

# Mark E. Butt, Ed.D.

markbutt@gmail.com • [LinkedIn](#) • [Website](#)

## Profile (he/his)

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Resilient Director of Admission with 20 years of experience in highly selective undergraduate admissions. Proven track record in improving outcomes through long-term strategic vision, effective communication, and institutional collaboration. Former professional figure skater, published researcher, and first-generation graduate with appearances in The New York Times, Forbes, Inside Higher Ed, and PBS NewsHour. Global presenter at NACAC, IACAC, College Board Forum, CIS Forum, AACRAO, and Slate Summits.

## Executive Skill Set

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- Strategic Vision & Leadership
- Enrollment Policy & Planning
- Quantitative Analysis
- Data Reporting
- Relationship Building
- Financial Management
- Process Optimization
- Staff Mentorship
- Inclusive Practices
- Organizational Development
- Slate CRM
- Microsoft Suite, Excel, SPSS
- LGBTQ+ Liaisonship

## Professional Summary

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|---|--------------|
| <b>Emory University</b> - Atlanta, GA   | 2013-present |
| <ul style="list-style-type: none"><li>• Director, Selection / Director of Admission</li><li>• Associate Dean, International Recruitment</li></ul> |              |
| <b>Pine Crest School</b> - Fort Lauderdale, FL  | 2011-2013    |
| <ul style="list-style-type: none"><li>• Associate Director of College Counseling</li></ul>  |              |
| <b>Johns Hopkins University</b> - Baltimore, MD   | 2006-2011    |
| <ul style="list-style-type: none"><li>• Senior Assistant Director of Admission</li><li>• Assistant Director of Admission</li></ul>                |              |
| <b>Ohio University</b> - Athens, OH   | 2005-2006    |
| <ul style="list-style-type: none"><li>• Assistant Director of Admission</li><li>• Admission Officer</li></ul>                                     |              |
| <b>Disney On Ice / Feld Entertainment</b>   | 2003-2004    |
| <ul style="list-style-type: none"><li>• Professional Figure Skater - Beauty &amp; the Beast World Tour</li></ul>                                  |              |

## Education

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| <b>University of Alabama</b>   | 2023 |
| <ul style="list-style-type: none"><li>• Doctor of Education</li><li>• Higher Education Administration, Class Rank: 1<sup>st</sup></li><li>• Dissertation: <i>The Role of Letters of Recommendation in Perpetuating or Challenging the Social Stratification of American Secondary Schools: A Quantitative Analysis of Admission Officer Assessments in Highly Selective College Admission</i> (206 pgs.)<br/>Chair: Nathaniel J. Bray, PhD<br/>2024 Most Outstanding Dissertation – College of Education</li></ul> |      |
| <b>University of Pennsylvania</b>  | 2005 |
| <ul style="list-style-type: none"><li>• Master of Science in Education</li><li>• Management of Higher Education</li></ul>  |      |
| <b>University Of Delaware</b>  | 2003 |
| <ul style="list-style-type: none"><li>• Bachelor of Science in Education, <i>Cum Laude</i>, w/ Distinction</li><li>• Elementary Teacher Education (Science Concentrator)<ul style="list-style-type: none"><li>○ Senior Thesis: <i>Science Instruction: Opportunity and Availability for Gifted &amp; Talented Elementary and Middle School Students in Delaware</i>.<br/>Chair: Danielle J. Ford, PhD</li></ul></li></ul>  |      |

EMORY UNIVERSITY  
DIRECTOR, SELECTION / DIRECTOR OF ADMISSION

7/2018 – present

*This senior leadership role reports to the Associate Vice Provost / Dean of Admission and coordinates the practical functions of the undergraduate selection & enrollment process. Supervision of full-time staff.*

