



## THE SEARCH FOR A PROVOST AND VICE PRESIDENT FOR ACADEMIC AFFAIRS A REMARKABLE ACADEMIC LEADERSHIP OPPORTUNITY

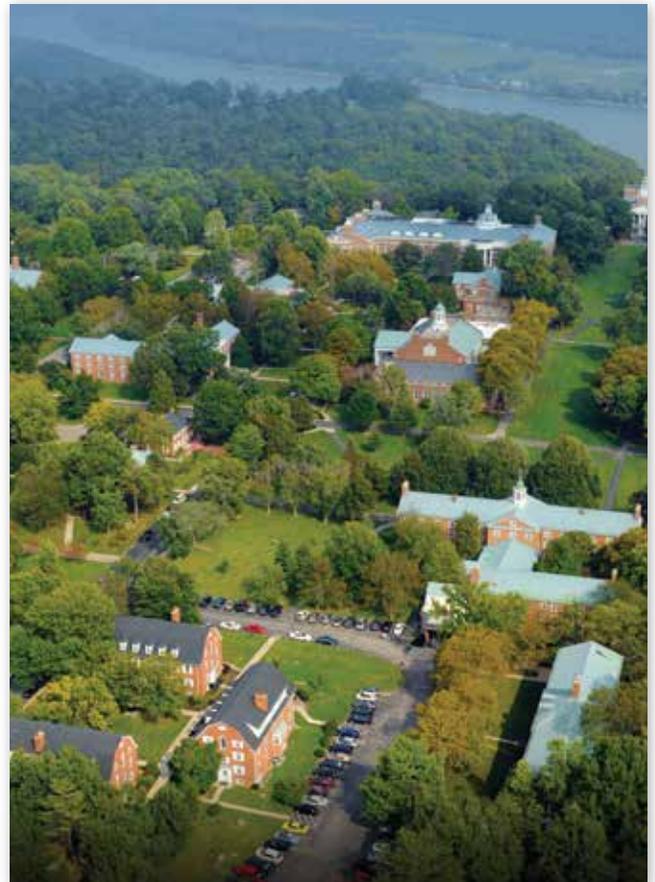
President Lake Lambert and the Search Committee invite applications and nominations for the second-ranking administrative post of Hanover College – the Provost and Vice President for Academic Affairs. Reporting to the President, the Provost and Vice President for Academic Affairs leads the faculty and academic staff. S/he has responsibility for all academic programs and support areas and staffs the Academic and Institutional Affairs Committee of the Board of Trustees.

### HISTORY AND MISSION

Founded in 1827, Hanover is Indiana's oldest private college. Its alumni include two U.S. Vice Presidents, as well as other renowned government officials, scientists, business leaders, artists, and philanthropists. Following in the footsteps of their predecessors, newly minted Hanover alumni are well-grounded in the liberal arts and distinguish themselves after commencement. Indeed, 95.5 percent of the Class of 2018 is fully employed or pursuing graduate or professional school.

A typical Hanover student is usually in the top 20 percent of their graduating high school class, with a well-rounded history of activities in the service, sports and academic arenas. Their Hanover journey, however, is anything but a typical college experience. Hanover's rigorous interdisciplinary academic program with 32 majors attracts the best and the brightest from across the region and beyond. The College's 95 faculty, 95 percent of whom hold the terminal degree in their field of expertise, offer stellar teaching, mentoring and support. Of Hanover's 85 full-time faculty, 95 percent are tenured or on tenure track. Students have myriad chances to explore the life of the mind through their chosen field of study, hone their leadership talents in the co-curricular program and travel the nation and the world during May Term.

Nestled in 650 acres of a wooded campus and located on the banks of the scenic Ohio River near historic Madison, Indiana, Hanover College is an idyllic place where intellectual achievement and beauty truly intersect. Georgian architecture and majestic trees make Hanover an incredible place in which to live, learn, and work.



Hanover stands for the proposition that a liberal arts foundation is an essential element for professional success and personal fulfillment in a world of dizzying changes. The College is justifiably proud of its arts, sciences and professional programs, which ensure that students are ready to make contributions to their fields and communities. It seeks a Provost and Vice President for Academic Affairs who will build on Hanover's rich traditions and reputation to ensure that the institution models modern, best higher education practices. The new academic leader will collaborate with his/her colleagues to refine continually what it means to be an innovative liberal arts college in the 21st century.

