



ELON UNIVERSITY



PROSPECTUS

*Search for the Inaugural Dean,
School of Engineering and Computing*



ELON
UNIVERSITY

Elon University invites nominations and applications to become the university's inaugural dean of the School of Engineering and Computing. This prospectus provides details about the opportunities and challenges of the position and the desired qualifications and characteristics of candidates, followed by an overview of Elon University's history, programs and operations.

The Dean of the School of Engineering and Computing

Elon University seeks a visionary, student-centered leader to serve as inaugural dean of the newly established School of Engineering and Computing. This new academic unit will include the existing departments of Engineering and Computer Science, both of which currently grant undergraduate degrees, including an ABET-accredited engineering program. These departments are characterized by rapid growth, a commitment to engaged learning, and central roles in Elon's emerging Innovation Quad. The school will include 18 full-time faculty and three full-time staff positions and more than 300 undergraduate students.

The dean will provide leadership to bring these departments together into a cohesive school that aligns with Elon's tradition of academic excellence, while building new pathways for innovation in engineering, computing, and related fields. The inaugural dean will focus on unifying and advancing existing strengths, shaping the identity, culture, and strategic direction of the school, strengthening current degree programs, and developing new offerings that respond to the evolving landscape of engineering and computing.

Reporting to the provost, the dean will serve as the school's chief academic and administrative officer, guiding faculty excellence, supporting student success, stewarding resources, and representing the school to internal and external partners.

Key duties and responsibilities

Leadership & Vision

- Establish a clear, compelling vision for the new school that builds on Elon's renowned model of engaged, experiential learning and integrates engineering and computing within this tradition.
- Foster a strong academic community that values teaching excellence, high-impact practices, mentoring, undergraduate research, and interdisciplinary collaboration.
- Serve as a champion for the school across the university and to external partners, articulating its mission, strengths, and potential.

Program Development & Innovation

- Guide strategic growth in engineering and computing programs, including the assessment and development of new undergraduate and graduate offerings that align with Boldly Elon and national workforce needs.
- Support and strengthen the school's presence within the Innovation Quad, expanding opportunities for interdisciplinary research, industry collaboration, student design projects, and STEM innovation.

Faculty Support & Academic Climate

- Recruit, mentor, and retain outstanding teacher-scholar-mentors.
- Support faculty development in teaching, scholarship, advising, and professional practice.
- Maintain a culture of shared governance, collegiality, and academic rigor consistent with Elon's values.

Budget, Resources & Infrastructure

- Oversee budgeting, planning, and resource allocation for the school.
- Advocate for facilities, technology, and staffing needed to support program growth—particularly within Innovation Hall and Founders Hall, whose labs, maker spaces, robotics studios, and computing environments anchor the school's work
- Advance external fundraising efforts in coordination with University Advancement.

Partnerships & External Engagement

- Build strong relationships with industry, nonprofit, governmental, and community partners to expand experiential learning, internships, research collaborations, and post-graduate opportunities.
- Engage alumni in mentoring, advising, and program support.
- Represent the school at professional organizations, accreditation bodies, and engineering and computing education networks.

Student Success

- Strengthen student advising, mentoring, design-centered classroom experiences, undergraduate research, and pathways to internships, graduate education, and careers.
- Support diversity, equity, inclusion, and belonging initiatives in STEM fields, collaborating with campus partners to foster a welcoming learning environment.

Qualifications and characteristics of a successful candidate

The ideal candidate will have a record of distinguished achievement and leadership capacity to build a new school grounded in excellence and innovation. Candidates should possess:

Required

- A terminal degree in engineering, computer science, or a closely related field.
- A record of teaching, scholarship, and service appropriate for appointment at the rank of full professor.
- Significant academic leadership experience, including oversight of faculty, curriculum, and budgeting.
- Experience supporting high-impact, experiential, or project-based learning.
- Commitment to student-centered education and mentoring.
- Demonstrated ability to lead collaboratively, communicate effectively, and manage change.

Preferred

- Experience developing or expanding academic programs, especially in engineering or computing.
- Success in supporting interdisciplinary initiatives that integrate STEM and liberal arts perspectives—a hallmark of the Elon model
- Engagement with industry or applied research partnerships.
- Fundraising experience or the capacity to cultivate philanthropic support.
- A strong commitment to advancing diversity, equity, and inclusion.