### **Admission Leadership & Strategic Oversight**

- Lead and drive the holistic review, training, and selection process for 35,000+ applications, achieving an annual enrollment of 1,420 first-year students.
- Led strategic initiatives that resulted in a 97% increase in applications over a 10-year period, driving significant growth and enhancing the institution's reach and visibility.
- Orchestrate streamlined reading processes for 60 staff and 30 admission officers, introducing new subcommittee reviews for specific subgroups, including first-generation, veterans, elite musicians, rural, online-schooled, high Landscape, LGBTQ+, and CBO-supported students.
- Collaborate closely with the Dean of Admission on yield modeling, class composition and shaping, and financial aid projections, amplifying student diversity and improving academic metrics during high selectivity (8-10%).
- Over ten years, successfully reduced admission rates from 30% to 10%, while increasing yield from 22% to 41%, through targeted recruitment strategies and data-driven decision-making.
- Strategically increase Pell enrollment to as high as 22%, grow Questbridge National Match population to 85 students per year, and increase enrollment from California by 50% over five years.
- Lead the strategic termination of the Alumni Interview Program (AIP) and drive the development of new alumni engagement processes for undergraduate admission.
- Strategically reorganize admission staff regional committees in 2018 & 2023. Recalibrate staff territories yearly.
- Serve as Committee Chair for international admission, and the admission officer for UK/Europe/Middle East (2013-2020; 2023-present); Committee Chair for the West Committee, and reader for Los Angeles (2018-2023).
- Directly oversee waitlist processes, midyear transcript audit and final transcript review processes.
- Lead the selection of Woodruff Scholar Finalists (~1% selection rate), oversee the yearly enhancement of the Guide for Reading, outlining admissions policies and best practices.
- Actively develop, and revisit, policy on SAT/ACT practices with Dean of Admission.
- Navigate the intricacies of the highly selective admission process with executive-level experience, strategic judgment, professionalism, privacy, and diplomacy.

### **Process Optimization, Collaboration, and Compliance**

- Collaborate with executive stakeholders (Provost, General Counsel) post-SFFA ruling to ensure legal compliance and mitigate legal risk in highly selective admission practices.
- Coordinate a university compliance and central audit (conflict of interest, confidentiality), reviewing & implement final policy recommendations.
- Strategically coordinate admission timelines, decision plans, aligning with internal and external stakeholders.
- Manage file reading pace/volume, provide strategic feedback, optimize the Slate CRM reader/bin structure.
- Create data-oriented summaries for high-level annual reports used by the AVP/Dean of Admission.
- Implement and optimize application review with introduction of nuanced triage stage prior to CBE.
- Implement the integration of self-reported test scores within the enrollment verification process.

### **Financial Management, Team Management & Training**

- Operationalize guidance from VP of Enrollment, Dean of Admission, & AVP of Financial Aid. Support strong financial stewardship of \$140M in institutional need-based financial aid per year.
- Manage budget of \$5.3M/yr for named awards, & allocation of \$1M+ need-based aid for international students.
- Supervise and coach team of Senior Associate Deans, Associate Deans, and Assistant Dean admission officers, conducting annual and semi-annual reviews. Build and foster trust with and among admission officers.
- Oversee and mentor 26 seasonal reading staff, facilitating seamless transitions of management responsibilities.
- Spearhead comprehensive training retreats and monthly workshops, emphasizing student context consideration for the continuous professional development of admission officers.

## EMORY UNIVERSITY

Associate Dean of Admission, International Recruitment  
Office of Undergraduate Admission, Atlanta, GA

1/2013 – 7/2018

*This senior management position unifies nine Working Groups of interdisciplinary team members from Counseling, Operations, Communications, & Information Technology. Supervision of full-time staff.*