Hanover College is accredited by the Higher Learning Commission (HLC). Its teacher-certification programs for elementary and secondary education are accredited by the Council for the Accreditation of Educator Preparation (CAEP) and the Indiana Department of Education.

Hanover is affiliated with the Presbyterian Church (U.S.A.)



## MISSION, VISION, PRINCIPLES AND STRATEGIC PLANNING

### *Mission*

Hanover College is a challenging and supportive community whose members take responsibility for lifelong inquiry, transformative learning and meaningful service.

### *Vision*

Hanover College will be recognized throughout the tri-state (Indiana, Kentucky and Ohio) region as a diverse learning community that excels in preparing students for professions and advanced study by combining a transformative liberal arts education with educational opportunities in distinctive professional disciplines. Through excellent undergraduate programs, meaningful co-curricular experiences, graduate programs in high demand fields, and accelerated pathways to graduate study, Hanover will be the college of choice for the region's most well prepared high school seniors and for all students who seek to make a difference in local and global communities.

### *Principles*

The students, faculty, staff and trustees of Hanover College seek to promote academic, personal, and moral growth within a safe, challenging and responsive community.

To this end, each is committed to the following:

- Pursuit of academic excellence.
- Pursuit of personal excellence.
- Respect for one another.
- Community responsibility.
- Accountability.



### *Strategic Planning*

Hanover is in the midst of crafting a new strategic plan, which will guide the College through its bicentennial in 2027. Meetings conducted throughout last winter and spring have crystallized five focal points:

- Undergraduate recruitment and programs.
- Graduate student recruitment and programs.
- Student success.
- Employee wellbeing.
- Facilities and technology.



The planning structure for each of the focal points will include a SWOT analysis, strategy, metrics with goals and short-term breakthroughs (with a three-year time horizon). The new Provost/VPAA will have the opportunity to develop and influence the tactics aimed at achieving the plan goals.

## POINTS OF PRIDE

### **Hanover Culture**

Hanover College is a special place. There is a unique culture of equality throughout every area of the College; everyone's opinion matters and this plays a role in the esprit de corps of the campus. When you talk with faculty, staff, and students, the word "family" is frequently used to describe Hanover. Everyone is on a first name basis – it is a safe and intimate space. It is a place where close, personal relationships are crucial to the collegiality that thrives across the campus and that fosters the "Hanover Fabric" – the many threads of faculty, staff, student, and alumni contributions that weave together to form a transformative experience for Hanover students.

The new Provost and Vice President for Academic Affairs will be welcomed to this close-knit family at Hanover – an ethos that is deeply valued among all Hanover constituents. The faculty, staff, and students care genuinely about the College's rich history and its exciting future. There is a sincere desire for innovative ideas, the strengthening and/or creation of important processes and plans for the campus, and the continued building of important partnerships which will emphasize effective teaching and the student life experience on campus.



## Commitment to Students

Hanover's commitment to its students and the development of "one mind at a time", is deeply entrenched in the exceptional quality of its faculty and their profound dedication to the liberal arts, the relationships the faculty cultivate with students and the significant learning opportunities offered to learners through both curricular and co-curricular experiences in collaboration with the Office of Student Life. The Office of Student Life enjoys faculty support in offering collaborative experiences that are key components in student retention.

The intimacy of the educational setting, the intensity of the teaching/learning experience and the sense of community that extends across all constituencies at Hanover creates an exceptional foundation upon which the next Provost and Vice President for Academic Affairs can build. There is a strong sense of making a difference – given the in-depth connections that faculty and staff foster with students throughout their time at Hanover, they are able to see how they have transformed students' lives.

