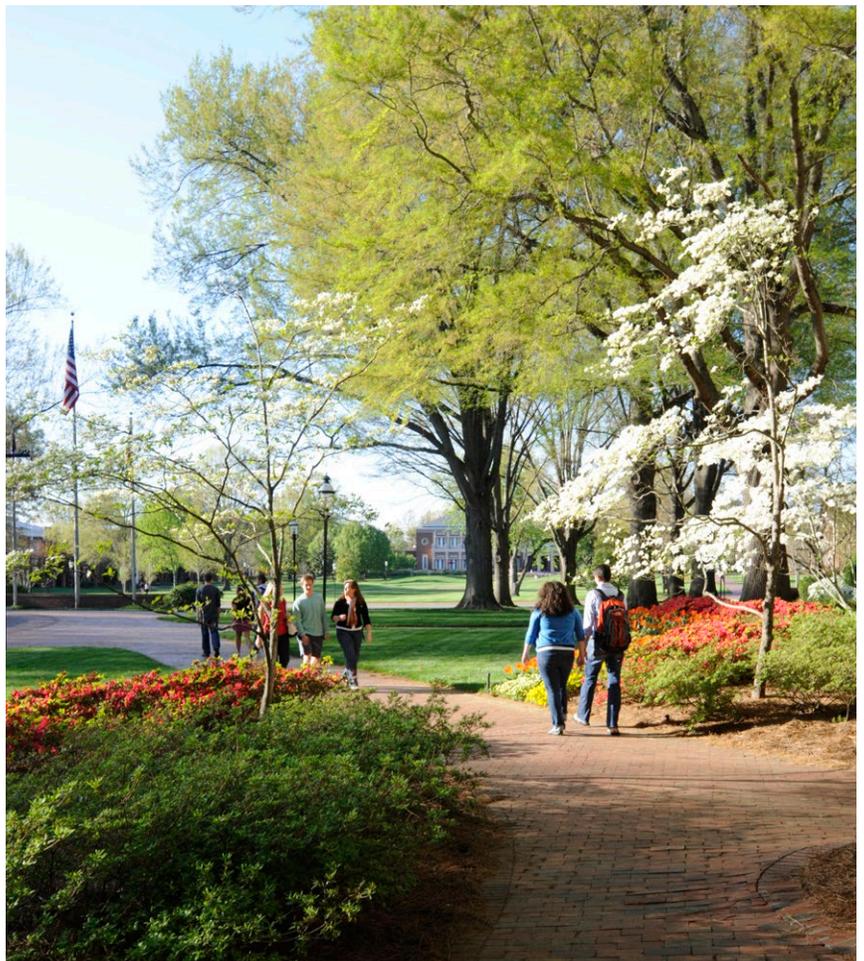
Exercise Science

Biology

Cinema & Television Arts

Public Health Studies

International Business



# Elon faculty: Teacher-scholar-mentors



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

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

Recognizing that engaged learning is advanced significantly when faculty actively engage students in scholarly activity, Elon has made major investments in its **undergraduate research program**. The university consistently ranks among the leaders in the number of students presenting at the National Conference on Undergraduate Research and is increasing the number of students presenting with faculty at scholarly conferences nationally and internationally. Twenty-three percent of the Class of 2018 participated in a mentored undergraduate research project.

# Elon staff: Partners in education



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



## An extraordinary environment for learning

### Student Life By the numbers

8

Number of campus residential neighborhoods

68%

Undergrads who live on campus

4,192

Number of beds in campus housing

25

Number of living-learning and theme communities

800+

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

288

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

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

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

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

Elon is a **residential university** and seeks to integrate fully the academic, residential and social experiences of students. In making major investments in residential facilities, Elon has created **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. The aesthetic value of Elon's beautiful campus is undeniable, but the underlying purpose of the building designs can be seen in the ways that members of the community use the spaces on a daily basis. There are small nooks for intimate conversations, faculty office pods with working tables and large computer monitors, group study rooms, technology labs and innovation workrooms, ubiquitous network access, and yes, beautiful vistas for individuals to stop for a quiet personal moment and a time to appreciate the natural beauty of one of the world's most enthralling collegiate learning environments.



A **campus master plan** developed by the Ayers Saint Gross architectural and planning firm has guided significant construction over the past two 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 new buildings that have recently opened include Richard W. Sankey Hall, an expansion for 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; and an expanded McEwen Dining Hall. Currently under construction is the LaRose Student Commons Building and the Inn at Elon, a university-owned hotel. And planning is under way for a new facility for physics and engineering adjacent to the McMichael Science Center.