About the School of Engineering and Computing

The newly created School of Engineering and Computing brings together two fast-growing departments known for hands-on, design-centered education rooted in the liberal arts.

Engineering

Elon's engineering program offers the Bachelor of Science in Engineering with concentrations in biomedical, computer, mechanical, and environmental, as well as dual-degree pathways. Students learn within state-of-the-art facilities in the Innovation Quad – spaces designed for collaboration, prototyping, experimentation, and interdisciplinary exploration. Engineering is among the university's most rapidly expanding academic areas, reflecting both national demand and student interest.

Computer Science

Computer Science is among the largest majors within the College of Arts and Sciences. The department provides strong foundations in theory, systems, data structures, algorithms, and software development, complemented by opportunities in game design, artificial intelligence, cybersecurity, and data analytics. Students gain experience through research, internships, and project-based coursework.

Innovation Quad

Opened in 2022, the Innovation Quad includes Founders Hall and Innovation Hall—highly adaptive spaces featuring:

- design labs and makerspaces
- advanced computing and robotics labs
- flexible classrooms
- interdisciplinary research spaces
- collaborative project studios

These facilities serve as the physical and philosophical home for the school, signaling Elon's commitment to expanding engineering and computing while maintaining a personalized, engaged undergraduate experience.

Isaacson Miller

Elon University has retained Isaacson, Miller, a national executive search firm, to assist in this important recruitment. Review of applications, nominations, and inquiries will begin immediately and continue on a confidential basis until an appointment is made. All inquiries, nominations/referrals, and applications (including curriculum vitae and letters of interest responding to the position priorities outlined above) should be submitted via Isaacson, Miller's website to: <https://www.imsearch.com/open-searches/elon-university-school-engineering-and-computing/inaugural-dean>

Applicants should submit a cover letter, current resume, and three references saved as one document (Word or PDF). The file name should follow this style: "John Doe - Elon Application."

Search committee co-chairs: Dr. Sirena Hargrove-Leak, professor of engineering and Dr. Tony Weaver, Interim Dean, Associate Dean of the School of Communications and Professor of Sport Management

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

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



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

7,070

Fall 2025 total enrollment
(6,191 undergraduate, 879 graduate)

496

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

11:1

Student/faculty ratio; average
class size is 20

70+

Undergraduate majors

77%

Four-year graduation rate

90%

First-year retention rate

18,557

2025 admissions applications

1223/27

Average SAT and ACT scores
for new students

59%/41%

Female/male student ratio

18%

Undergraduate ethnic diversity

750+

Acres of campus

\$402 million

Endowment value
as of May 31, 2025

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

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

Elon stands as a testament to the power of great leadership – by trustees, administrators, faculty and staff, students, alumni, parents, long-serving presidents and by outstanding academic deans who have provided vision to advance their schools to the highest levels of excellence.

The Elon Story

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



Alamance Building
groundbreaking, 1923

college well through a financial crisis during the Great Depression and many lean years in the three decades that followed.

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

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



Mission Statement

Elon University embraces its founders' vision of an academic community that transforms mind, body, and spirit and encourages freedom of thought and liberty of conscience.

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

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

University motto: Numen Lumen
(spiritual and intellectual light)

The leader in engaged learning



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

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

With such a cohesive and respectful environment, it is natural that Elon is deeply committed to inclusion and diversity in all its forms. This is a community that **welcomes and supports** people of all races, faiths, socioeconomic backgrounds, ethnicities and nationalities, abilities, gender identities, sexual orientation and intellectual perspectives. As in any community in today's world, there are occasional tensions. However, the people of Elon are inspired to find and implement solutions. Civic engagement is robust as students, faculty and staff partner with agencies in local neighborhoods and around the world to help build a better tomorrow.

A Global Perspective

When Elon created its first study abroad class in London in 1969, the course was set for leadership in international education. Elon understands the critical importance of preparing students for successful lives in a diverse and interconnected world. Today’s students encounter differences in identities, cultures, languages and ideologies like no generation before them. It is the responsibility of the university to help them develop intercultural competence.

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

Global perspectives are found across campus and throughout the curriculum. The [**Core Curriculum**](#) includes “The Global Experience” first-year foundation course, a world languages requirement and many internationally themed senior capstone seminars. The Global Neighborhood is an internationally themed residential complex that features foods from around the world.