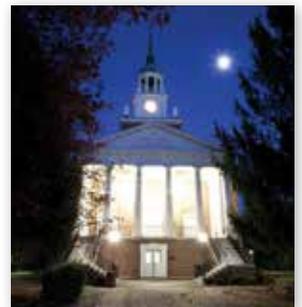
## Academics

The College's approximately 1,100 students get to uniquely shape their time at Hanover. Opportunities abound for students to individually design their own major, start their own club or organization, and spend May Term immersed in a single course - often abroad. And Hanover students graduate with a professional resume, already full of authentic work from their undergraduate internship, combined with practical technical experience in their chosen field. The College is a breeding ground for success.

Hanover College faculty are stellar teachers, due in large measure to the scholarly life they maintain outside the classroom. The faculty carry a substantial teaching load and yet still actively contribute to knowledge in their respective fields. A robust list of the faculty's scholarly works and achievements may be found at: <https://www.hanover.edu/docs/FacultyScholarship.pdf>. Hanover's faculty are devoted to the College and its students. They teach, advise, mentor and engage students in research opportunities; 95 percent hold the Ph.D. or equivalent terminal degree. Hanover faculty are passionately engaged and tenaciously dedicated to their students. On measures of teaching and academic challenge, Hanover consistently (across 10 years of alumni) does better than the overall aggregate of schools in the sample. As a part of Hanover's 32 majors and the commitment to prepare students to be leaders, the faculty and staff support intensive learning environments and innovative experiential learning opportunities, taking great pride in fostering and maintaining important partnerships which emphasize effective teaching and the student learning experience.

A brief list of recent academic accomplishments include:

- Fifteen members of the Class of 2019 were awarded nationally competitive scholarships or fellowships including three Fulbright Scholars.
- Richter Grant Renewal (self-designed student research projects) have supported almost 550 students since the first gift in 1981.
- Launch of a new engineering major with renovated lab space. Currently pursuing ABET accreditation.
- Pathways to Bachelor of Science in Nursing (BSN) and Master of Science in Accounting (MSA) with partner universities.
- Creation of the Levett Career Center, including a consolidation and expansion of career development programs.
- New model of advising for students in the health professions.
- New first-year seminar and first-year advising model.
- Sixty percent of the Hanover student body have had an off-campus or study abroad experience.





## NCAA DIVISION III ATHLETICS

The College community enjoys 22 NCAA Division III athletics teams made up of exceptional student-athletes including six Academic All-Americans and 84 Academic All-Conference in 2018-19. Approximately 45 percent of Hanover’s students are intercollegiate student-athletes. The Hanover Panthers combined for eight Heartland Collegiate Athletic Conference (HCAC) regular season and tournament championships in 2018-19, while also accumulating 17 of a possible 22 top-three sport finishes for the Commissioner’s Cup standings. Hanover had three fourth-place performances as well, placing 20 of 22 teams inside the top half of their respective season standings. Men’s basketball and women’s tennis each won regular season and tournament titles in the HCAC, while both soccer programs, football, and women’s track & field added conference championships as well.



## COMMUNITY

Hanover College has a strong presence in the local communities and southeast Indiana as it has transformed so many lives. The College takes great pride in being a part of Hanover Township and historic Madison, Indiana. Once a major river port for the state, the city of Madison has maintained its sense of 19th century heritage with 133 city blocks on the National Register of Historic Places, designating it as the state’s largest historic district. Midwest Living magazine recently listed Madison as the 4th-best small town to visit, popular for its thriving art community and events throughout the year. And it is ranked in the top eight places in the U.S. to raise a family. Madison was also named a “Stellar Community” in 2017 for its community and economic development improvements. Its location is approximately an hour from Louisville, Ky., and approximately 90 miles from the major metropolitan city of Cincinnati, Ohio, and the state capital of Indianapolis.



## OPPORTUNITIES AND CHALLENGES FOR THE NEW PROVOST AND VICE PRESIDENT FOR ACADEMIC AFFAIRS

### Exceptional Leadership

As a member of the senior staff and President’s Cabinet, and working closely with the College’s 16th president, Dr. Lake Lambert, the Provost and Vice President for Academic Affairs will bring a crucial perspective and voice to issues that affect the entire institution. President Lambert is an innovative, empowering, goal-oriented visionary who leads a high-functioning team of strategic thinkers. This dynamic group is ready to work collaboratively with the new Provost and Vice President for Academic Affairs to forge an exciting new era at Hanover. An ability to work cooperatively as a member of this talented administrative team while bringing strong advocacy for the academic program will enhance the new Provost and Vice President for Academic Affairs’ effectiveness.