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



# Planning and finances

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

The current 10-year strategic plan, the **Elon Commitment**, was launched by the Board of Trustees in December 2009. It builds on the success of the Elon Vision (1990–2000) and NewCentury@Elon (2000–2010) strategic plans, and is organized into eight general themes. As of 2018, 96 percent of the 41 major objectives of the Elon Commitment had been achieved. Work began in spring 2018 on development of Elon’s next strategic plan, with a timeline for completion by fall 2019.

## The Elon financial model

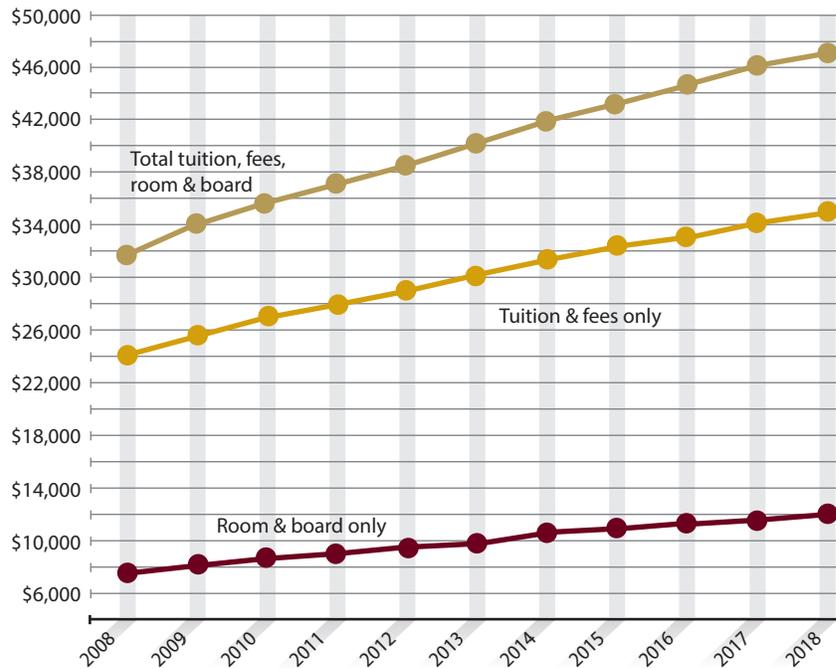
Elon is a classic example of the tuition-dependent private institution. The Board of Trustees and the administration have followed a financial model that can be summarized as “low tuition/low discount.” This is the opposite of the prevailing model at many schools that publish a high “sticker price” and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

Because of its relatively low costs in the 1990s, Elon has been able to increase tuition while maintaining its “best-value” position. Elon has also grown its student body while maintaining a low student-faculty ratio and small class sizes. Over the past 28 years, the undergraduate population has doubled in size to 6,200 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.