- Led the review, training, and selection process for 27,000+ freshman applications in F2018.
- Orchestrated collaboration across staff Working Groups, overseeing functions for Faculty Engagement, Selection, Alumni Relations, Off-campus Recruitment, and more.
- Restructured and executed a data-driven domestic recruitment strategy, identifying growth markets and implementing a seven-level market segmentation across 300+ US geomarkets.
- Managed a \$250,000 travel budget for 17 admission officers, integrating digital tools for committee.
- Organized and streamlined group travel initiatives with peer consortium universities.
- Oversaw the hiring process for the Director of Communications role.
- Served as admissions officer for Canada, Europe, Middle East, Scandinavia, Africa, and India, involving six to eight weeks of global travel, evaluating over 1,400 global candidates each cycle.
- Managed domestic admissions for MA, ME, NH, RI, and VT.
- Developed and expanded the off-campus alumni interview program from 12 cities to 42 states, introducing global interview sites in the United Kingdom, India, Brazil, and Turkey.
- Established key global partnerships with institutions like Davis/UWC, Bridge2Rwanda, Duolingo, and Fulbright USA to promote Emory University.

## PINE CREST SCHOOL – ASSOCIATE DIRECTOR OF COLLEGE COUNSELING

Department of College Counseling, Fort Lauderdale, FL

8/2011 – 6/2013

- Counseled 60 high-achieving seniors per year through the college search/selection process.
- Created individualized timelines for students for standardized testing and provided counsel on course selection. Wrote extensive letters of recommendation for each student.
- Created appropriate college lists and provide strategic feedback on the likelihood of admission after complete review of academic, non-academic and personal qualities coupled with past admission data.
- Expanded and redesigned mock admissions case studies; arranged annual college fair 200+ admission officers.

## JOHNS HOPKINS UNIVERSITY – SENIOR ASSISTANT DIRECTOR OF ADMISSION

Office of Undergraduate Admission, Baltimore, MD

8/2006 – 8/2011

- Critically evaluated applications from Delaware and New Jersey (1,600 reads/year).
- Directed extensive on-campus interview program. Hire, train and manage 60+ interviewers.
- Serve on Whiting School of Engineering admissions committee; Liaison to the Double-Degree program with Peabody Conservatory and serve on dual degree admission committee.
- Lead international recruitment & application review for parts of Canada, SE Asia & Central America.
- Restructured and lengthened comprehensive training program for all new admissions officers.

## OHIO UNIVERSITY – ASSISTANT DIRECTOR OF ADMISSION

Office of Undergraduate Admission, Athens, OH

9/2005 – 8/2006

- Review and make admission recommendations on 800 applications per year. Oversee tour guide program for campus visitation.

## UNIVERSITY OF PENNSYLVANIA – GRADUATE ADMISSIONS ASSOCIATE

School of Engineering & Applied Sciences, Philadelphia, PA

8/2004 – 5/2005

- Represent Penn Engineering graduate programs and support Summer Institute for Business & Technology (SIBT) Summer Program planning and selection.

## DISNEY ON ICE / FELD ENTERTAINMENT – PROFESSIONAL FIGURE SKATER

Beauty & the Beast, World Tour

6/2003 – 8/2004

- Performed principal and understudy roles in full-length production for 12-15 shows per week.
- Performances in Japan, China, Malaysia, Philippines, Thailand, Singapore, Australia and New Zealand.