### A Liberal Arts College in the 21st Century

The environment for private liberal arts colleges is undergoing a sea of changes due to a host of factors, including shifting interest to the sciences and pre-professional programs, rising concerns about the cost of a college degree, student debt and the business model underpinning higher education; demographic challenges and greater interest in student outcomes. Amidst this disruption, private liberal arts colleges must refine their identity and articulate their distinctiveness in powerful language. Hanover must be an exemplar of this refined and modern interpretation of the liberal arts college and the new Provost and Vice President for Academic Affairs will have the chance to lead this effort. Faculty will welcome this conversation.



## **New Graduate Programs**

Hanover is galvanized to launch new graduate programs and is currently pursuing accreditation for a specific market-demand hybrid offering in the health sciences. The new Provost and Vice President for Academic Affairs will have the opportunity to work with his/her colleagues to develop additional graduate programs, building on the College's excellent undergraduate education reputation in the arts, sciences and pre-professional arenas.

## **What Constitutes Excellent Teaching**

Superb teaching is inextricably bonded with the identity of the modern liberal arts college. Hanover and institutions like it have long stood for the teacher-scholar model, where faculty dedicate themselves to high quality instruction, while maintaining a scholarly life. Great teaching is constituted by time-honored attributes of subject mastery, rapport with and mentoring of students as well as an effective balance of rigor and support. Today's conversation about excellent teaching also includes a dialogue about the use of technology and more recent scholarship on how students learn best. The Provost and Vice President for Academic Affairs will be able to facilitate this dialogue and ensure that Hanover continues to graduate individuals who distinguish themselves once they become alumni.

## **Best-in-Class Practices**

Along with the evolution surrounding the definition of the modern liberal arts college and excellent teaching, another topic relevant to student achievement and success is administrative practices.

Students should be expected to stretch in a rigorous academic program like Hanover's. On the other hand, administrative practices should be user-friendly and seamless so that students can concentrate on their studies. The next academic officer should insist that Hanover be worthy of emulation in this integral area by being an artful and change-agile leader. Faculty understand and appreciate the need for this emphasis.

## **Educational Technology**

The rapid evolution in educational and administrative technology is an important element in a quality educational experience, though by no means the only one. Still, students expect that their collegiate experience will employ up-to-date technological tools designed to enhance their learning. The Provost and Vice President for Academic Affairs should embrace the adoption of new instructional technologies, support the professional development needs of the faculty, and work with his/her colleagues to craft a reasonable technology plan versus agenda that will propel Hanover College into 21st Century learning. S/he should also endeavor to ensure that the resources of the College's ERP are leveraged more effectively.

## **Trust, Engagement, Motivation and Collaboration**

It should be noted that the changes sweeping private higher education today, from which Hanover is certainly not immune, have caused some faculty and staff to become a bit less engaged and less motivated. While this phenomenon is understandable, the changing times require more, not less, engagement and motivation. All faculty and staff must rededicate themselves to work collaboratively toward a greater sense of accountability to self and others, especially students. The Provost and Vice President for Academic Affairs will be a key architect of this heightened sense of engagement by nurturing, recognizing, and rewarding the standard of excellence required by these changing times. One of his/her first tasks will be to understand Hanover's culture and establish a sense of shared trust between herself/himself and the people s/he leads. Building of professional relationships and open communication will also be key to this effort.