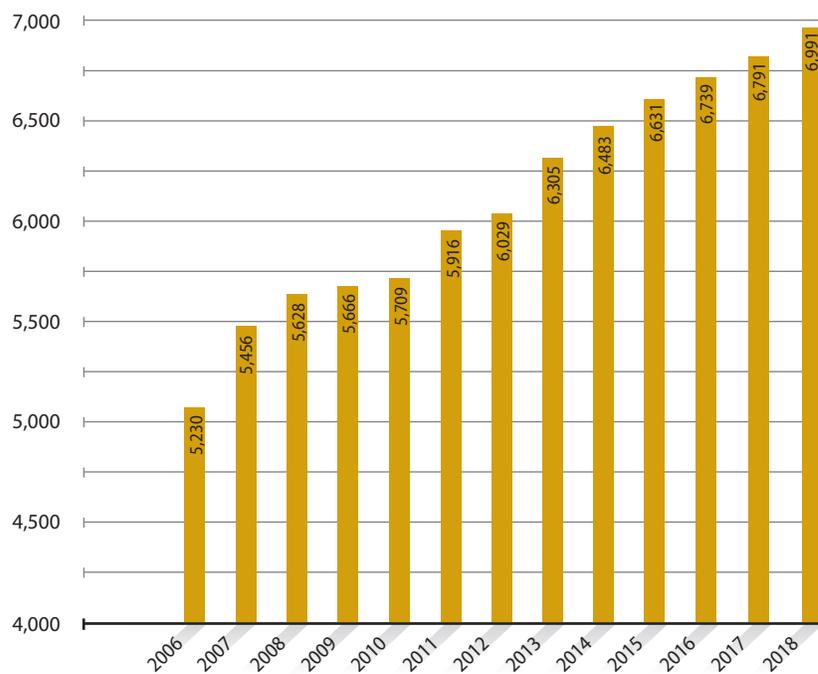
## Tuition, Fees, Room and Board

2007-2016



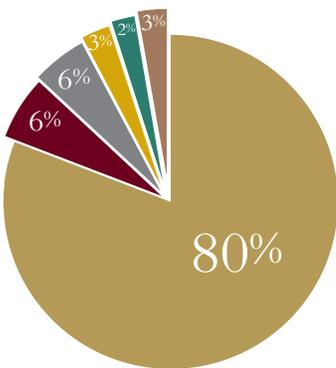
## Total Student Enrollment

(graduate + undergraduate)



# Admissions

## Undergraduate ethnicity



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

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

Elon receives about 10,000 applications for admission for a first-year class size of approximately 1,650. In recent years, the acceptance rate has been about 72 percent, with a yield rate of about 22 percent. The average ACT score of first-year students is 27 and the SAT average is about 1240.

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

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

## Elon Undergraduates Top states of origin\*

**25%** North Carolina

**10%** Massachusetts

**8%** New Jersey

**7%** New York

**6%** Connecticut

**6%** Maryland

**6%** Virginia

**6%** Pennsylvania

\* Total of 47 states and 53 other countries



# Governance

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

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

# The state and region



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

Higher education is one of the key factors in the state's robust economy, and North Carolina is ranked #5 in the nation for higher education by the personal finance company, SmartAsset. . Elon is counted among the outstanding universities that produce a highly educated workforce and serve as an engine of research, innovation and entrepreneurship. Tier I research universities - Duke University, the University of North Carolina at Chapel Hill and North Carolina State University - are joined by three prestigious private institutions - Wake Forest University, Elon University and Davidson College - and many other public and **private institutions** in preparing students for success in a rapidly evolving economy.

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

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

# Rankings and Recognitions

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## **U.S. News & World Report**

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

**#1** Southern master’s university

**#1** Undergraduate teaching – Southern master’s universities

**#1** Innovative school – Southern master’s universities

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## **Institute of International Education**

**#1** Master’s university for number of students studying abroad

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## **Princeton Review**

**#2** Best-run college

**#3** Study abroad

**#4** Beautiful campus

**#8** Best-administered MBA program

**#8** Best career services

**#17** Best college dorms

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## **U.S. Department of State**

**TOP** Producer of Fulbright Student Scholars

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## **Poets & Quants (formerly Bloomberg Businessweek)**

**#50** Undergraduate business school

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## **College Factual**

**Top 6%** College in the nation

**Top 5%** - Finance, marketing, communications & journalism, public relations & advertising

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## **Kiplinger’s**

**#44** Best-value private university

**#18** Lowest-total-cost private university

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## **College Consensus**

**Top 60** In the nation, top-3 in North Carolina

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## **Hearst Journalism Awards**

**Top 20** Journalism program for three consecutive years

# The role of the Provost

Elon offers its provost and vice president for academic affairs nationally-recognized academic programs, a strong financial position, a culture that values engaged learning in a global context, a distinguished faculty and staff, an inclusive community and a strong commitment to diversity, a tradition of visionary long-range planning, and a beautifully maintained campus. Elon's solid institutional foundation, coupled with its impressive momentum, characterize an outstanding leadership opportunity.

The provost and vice president for academic affairs is a member of the university's senior staff and reports to **President Connie Ledoux Book**, who began service in March 2018. The provost serves as the university's chief operations officer and chief academic officer, managing internal administrative operations of the university and acting in the absence of the president. The provost provides leadership and direction for the long-range planning process, the university's annual priorities for action and the annual budget process.

► **The provost oversees the following areas:**

- ◆ Division of Academic Affairs
- ◆ Division of Student Life
- ◆ Carol Grotnes Belk Library
- ◆ Office of Institutional Research and Assessment
- ◆ Office of Sponsored Programs
- ◆ Student Professional Development Center
- ◆ Office of Inclusive Community Development
- ◆ Koenigsberger Learning Center
- ◆ Office of the Registrar
- ◆ Center for the Advancement of Teaching and Learning
- ◆ Center for Engaged Learning

► **Direct reports to the provost include the following Academic Deans:**

- ◆ Elon College, the College of Arts and Sciences
- ◆ Martha and Spencer Love School of Business
- ◆ School of Communications
- ◆ School of Education
- ◆ School of Health Sciences
- ◆ School of Law

