

Mark E. Butt, Ed.D.

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Profile (he/his)

Enrollment executive with over 20 years in highly selective undergraduate admission. Proven track record of improving outcomes through long-term strategy, effective communication, and institutional collaboration. Former professional figure skater, published researcher, and first-gen graduate with appearances in The New York Times, Forbes, Inside Higher Ed, & PBS NewsHour. Global presenter at NACAC, IACAC, College Board Forum, CIS Forum, AACRAO, and Slate Summits.

Executive Skill Set

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

Professional Summary

Emory University - Atlanta, GA 2013-present

- Assistant Vice Provost & Executive Director of Admission
- Director of Admission
- Director, Undergraduate Selection
- Associate Dean, International Recruitment

Pine Crest School - Fort Lauderdale, FL 2011-2013

- Associate Director of College Counseling

Johns Hopkins University - Baltimore, MD 2006-2011

- Senior Assistant Director of Admission
- Assistant Director of Admission

Ohio University - Athens, OH 2005-2006

- Assistant Director of Admission
- Admission Officer

Disney On Ice / Feld Entertainment 2003-2004

- Professional Figure Skater - Beauty & the Beast World Tour

Education

University of Alabama

- Doctor of Education - Higher Education Administration 2023
- Class Rank: 1st
- Dissertation: *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* (206 pgs.)
 - 2024 Most Outstanding Dissertation – College of Education

University of Pennsylvania - Master of Science in Education, Management of Higher Education 2005

University Of Delaware

- Bachelor of Science in Education, *Cum Laude*, w/ Distinction 2003
- Elementary Teacher Education (Science Concentrator)
 - Senior Thesis: *Science Instruction: Opportunity and Availability for Gifted & Talented Elementary and Middle School Students in Delaware.*

EMORY UNIVERSITY

ASSISTANT VICE PROVOST & EXECUTIVE DIRECTOR OF ADMISSION

9/2025 – present

This senior leadership role reports to the Associate Vice Provost of Enrollment/Dean of Admission and oversees 18 multi-layered FTE across five unique teams, and 20+ seasonal staff (42 total).

Enrollment Leadership & Strategic Oversight

- Oversee all admissions officers, on five themed reporting lines centered on recruitment, access, student selection, campus experience, and civic engagement.
- Lead and drive the holistic review, training, and selection process for 37,000+ applications, achieving an annual enrollment of 1,420 first-year students.
- Collaborate closely with the Dean of Admission on yield modeling, class composition, and financial aid projections, amplifying class composition qualities and improving YoY academic metrics during high selectivity (8-10%).
- Coordinate five regional Committee Chairs throughout the enrollment process to achieve desired yearly enrollment outcomes while fostering consistency, legal compliance, integrity and harmony across committees.
- Actively develop, and revisit, policy on SAT/ACT practices with Dean of Admission and tenured faculty.
- Navigate the intricacies of the highly selective enrollment process with executive-level experience, strategic judgment, expediency, professionalism, privacy, and diplomacy.
- Serve as final approval for NCAA Division III athletics and Likely Letter review in collaboration with the head athletics liaison to support the top Division III athletics program in America.

International Enrollment

- Oversee and serve as Committee Chair for international enrollment, coordinating seven admission officers reviewing students from 90+ nations.
- Oversee all need-based financial aid for international students in partnership with Office of Student Financial Services and optimize core international partnerships including Davis/United World College and Fulbright.
- Build and sustain global partnerships with institutions and organizations such as Duolingo, Fulbright, Davis/UWC to expand international reach and strengthen applicant pipelines.

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 university compliance and central audit (conflict of interest, confidentiality), reviewing & implementing final policy recommendations.
- Strategically coordinate enrollment timelines and decision plans, aligning with internal and external stakeholders.
- Create data-oriented summaries for high-level annual reports used by the AVP/Dean of Admission.
- Harness advanced data analysis and enrollment technologies to inform decision-making, monitor trends, and optimize admissions processes across teams and systems.
- Serve as a persuasive spokesperson for enrollment, communicating complex strategies and data to internal and external audiences with clarity, confidence, and impact.

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.
- Mentor and manage a diverse team of senior leaders, admission officers, and seasonal staff, driving professional growth, accountability, and alignment with strategic enrollment objectives.
- Spearhead comprehensive training retreats and monthly workshops, emphasizing student context consideration and continuous professional development of admission officers.
- Demonstrated financial acumen in creating sustainable budget models for complex institutions, ensuring alignment of resources with enrollment priorities.

DIRECTOR OF ADMISSION

7/2022 – 8/2025

DIRECTOR, UNDERGRADUATE SELECTION

7/2018 – 7/2022

- 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.
- 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 enrollment.
- 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.
- Strategically reorganize enrollment staff regional committees in 2018 & 2023. Recalibrate staff territories yearly.
- 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.
- Closely collaborate with Music Faculty to enhance enrollment for elite musicians, voice and instrumental by establishing enhanced virtual audition process.
- Act as admission officer for UK/Europe/Middle East (2013-2020; 2023-present).
- Established key global partnerships with institutions like Davis/UWC, Bridge2Rwanda, Duolingo, and Fulbright USA to support enrollment at Emory University.
- Implement and optimize application review with introduction of nuanced triage stage prior to CBE.
- 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

- 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 enrollment 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.

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 enrollment data.

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

9/2005 – 8/2006

UNIVERSITY OF PENNSYLVANIA – GRADUATE ADMISSIONS ASSOCIATE

8/2004 – 5/2005

DISNEY ON ICE / FELD ENTERTAINMENT – PROFESSIONAL FIGURE SKATER

6/2003 – 8/2004

In the Media

- [Making the Most of Dual Enrollment – Office Hour w. Jeff Selingo \(Gates Foundation Sponsor\) - March 19, 2025](#)
- [“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.](#)

Publications, Thought Leadership, & National/International Presentations

- 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. <https://www.aacrao.org/research-publications/quarterly-journals/sem-quarterly/issue/volume-13/issue-1>
- 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.

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, 2025 |
| • Faculty – Yale Young African Scholars (YYAS), Accra, Ghana | 2017 |
| • Jack Kent Cooke Foundation; National College Scholarship Committee | 2015-2017 |

Board Service, Associations, & Seminars

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| • NACAC – National Conference; Session Proposal Review Board | 2024 |
| • <i>Journal of Diversity in Higher Education</i> (JDHE) – 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 Association for College Admission Counseling (NACAC)	2005-present
• Overseas Association of College Admission Counseling/IACAC	2007-present
• Harvard Summer Institute for College Admission – Cambridge, MA	2006

Recognition & Additional Information

- 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; 97th 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 – 3rd Place (Jr)
- Canadian Olympic Eligibility; Canadian Figure Skating Assoc./Skate Canada, 2000