## **Assessment**

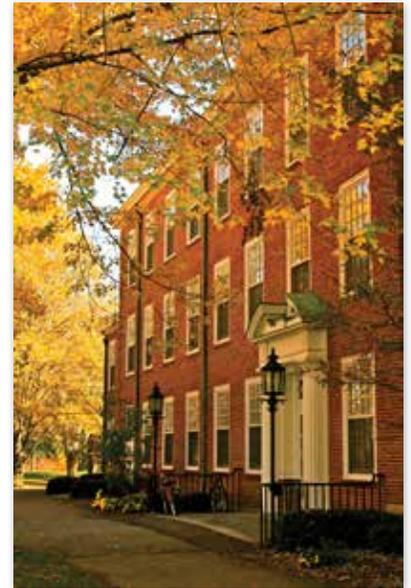
During the listening sessions that formed the basis for this profile, faculty and staff expressed the need for a continuous improvement approach to assessment. The notion that assessment is only something accreditors require has disappeared. It has been replaced by a belief that assessment is integral to enhancing student learning, program review and improvement. The Provost and Vice President for Academic Affairs should ensure that Hanover's assessment program is a collaborative, campus-wide initiative.

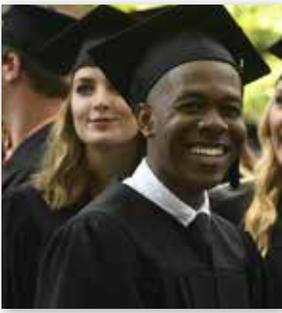
## **Distributed Leadership**

In order for the Provost and Vice President for Academic Affairs to be successful, s/he must have the concerted help of the associate deans, department chairs and academic staff managers. S/he must therefore initiate conversations with the aim of crafting a shared understanding of the authority and responsibilities of each member of the team.

## **Diversity and Inclusion**

While the rural Midwest presents challenges in the recruitment of faculty and staff, the Provost and Vice President for Academic Affairs must work diligently to increase the presence of persons of diverse populations in the faculty as well as academic administration and staff. This effort will require innovative recruitment and retention strategies.





## DESIRED ATTRIBUTES AND SKILLS

Committed to building on existing strengths and poised for the future, Hanover College seeks a new Provost and Vice President for Academic Affairs who will provide visionary, strategic, and creative leadership. Strong candidacies will require a substantial track record of academic and managerial achievements, an ability to plan with input from all College stakeholders, and the courage to make informed decisions, coupled with the ability to articulate the need for those decisions and build consensus around them. Personal characteristics of warmth, caring, and authenticity are crucial. At least three years of academic leadership as a dean, associate dean, program director, department chair, and/or center director are required. Experience in a small college with niche graduate programs and staff supervisory experience is strongly preferred. An earned doctorate (or other terminal degree), and substantial experience as a teacher-scholar with a primary focus on undergraduate education, having earned the rank of professor are also required. The successful Hanover College Provost and Vice President for Academic Affairs will also:



- Unabashedly embrace, advocate for, and celebrate the liberal arts; truly understand the power this curriculum can deliver.
- Be a natural and skilled communicator; excel at all forms of communication, including speaking, writing and listening.
- Have the ability to build the confidence of the administrative team, faculty, students, and staff through sustained, transparent, and visionary leadership that will inspire and engage;
- Be a visionary with wisdom, who will work collaboratively with all groups reflecting passion and strategic, analytical thinking. And be able to articulate the vision clearly to build consensus so that others are motivated to execute it successfully.
- Work collaboratively; be a team-builder. S/he must hold himself or herself and others accountable for goal attainment.
- Attend to matters in a timely fashion, while delegating appropriately. At the same time, the new leader must display patience when the situation calls for it.
- Have a presence that inspires confidence and buy-in. Exhibit genuine care and humility along with sincere appreciation for the dedication of colleagues and their many accomplishments.
- Have familiarity with issues prominent in higher education including the practical application of the liberal arts, relationship between curriculum and co-curriculum, and effective shared governance policies.
- Be experienced as a solutions-oriented system builder, who possesses both practical administrative experience across academic affairs and the financial acumen necessary to engage in budget analysis and allocation and advocate for creative, best-practice solutions in an environment of limited resources.
- Maintain exceptional leadership and management skills including courage and strength as a skilled change agent.
- Be innovative with an unwillingness to accept the status quo; have sophistication and experience with diverse uses of innovative instructional technology.
- Have a strong appreciation for data analytics and use such analyses in decision making.
- Possess a genuine sense of self-effacement while building trust and generating consensus.
- Maintain a commitment to enriching the campus community with global perspectives and commitment to diversity in all its forms.