- [“Getting In” Podcast from Bright Horizons, 2025, Episode 3, Segment 1 – January 16, 2025](#)
- [Admission Leaders Share Resolutions for College Applicants - Forbes Magazine, Jan 3, 2025](#)
- [Emory admits first members of the Class of 2029 - Emory News, December 12, 2024](#)
- [Student Peace Cyebukayire wins prestigious Georgia Rotary Scholarship – Emory News, Jan 16, 2024](#)
- [Emory admits first members of Class of 2028 – Emory News, December 14, 2023](#)
- [As Colleges and Universities Drop Admissions Tests, What’s the Impact on Enrollment. PBS NewsHour, 4/2022.](#)
- [The Impact of COVID-19 on College Admission. Emory Admission Blog, June 24, 2021](#)
- [A Great Admissions Year, for Some. Inside Higher Ed, April 5, 2021.](#)
- [Selingo, J. \(2020\). Who Gets In and Why: A Year Inside College Admissions. New York, NY: Scribner.](#)
- [New Book spotlights Emory's Admission Process - Emory News, October 2020](#)
- [Holistic Application Review. Emory Admission Blog; August 11, 2020.](#)
- [How to Normalize the College Search Process for Juniors. New York Times; June 3, 2020](#)
- [Emory's Class of 2024: Extraordinary times, extraordinary students. Emory News, March 2020](#)
- [Emory University Admissions Celebrate Admitted Students. Emory University \(Video\), March 2019](#)
- [International awards recognize Emory's global impact. Emory News, November 2018](#)
- [Georgia Colleges Seek Foreign Students. Atlanta Journal Constitution Newspaper; November 22, 2017](#)
- [British Imports, High-achieving UK students choose Emory, Emory University Magazine, Autumn 2017](#)
- [College Application Must-Knows for International High School Students. US News & World Report; May 2015.](#)

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Scholarship, Publications, & National/International Presentations

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- Butt, M. (2026). Revealing the Divide: A Post-COVID-19 Comparative Analysis of Resource Utilization Among First-Generation and Continuing-Generation College Applicants. *Strategic Enrollment Management Quarterly*, (13)4. Forthcoming January 2026.
- Butt, M. (2025). Tech-Driven Transitions: Investigating College Students' Resource Utilization in the Digital Age of College Applications. *Strategic Enrollment Management Quarterly*, (13)1. Forthcoming April 2025.
- Butt, M. (2025, March). *Driving Equity or Reinforcing Advantage? Decoding the Role of Recommendations in Selective Admission* [Conference Presentation]. Southern Association of College Admission Counseling Annual Conference; Atlanta, GA, United States.
- Butt, M. (2024). [Review of the book *Cancel Wars* by S. Ben-Porath]. *College & University*, 99 (3); Summer 2024. <https://www.aacrao.org/research-publications/quarterly-journals/college-university-journal/issue/c-u-vol.-99-issue-3-summer-2024>.
- Butt, M. (2024). [Review of the book *The Philosophy of Higher Education: A Critical Introduction*, by Ronald Barnett]. *Teaching Philosophy*, 47 (3). <https://doi.org/10.5840/teachphil2024473216>
- Butt, M., Granger, V., Hensley, C., Whittingham, M. (2024, April). *Recovery and Resiliency of International Student Mobility to the U.S.* [Conference Presentation]. American Association of Collegiate Registrars and Admissions Officers Annual Conference; Columbus, OH, United States.
- Butt, M. (2024). [Review of the book: *First Generation Students in Higher Education: Counterstories* by Taylor, C. E., & James, L. E.]. *Teachers College Record: Columbia University*. February, 2024.
- Butt, M., Cowden, M., Raines, T. (2023, Nov. 2). *How Higher Education Professionals are Navigating Anti-LGBTQ+ Legislation*. LinkedIn Live Event, Point Foundation Scholarship Fund Panel Discussion.
- Butt, M., Brehm, C., (2023). Seeking Access: Role Strain, Undocumented Students, and the Pursuit of College. *The International Journal of Educational Organization and Leadership*, 30 (2), 67-86. [doi:10.18848/2329-1656/CGP/v30i02/67-86](https://doi.org/10.18848/2329-1656/CGP/v30i02/67-86).