Elon is recognized among the leading universities in the production of [**Fulbright Student Scholars**](#) and [**Peace Corps**](#) volunteers. To further globalize the campus, Elon is working to meet a strategic goal of doubling international student enrollment by 2030.

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



Academics

Thirty years ago, before engaged learning was identified as a best practice, Elon was a pioneer. Students in the early 1990s responded eagerly to an active, experiential approach to their studies, integrating classroom study with experiences in the wider world. The curriculum was overhauled, with classes extended to four hours, allowing time for presentations, group projects, excursions and experimentation. Elon adopted an **Experiential Learning Requirement**, engaging students in five co-curricular Elon Experiences that have become signature programs of an Elon education: study abroad, undergraduate research, service, internships and leadership. Students are required to complete two of the experiences. An **Elon Experiences Transcript** was developed to document these learning experiences along with the traditional academic transcript. Over years of refining and improving these programs, Elon gained a reputation as the nation's leader in engaged learning.



Participation in the Elon Experiences

69% Study Abroad

83% Internships

81% Service

55% Leadership

26% Undergraduate research

The most notable recognition has come in the past several years in the annual **U.S. News & World Report** feature on the eight “Programs to Look For” that “promote student success.” **Elon leads the nation, with recognition for excellence in all eight categories**: study abroad, undergraduate research, internships/co-ops, learning communities, service learning, writing in the disciplines, senior capstone and first-year experiences. The ranking is based on a survey of higher education leaders and demonstrates the high regard that exists for Elon's engaged learning programs.

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

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

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

○ ELON COLLEGE, THE COLLEGE OF ARTS AND SCIENCES

The strong majors of **Elon College, the College of Arts and Sciences**, enroll nearly 3,000 undergraduate students, with the largest number of majors in psychology, biology, exercise science, political science, computer science and engineering. Among the many programs of excellence in Elon College are the **Center for the Study of Religion, Culture and Society**; the **Program for Ethnographic Research & Community Studies**; the **Center for Environmental Studies**, which includes research in the **Elon University Forest** and the **Environmental Center at Loy Farm**; and nationally recognized programs in the performing arts, music and fine arts that enrich the university’s cultural environment and prepare students for **distinguished performing careers** in music theatre and the recording industry.

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





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

◎ **MARTHA AND SPENCER LOVE SCHOOL OF BUSINESS**

Martha and Spencer Love School of Business (est. 1985, aacsb accredited): Ranked as one of the **top-40 undergraduate business programs in the nation** with a **nationally recognized part-time MBA** program, the Love School of Business includes nearly 2,100 students. The school includes two of the university’s three largest majors (finance and marketing), master’s programs in business analytics, management and accounting, a dual degree program with partner schools in Europe and a joint JD/MBA program with Elon’s law school. The school houses the **Doherty Center for Entrepreneurial Leadership**, the **Porter Family Professional Development Center**, the **Chandler Family Professional Sales Center**, the **William Garrard Reed Finance Center** and the Analytics. The school’s programs are located in the Ernest A. Koury Sr. Business Center and Richard W. Sankey Hall, which opened in 2018.

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

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

⦿ SCHOOL OF COMMUNICATIONS

School of Communications

(est. 2000, acejmc accredited):

Includes about 1,100 students in six majors, with top-ranked programs at the university in strategic communications, journalism and communication design, and cinema & television arts; a growing program in sport

management; and a master's program in interactive media. In 2017 the school dedicated its new facilities designed by Robert A.M. Stern Architects, creating one of the nation's finest learning environments for the study of communications. The studios, labs and technological tools available to students are on par with, and often exceed the resources found in professional communications organizations.



SCHOOL OF LAW

- ⦿ School of Law (est. 2006, aba accredited): An innovative approach to legal education serving more than 540 students on Elon's campus in downtown Greensboro, N.C., and in the part-time Flex Program at Elon's Charlotte, N.C., campus. 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.