**Also reporting to the Provost are the following positions:**

- ◆ Vice president for student life
- ◆ Senior associate provost for faculty affairs
- ◆ Associate provost for curriculum and assessment
- ◆ Interim associate provost for academic excellence
- ◆ Assistant provost for communications and operations
- ◆ Assistant provost for teaching and learning
- ◆ Associate vice president for inclusive excellence and civic engagement
- ◆ Dean of global education
- ◆ Executive director of student professional development

The Academic Affairs Advisory Council includes key academic administrators and faculty leaders who collectively form a critical thought and operational partner to the provost. Together, this group is responsible for ensuring that plans and initiatives are implemented, outcomes are measured, and feedback is assimilated and utilized in improving the student experience. In addition to this standing committee, the provost will be able to tap Elon's longstanding, well executed practice of charging committees and task forces with tackling issues, generating recommendations, and ensuring new policies and initiatives are incorporated into practice.

## Opportunities and Expectations for Leadership

- **The next horizon:** Elon University's strong trajectory is a direct result of a rich tradition of thoughtful and systematic long-range visioning. For the last two decades, Elon has been on an upward trend, broadening its academic offerings, enhancing its campus, expanding its geographic reach, and climbing in national and international recognition and rankings. The university seeks to continue its impressive track record of responsible growth and development while also growing its visibility and reputation and solidifying its brand. At the same time, the increasingly competitive enrollment and financial landscape will force the university to focus on strategic choices. As a national leader in globally engaged learning, the university is fortunate to have a strong platform on which to build a distinctive vision for the future. The provost will join a university-wide planning process currently underway that is expected to yield Elon's next ten-year strategic plan during the 2019-20 academic year. This plan will provide a new horizon for Elon's future that reinforces and advances the university as a leader in innovation in higher education.
- **Academic excellence and rigor:** Elon University has built its academic model and reputation around a firm commitment to the teacher-scholar-mentor model, engaged learning and achievement of excellence in all dimensions of the educational experience. Elon boasts a broad array of academic programs with long-established strengths in its liberal arts and sciences core and distinctive graduate and professional programs. The next provost will be able to tap the collective, creative energy of faculty and staff to deepen Elon's curricular strengths while pursuing innovative ideas and seeking the points of intersection among them. The provost will also work with administrators, faculty and staff to enhance Elon's distinctive combination of undergraduate and graduate education and identify new areas for investment.

There are significant initiatives under way to expand Elon's offerings in STEM, entrepreneurship, design thinking, and cooperative, interdisciplinary partnerships among the liberal arts and sciences, business, law, communications, education, and health sciences. Ongoing support for faculty scholarship and student-led projects will be essential to further advance Elon's model of superb teaching, student engagement, and growing reputation as a leader in high impact practices.

- **Diversity, equity and inclusion:** Elon is firmly committed to fostering a community in which difference is celebrated and a global approach to life and learning is valued. President Book has made it a priority for the entire university community to develop and implement strategies for increasing and promoting diversity, equity and inclusion. Among the provost's key focus areas, diverse faculty and staff recruitment and retention will require targeted efforts and investment of resources. Also expected are examination and enhancement of existing faculty policies and curriculum to ensure accessibility and a broad range of perspectives that challenge and engage the entire university community. In addition, as the chief academic officer, the provost is charged with ensuring all students have equal opportunity to participate in Elon's high impact practices, with particular attention to internships and international experiences. The provost will work with senior leadership to ensure that the campus sustains its inclusive environment by aligning resources with programming and staffing to support an ever more diverse and globally engaged community.
- **Enrollment and student engagement:** Like most colleges and universities, Elon relies significantly on tuition revenues. Consistently, the university has enjoyed robust inquiry and applicant pools and has yielded healthy enrollments and net revenue that have enabled the university to invest in new programs and outstanding campus facilities. As demographic shifts impact higher education across the nation, Elon recognizes it must be more proactive, creative and thoughtful about its enrollment strategy and consider, for example, how its programs and financial aid strategy can be adjusted to attract a more diverse population of traditional and non-traditional age students. The provost will play a key role in leading analyses of market data, engaging the community in making data-informed decisions, and positioning Elon effectively to deliver on its mission while managing the practical realities of a competitive environment.

Elon's experiential model depends on full integration and collaboration between academic and student affairs, deep commitment to student success and engagement across the institution, and attention to the details, data, and feedback that informs Elon's student life and academic support programs. The provost must actively model, promote, and ensure the quality of Elon's student curricular and co-curricular programs.