- Butt, M., Nicola, T. (2023). It's Time that Colleges Invest in their Undergraduate Admission Staff. *College & University*, 98 (1). <https://www.aacrao.org/research-publications/quarterly-journals/college-university-journal/issue/c-u-vol.-98-no.-4-winter-2023>
- Butt, M., Green, W., Nelson, H., Nicola, T. (2022, Sept 23). *Rethinking the School Profile: Are We Sharing What Colleges Need?* [Conference Presentation]. NACAC National Conference, Houston, TX, United States.
- Butt, M. (2021, Oct 5). *Ten Things In Twenty Minutes: What You Should Know About the College Admission Journey* [Keynote Address]. Marlborough School, Los Angeles, CA, United States.
- Almas, E., Butt, M., Pratt, C., Wise., C. (2021, June). *Deans & Directors Panel for Emory University, Johns Hopkins University, University of Notre Dame & Washington University in St. Louis* [Virtual Session], USA
- Butt, M. Hensley, C., Liu, L., Shaw, E., Shotten, B. (2020, Oct 26-29). *Understanding the Evolving Role of the SAT in International Student Admissions* [Conference Presentation]. CollegeBoard Forum, Las Vegas, NV, USA.
- Burke, S., Butt, M., Clark, R., Dixon, T., (2019). *Inside the Admission Process: A Conversation with Higher Education* [Conference Presentation]. CollegeBoard Higher Education Panel, Georgia Inst. of Technology, Atlanta, USA.
- Beck, R., Burdick, J., Butt, M., Willis, R. (2018, July). *Third Wave: Leveraging International Data & Trends to Meet Goals* [Conference Presentation]. Collegeboard Summer Institute. New York, New York, USA.
- Butt, M., Gallinelli, K., Hamilton, J., Konowicz, R. (2019, June 16-18). *Leadership Track: International Recruitment* [Conference Presentation]. Slate Innovation Summit. Chicago, IL, USA.
- Butt, M., Faussemagne, K., Woolley M.T. (2019, April 6-9). *Committee-Based Evaluation – Case Study Part II* [Conference Presentation]. SACAC Annual Conference. Atlanta, GA, USA.
- Butt, M. (2018, November). *The Liberal Arts: What the Workforce Really Wants* [Conference Presentation]. Council of International Schools Forum. Amsterdam, Netherlands.
- Butt, M; Nilsen, T.; Schweers, V; Tudor, J; Pellegrini, D. (2018). *Leadership Track: Institutional Structure and its Impact on Enrollment Management* [Conference Presentation]. Slate Summit, Chicago, IL, USA.
- Almannai, S., Butt, M., Jetha, K., Rees, F. (2017, October). Strategies for Yield in the Middle East & North Africa Region [Conference Presentation]. CIS Regional Forum, Middle East. Abu Dhabi, United Arab Emirates.
- Butt, M. (2017, August). Creating Letters of Recommendation for US Colleges and Universities, [Conference Presentation]. Yale Young African Scholars Program (YYAS). Accra, Ghana.
- Butt, M. Fernando, B., LaBalme, N., Munnerlyn, T. (2017, August). *What I See from My Side: Useful Criticism From Across the Desk* [Conference Presentation]. International ACAC Annual Conference. Cleveland, OH, USA.
- Butt, M. Fernando, B., LaBalme, N., Munnerlyn, T. (2016, November). *What I See from My Side: Useful Criticism From Across the Desk* [Conference Presentation]. Council of Int'l Schools Annual Conference. Barcelona, Spain.
- Butt, M. (2017, September). *The Nuts & Bolts of US College Admission* [Conference Presentation]. US Fulbright Commission & Sutton Trust Training of UK School Counselors. London, England.
- Butt, M., Dewar, J., Liu, J., Reilly, J. (2015, July). *Exceptional Letters of Recommendation: Writing for Highly Selective US Universities* [Conference Presentation]. International ACAC Annual Conference. Eugene, Oregon, USA.
- Axe, T., Butt, M., Hensley, C., Martin, L. & Sanders, P. (2014, November). *Searching for Students: Outreach Services For Universities in the Global Marketplace* [Conference Presentation]. Council of International Schools Annual Forum. Amsterdam, Netherlands.