SCHOOL OF HEALTH SCIENCES

- ⦿ School of Health Sciences (est. 2011, arc-pa, capte accredited): Includes a doctor of physical therapy program, a physician assistant studies master's program and two undergraduate programs in nursing. The school is housed in the Gerald L. Francis Center at the east end of the Elon campus. More than 200 students study in the two graduate programs that are distinguished by rigorous academics and experiential learning opportunities at Elon and in clinical placements. The Health Outreach Program of Elon (h.o.p.e.) is a student-run, pro bono clinic managed and operated by physical therapy students, offering services free of charge to uninsured or under-insured area residents.

Elon's **Student Professional Development Center**, located at a campus crossroads in the Moseley Center, has created a model of excellence, earning a “Great Career Services” ranking from Princeton Review. Nine months after graduation, 95 percent of the Class of 2024 were employed, in graduate school, completing a fellowship or providing service.

Elon has made major investments in its **undergraduate research program** and consistently ranks among the leaders in the number of students presenting at the National Conference on Undergraduate Research. Twenty-six percent of the Class of 2025 participated in a mentored undergraduate research project. Through the **National and International Fellowships Office**, Elon positions students to compete with the nation’s best. Over the past few years, Elon has celebrated numerous Truman, Goldwater, Udall and Gate Cambridge Scholars, along with many Fulbright Student Scholars and National Science Foundation Graduate Research Fellows.

GRADUATE PROGRAMS

More than 900 students are enrolled in graduate and certificate programs in health sciences, business, education and law. Many graduate programs support part-time enrollment and may enroll Elon employees who become eligible for tuition support in graduate programs after a year of full-time professional service. The graduate programs offer enriching educational opportunities for our community and also serve as an important tool for talent development and retention.

Top Majors by Enrollment

- Finance
- Psychology
- Marketing
- Strategic Communications
- Business Analytics
- Exercise Science
- Sport Management
- Nursing
- Biology
- Accounting
- Engineering
- Elementary Education



Elon Faculty: Teacher-Scholar-Mentors



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

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

Student Life

Elon is a residential university and seeks to integrate fully the academic, residential and social experiences of students. In making major investments in residential facilities, Elon has created **eight neighborhoods** that orient and ground students intellectually and socially, including living-learning communities, affiliated faculty and staff, residentially linked courses, classrooms in residence halls, common social spaces and unifying traditions.



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

In 2022, Elon launched the **HealthEU** initiative, a broad-based effort to connect students, faculty and staff with resources to support their wellness and well-being. HealthEU is organized around six dimensions of well-being: community, emotional, financial, physical, purpose and social. These dimensions were identified through a campus-wide focus on health and well-being starting with the Presidential Task Force on Social Climate and Out-of-Class Engagement and continuing with the Student Wellness and Well-Being Work Group and the JED Campus project. HealthEU is expanding its outreach and the 135,000-square-foot **HealthEU Center** will open in the Innovation Quad in summer 2026, serving as a comprehensive campus wellness hub.



Student Life By the numbers

8

Number of campus residential neighborhoods

70%

Undergrads who live on campus

4,100

Number of beds in campus housing

27

Number of living-learning and theme communities

750+

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

250+

Number of student organizations, including more than 40 club and intramural sports and 30 fraternities and sororities

An extraordinary environment for learning

The remarkable development of the Elon University campus over the past 25 years is a testament to the generosity of philanthropists, the talents and hard work of administrative leaders and construction planners, and the enthusiastic support of a community that is captivated by the strong sense of place that engenders a lifelong love for the institution. Today's Elon campus, designated as a **botanical garden**, is a unique asset.

More than 100 buildings have been added to the 750+-acre campus in the past two decades, following master plans that specified a classic and consistent design and a generous allocation of pleasing vistas and physical symmetry.

The priority for new facility design is to promote student engagement. There are small nooks for intimate conversations, faculty office pods with working tables and large computer monitors, group study rooms, technology labs and innovation workrooms, ubiquitous network access, and yes, beautiful vistas across one of the world's most enthralling collegiate learning environments.

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

In Fall 2022 Elon began a new era in campus development with the opening of Founders Hall and Innovation Hall, the first two buildings of the **Innovation Quad** for engineering and STEM programs. Nearby, the HealthEU Center will open in 2026, expanding resources for campus recreation, health and wellness, counseling services and other student life and academic programs.