- **Resources and infrastructure:** Elon's success to date has been supported by a strong centralized leadership model coupled with transparency, broad consultation and engagement of the community in decision making. This approach has served the institution well to this point, but like all growing organizations, Elon must evolve to increase efficiencies, distribute leadership responsibility, and take advantage of the talent and potential of the many leaders throughout the university. The new provost will want to explore current efforts and new opportunities to enhance

the university's infrastructure and ability to support its growing human resource, technology, and professional development needs.

- **Community and student engagement:** Elon's culture is grounded in a positive, engaging and collaborative approach to pursuing new ideas and solving problems. The campus appreciates leaders who ask thoughtful questions, listen carefully, shape discourse, lead the campus through possible points of conflict and foster collegiality. Modeling and encouraging transparent decision-making will also promote trust and nourish the spirit of mutual respect that is fundamental to the university's identity.

As a senior leader of the institution, the provost will be expected to identify ways to strengthen the university's relationship with the Alamance County community and to increase collaboration and partnerships throughout the state of North Carolina, the nation and the world.

## Professional Qualities and Personal Characteristics

Elon seeks an innovative and visionary leader with significant academic and administrative accomplishments to advance Elon as an excellent, innovative institution of higher education in the 21st century. Elon's next provost should have the ability to recognize and encourage innovation while maintaining a commitment to the liberal arts, an established track record of designing and executing high-level initiatives in a shared governance environment, passion for the mission of the university, a commitment to diversity and inclusion, and the relationship-building and communication skills to connect with Elon University's constituents. Specifically, the ideal candidate will have the following professional qualifications and personal characteristics:

### Required Qualifications

- ◆ Earned doctorate with credentials that merit appointment as a tenured full professor in one of the university's departments and/or professional schools; candidates from a wide breadth of academic disciplines are encouraged to apply
- ◆ Distinguished academic record in teaching, scholarship and service
- ◆ Proven record of broad, progressive and substantive administrative leadership positions
- ◆ Deep understanding of the changing landscape of higher education
- ◆ Significant experience in executive-level resource management, financial planning and modeling
- ◆ Strong, decisive leadership skills with excellent judgment and impeccable integrity
- ◆ Demonstrated and unrelenting commitment to experiential education

### Administrative and leadership capacity

- ◆ Experience developing student success initiatives, using data to measure outcomes and success, and allocating resources appropriately to improve student performance, including graduation rates, time to completion and retention
- ◆ Demonstrated ability to lead an operational model that includes undergraduate and graduate programs, and integrates academic and student affairs, leading to student success

- ◆ Demonstrated ability to effectively work with the local community in order to understand and respond to the economic, cultural and social needs and foster partnerships
- ◆ Evidence of deep commitment and leadership in support of diversity, inclusion and equity
- ◆ Capacity to shape strategic focus, thinking and planning within the broader context of the higher education landscape
- ◆ Eagerness and energy to serve as an agent for change and transformation
- ◆ Insight and ability to encourage and support new ideas and experimentation
- ◆ Capacity to anticipate the future possibilities and challenges of higher education and the roles of different modalities of teaching, learning and student engagement
- ◆ Capacity and resolve to make difficult and principled decisions and the desire and skills to communicate and explain such decisions to stakeholders
- ◆ Broad and deep understanding of institutional administration and a commitment to partnership with the president and other college leaders, faculty, staff, and students through shared governance
- ◆ A proactive approach to leadership and management, including the ability to instill a culture of professional development and to utilize the strengths of direct reports
- ◆ Intellectual acuity and curiosity, entrepreneurial insight, tolerance of ambiguity, flexibility, resilience, patience and tenacity

### **Effective relationship building skills**

- ◆ Ability to influence and inspire through active engagement, authentic commitment, and investment
- ◆ Ability to galvanize and shepherd trust with a broad range of constituents, including faculty, staff, students, alumni, and friends
- ◆ Ability to engage faculty and staff in a collective approach to solving problems, build support for initiatives and inspire action
- ◆ Inclusive, collegial, collaborative and transparent decision-making behavior
- ◆ Active listening and highly effective communication skills
- ◆ A consultative, collaborative style
- ◆ A natural ability to resolve difficult issues in a fair, courteous, and objective way

*Please direct all nominations, inquiries, and applications to:*

Witt/Kieffer

Lucy Apthorp Leske, Senior Partner

Veena Abraham, Associate

**[ElonProvost@wittkieffer.com](mailto:ElonProvost@wittkieffer.com)**

For more information, please visit Elon University's home page at [www.elon.edu](http://www.elon.edu).

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



MARTHA S. AND CARL H. LINDNER III HALL