## HANOVER AT A GLANCE

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### ADMISSION (ENTERING CLASS, FALL 2019)

- Applications: 3,254
- Applications Accepted: 2,054
- Enrolled: 303 (estimated)
- Men: 136, Women: 167
- Number of states represented: 9
- High school class rank, top 20%: 91 students, or 30% from the top 20% of their class
- Mid-50 percent SAT range: 1,040-1,210
- Mid-50 percent ACT range: 20-26

### FACULTY

- 85 Full-time teaching faculty:  
51 Men, 34 Women
- 95% have Ph.D. or terminal degree
- FTE faculty-to-student ratio: 12-to-1

### ALUMNI DATA

- More than 12,000 living alumni in 50 states and 51 countries
- Alumni giving: 18.25% (FY19)

### STUDENT DATA (FALL 2018)

- Enrollment: 1,103
- Men: 497, Women: 606, Minorities: 137
- Students from out of state: 365 (includes international students)

### GRADUATION RATE

- 4 years — 71%

### STUDENT RETENTION DATA

- 75% of first-year students returned in 2018-19

### ATHLETICS

- 42% student athletes

### FINANCIAL DATA

- Resident Student Comprehensive Fee, 2019-20: \$51,050
- Financial Aid: \$27,500,000 (98% student participation)
- Gifts and Grants, FY 2018-19: \$5,764,916
- Education & General Expenditures, FY 2018-19: \$16,261,316

## NATIONAL RANKINGS

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- The Edvocate - #10 2020 Best Colleges and Universities in Indiana
- Study.com - #8 on Top 50 Economics Schools list
- 2019 College of Distinction
- "Princeton Review" The Best 382 Colleges Best Midwestern
- "Forbes" America's Top Colleges list
- "U.S. News & World Report" #113 National Liberal Arts College #42 Best Value Schools
- "Washington Monthly" #9 in affordability for elite schools #13 Liberal Arts Best Bang for the Buck
- "Kiplinger" Top-100 Best College Values
- "Money" 2018-19 Best Colleges

## APPLICATION PROCESS

The Provost and Vice President for Academic Affairs Search Committee will begin reviewing candidate materials in the first week of November and will continue through late November. Although applications will be received until the position is filled, materials should be submitted by Friday, November 15, to receive the most favorable consideration. Final selection and announcement of the next Provost and Vice President for Academic Affairs will be made by late February and the new Provost and Vice President for Academic Affairs will be invited to begin work on or about July 1, 2020.

Hanover College is committed to recruiting a diverse, high-quality workforce dedicated to meeting the higher education needs of our community. Women and persons from unrepresented groups are encouraged to apply.

All application materials will be received in full confidence and should be submitted electronically to:

**Hanover\_Provost@agbsearch.com**

Please address the letter of candidacy to Dr. Valerie Young, Chair, Provost and Vice President for Academic Affairs Search Committee.

Applications must include:

- A letter of candidacy responding to the College's list of desired attributes identifying the candidate's experiences in the context of the opportunities for the new Provost and Vice President for Academic Affairs;
- A complete CV or resume;
- The names, phone numbers, and email addresses of five references, none of whom will be contacted without permission of the candidate.

Inquiries and nominations should be directed to:

**Frederick V. Moore, J.D./M.B.A.**  
Executive Search Consultant  
AGB Search  
**fred.moore@agbsearch.com**  
(712) 299-2544

**Melinda L. M. Leonardo, Ph.D.**  
Executive Search Consultant  
AGB Search  
**melinda.leonardo@agbsearch.com**  
(919) 280-4901

Information on the search is also available at [hanover.edu](http://hanover.edu) or [agbsearch.com](http://agbsearch.com)

*Hanover College is an Equal Opportunity Employer committed to providing an inclusive, welcoming and diverse college environment. We seek candidates of all backgrounds regardless of age, color, disability, gender, gender expression, gender identity, national origin, marital status, race, religion, sex, sexual orientation or veteran status. No person, on the basis of protected status, shall be excluded from participation in, be denied the benefits of, or be subjected to unlawful discrimination, harassment, or retaliation under any College program or activity, including with respect to employment terms and conditions. We embrace diversity and encourage all who are interested to apply.*