The Boldly Elon plan for 2030



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

The current 10-year strategic plan, **Boldly Elon**, was launched by the Board of Trustees in February 2020 following an 18-month planning process that involved nearly 2,500 members of the Elon community. The plan includes 62 initiatives organized around four themes:

LEARN We will make bold innovations in relationship-driven learning and mentoring, launch a distinctive school of engineering, add nursing programs and advance students' data competency.

THRIVE We will build a healthier and more diverse, equitable and inclusive community, where all students faculty and staff experience belonging and well-being.



CONNECT We will develop lifelong alumni personal and professional learning and networks; will partner with our local communities to enhance education, health and economic development; and will win conference championships and lead our conference in academic performance.

RISE We will position the university globally, expanding our admissions footprint, raising resources to support increased access and financial aid, and sharply defining our international reputation and value.

The Elon Financial Model

Elon is a classic example of the tuition-dependent private institution. The Board of Trustees and the administration have followed a financial model that can be summarized as “low tuition/low discount.” This is the opposite of the prevailing model at many schools that publish a high “sticker price” and then award a significant portion of tuition revenues as unfunded scholarships. The national average for tuition discounting is above 50 percent, while Elon’s total discount rate is currently under 30 percent. Elon’s low discount rate has allowed for strong investments in academic quality and kept the focus on growing the number of donor-endowed scholarships.

Because of its relatively low costs in the 1990s, Elon has been able to increase tuition while maintaining its “best-value” position. Elon has also grown its student body while maintaining a low student-faculty ratio and small class sizes. Over the past 30 years, the undergraduate population has doubled in size to 6,200 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.

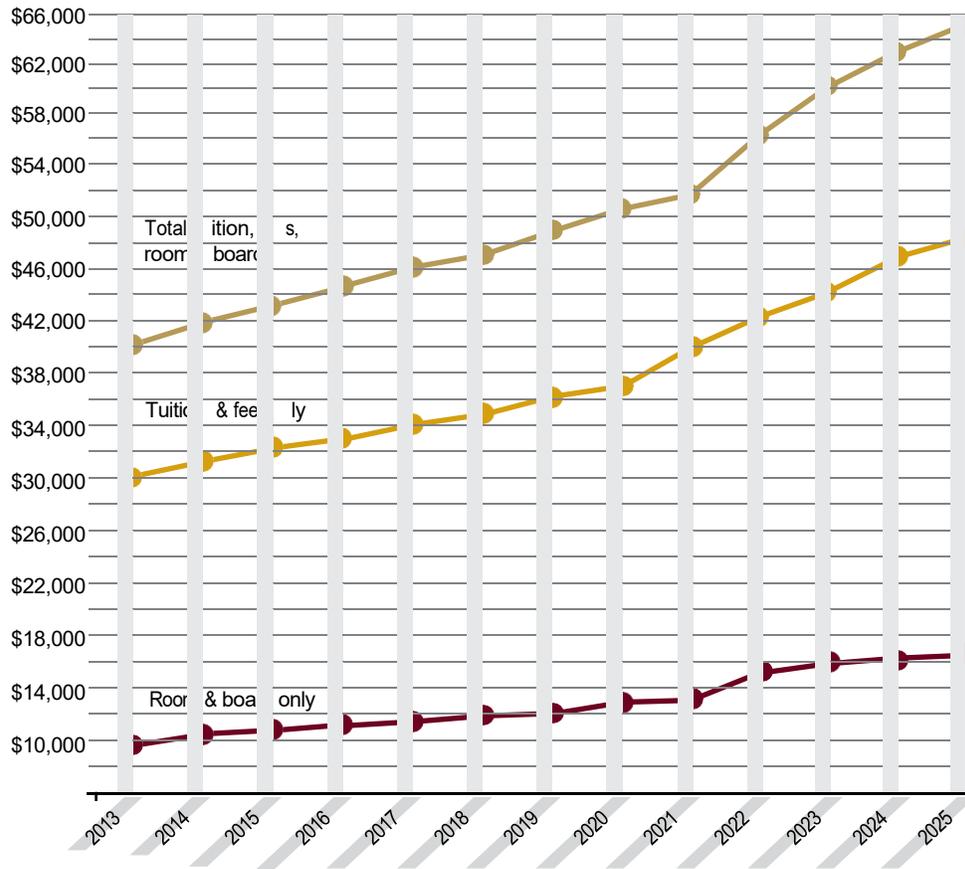
Elon takes a conservative financial approach, with both board-mandated and university-mandated reserves established within the budget. These reserves provide flexibility, allowing the university to take advantage of new opportunities and to maintain planned spending levels when there are unexpected economic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