- Butt, M., Conley, E., Corriveau, A., & Severin, L (2014, July). *Introduction to US-Based Holistic College Admission* [Conference Presentation]. OACAC Annual International Conference. Tampa, Florida, USA.
- Butt, M., Hesser, M., & Pace, T. (2014, November). *Effective Strategies for Attracting Best-Fit International Students to Your Campus* [Conference Presentation] CollegeBoard Regional Forum. Atlanta, Georgia, USA.
- Boeninger, C.; Burge, D.; Butt, M.; Granger, V.; Williams, K.; (2013, September). *Navigating the Landscape of Ethical College Admission* [Conference Presentation]. NACAC Annual Conference. Toronto, Ontario, Canada.
- Butt, M.; Dreazen, K.; Fernando, B.; Fishbein, J.; (2013, July). *Bumps In The Road: Case Studies on How Disciplinary Action and Suspensions May Impact Admission Decisions* [Conference Presentation]. OACAC International Conference. Poughkeepsie, New York, USA.
- Butt, M.; Corriveau, A.; Liu, (2013, July). *Painting the Perfect Picture: Creating or Overhauling Your High School Profile* [Conference Presentation]. OACAC International Conference. Poughkeepsie, New York, USA.
- Butt, M; Loiaza-Bonilla, A (2010). *Primary Care Challenges and the Educational Pipeline in the XXI Century: From the House of Medicine to the Medical Home*. Southern Medical Journal.

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#### Faculty & National Scholarship Selection Roles

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|---|------------|
| • Faculty – University of Pennsylvania International College Advising Program | 2025       |
| • Coca-Cola Scholars – Finalist Selection Committee                           | 2024       |
| • Point Foundation (LGBTQ+) – Flagship Scholarship Selection Committee        | 2024       |
| • Faculty – College Horizons (Native/Indigenous CBO)                          | 2023       |
| • Faculty – College Board International Institute (NYU)                       | 2018, 2024 |
| • Faculty – Yale Young African Scholars (YYAS), Accra, Ghana                  | 2017       |
| • Jack Kent Cooke Foundation; National College Scholarship Committee          | 2015-2017  |

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#### Board Service, Associations, & Seminars

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| • NACAC – National Conference; Session Proposal Review Board              | 2024         |
| • <i>Journal of Diversity in Higher Education (JDHE)</i> – Peer Reviewer  | 2023-present |
| • Southern Consortium Committee   | 2023-present |
| • Point Foundation (LGBTQ+) – Educational Advisory Board                  | 2022-2024    |
| • Los Angeles Independent School Case Studies                             | 2018-2023    |
| • Cambridge International Examinations (CIE) Regional HE Advisory Board   | 2016-2024    |
| • College Board – Enrollment Leadership Academy (Southern Region)         | 2015-2016    |
| • Council of International Schools (CIS) Committee for Europe/M.E./Africa | 2014-2015    |
| • Southern Association for College Admission Counseling (SACAC)           | 2011-present |
| • National Associate for College Admission Counseling (NACAC)             | 2005-present |
| • Overseas Associate of College Admission Counseling/IACAC                | 2007-present |
| • Harvard Summer Institute for College Admission – Cambridge, MA          | 2006         |

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#### Recognitions & Additional Information

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- 2024 M. Ray Loree Scholarship – Most Outstanding Dissertation, University of Alabama
- 2022 Most Outstanding Student Award University of Alabama (Ed.D.)
- 2018 Emory University International Outreach Award
- 6.0/6.0 GRE Analytic Writing; 97<sup>th</sup> Percentile.
- 2003 Most Outstanding Student – University of Delaware, College of Education
- 2002 National Team Championship – US Collegiate Figure Skating
- 2000 US National Collegiate Figure Skating Championships – 3<sup>rd</sup> Place (Jr)
- Extensive domestic and international travel (65 countries, 6 continents).
- Canadian Olympic Eligibility; Canadian Figure Skating Assoc./Skate Canada, 2000