Admissions

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

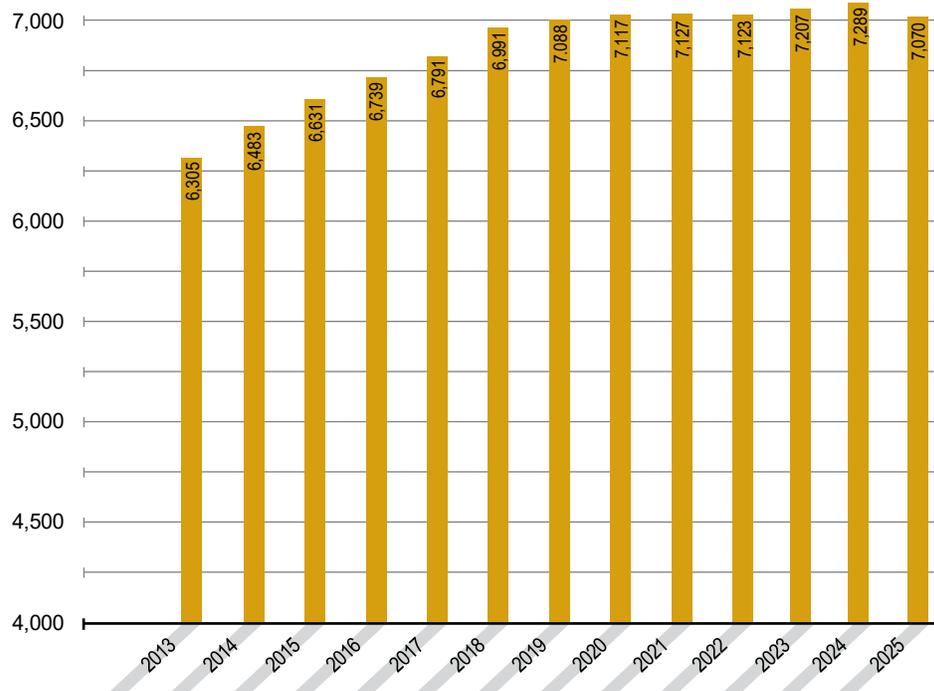
Elon receives more than 18,500 applications for admission for a first-year undergraduate class size of approximately 1,600. Elon’s primary admissions markets are in the Mid-Atlantic and Northeast. Other emerging states outside Elon’s traditional markets include Illinois, Texas, Colorado and California.

Tuition, Fees, Room and Board

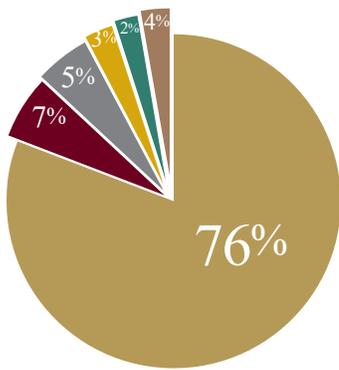


Total Student Enrollment

(graduate + undergraduate)



Undergraduate ethnicity



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

Advancement

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

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

Inclusive Excellence

Elon values and celebrates the diverse backgrounds, cultures, experiences and perspectives of our community members. We embrace diversity in its broadest sense, including, but not limited to, diversity of age, disability, ethnicity, gender, gender identity, nationality, race, religion, sexual orientation, socioeconomic standing and intellectual viewpoint.

Elon's Division of Inclusive Excellence was established in 2020 with the goal of sustaining a diverse, equitable and inclusive community; maintaining a culture of health and well-being on a vibrant residential campus; and championing Elon's exceptional faculty and staff.

Elon Undergraduates

29

% North Carolina

10% Massachusetts

7% New Jersey

7% New York

Top states of origin*

6

% Virginia

6% Maryland

5% Connecticut

4% Pennsylvania

*51 other countries
* Total of 49 states and*



Phoenix Athletics

Elon currently has over 400 student-athletes competing in 17 NCAA Division I sports. Elon has been a member of the Coastal Athletic Association (CAA) since 2014 and has had broad based athletic success in the conference, winning 19 league championships across eight sports. For the past nine years, Elon's Graduation Success Rate of 96% has ranked in the top three in the CAA. In alignment with the university's mission that emphasizes student opportunities to study abroad, each of Elon's athletics teams participate in a global experience once every four years.

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



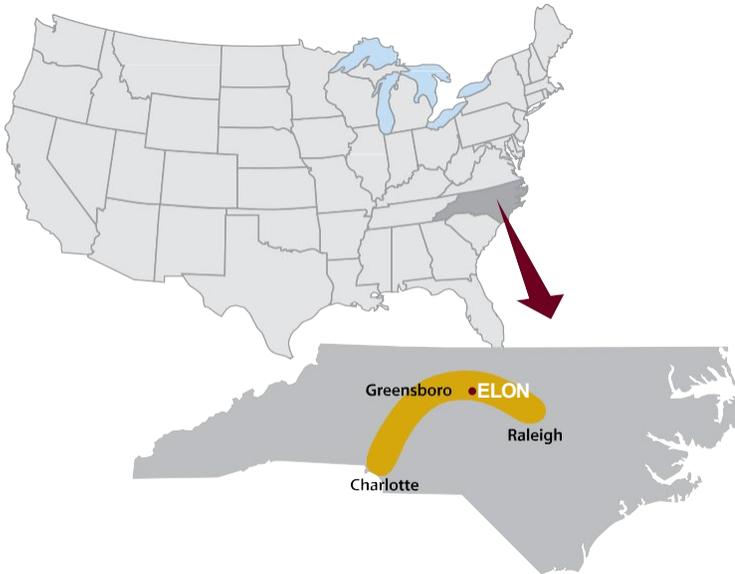


Governance

Elon's 38-member **Board of Trustees** is a driving force in the university's development, challenging the institution to reach ever higher and generously providing resources to accomplish stretch goals. The board includes alumni, parents and friends of the university and all are passionate Elon advocates. Trustees are well-educated about best practices of an institutional governing board, and are wise and supportive counselors of the president.

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

The State and Region



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

Higher education is a key factor in the state's robust economy, and North Carolina is **ranked #3** in the nation for higher education by the personal finance company, SmartAsset. Elon is among the outstanding universities that produce a highly educated workforce and serve as an engine of research, innovation and entrepreneurship. Tier I research universities - Duke University, the University of North Carolina at Chapel Hill and North Carolina State University – are joined by three prestigious private institutions – Wake Forest University, Elon University and Davidson College – and many other public and **private institutions** in preparing students for success in a rapidly evolving economy.

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

Elon's campus is in a suburban setting in **Alamance County**, within a short drive of both the Piedmont Triad (Greensboro, Winston-Salem, High Point) and Research Triangle (Raleigh, Durham, Chapel Hill) metropolitan areas. The **Town of Elon** (pop. 11,400) that surrounds the campus is part of the **Burlington, N.C.**, metropolitan area (pop. 170,000). The university maintains strong ties with local business and government leaders. Elon has especially strong relationships with the Alamance-Burlington School System and nonprofit organizations that partner with student volunteers who provide about 120,000 hours of service annually.

Rankings and Recognitions

U.S. News & World Report 2026

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

#1 Undergraduate Teaching

#8 Most Innovative National Universities

#1 Learning Communities

#1 First-Year Experiences

#2 Service Learning

#2 Study Abroad

#2 Senior Capstone

#8 Writing in the Disciplines

#8 Undergraduate Research

#9 Internships and co-ops

Institute of International Education

#1 Doctoral university for percentage of students studying abroad

Princeton Review 2025

#4 Best College Theater

#15 Best College Dorms

#16 Best Career Services

#19 Best-Run Colleges

#21 Most Beautiful Campus

Poets & Quants (formerly Bloomberg Businessweek)

#38 Undergraduate Business School

The National Jurist

TOP 20 Most innovative law schools

Wall Street Journal/Times Higher Education 2022

#14 Private university for student engagement

This document has been prepared based on the information provided by Elon University. The material presented in this leadership profile should be relied on for informational purposes only. While every effort has been made to ensure the accuracy of this information, the original source documents and information provided by Elon University would supersede any conflicting information in this document.

