

HILBERT COLLEGE

Hamburg, New York

PRESIDENTIAL SEARCH



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THE OPPORTUNITY

Hilbert College is launching a national search for its fourth president in its 61-year history. The president is Hilbert's chief executive officer and reports to the Hilbert Board of Trustees. Hilbert's new president will succeed Cynthia Zane at a time of renewed institutional planning and in an ethos where challenging the status quo will be welcomed.

Hilbert serves a diverse student body of nearly 1,000, including traditional undergraduates, full and part-time graduate students, and students enrolled in the college's adult and evening programs. Located in the Buffalo metropolitan area (1M population), Hilbert's ability to incorporate and build on resources available in the surrounding urban area is unusually attractive. Engaging in the next iteration of a strategic plan, and embracing the change that will result from that plan, as well as leading a fundraising campaign just nearing the end of the quiet phase, Hilbert's next president will have the opportunity to make a measurable difference in the life of this fine small college.

The new president will follow the successful

twelve-year career of Dr. Cynthia Zane, who is just the third president in Hilbert's 61-year history.

THE MISSION

Hilbert College is an independent institution of higher learning that embraces its Catholic Franciscan heritage and values. Students from diverse backgrounds are educated in liberal arts and professional programs to become informed citizens committed to serving and strengthening their communities.

THE VISION

Hilbert College strives to be faithful to the deep and diverse historical foundations on which it rests. From the founding congregation of the Franciscan Sisters of St. Joseph (FSSJ), we embrace the traditions of St. Francis: respect, service, hope, vision, joy, integrity, compassion, and peace. From the noble legacies of the liberal arts academy, we honor intellectual inquiry, freedom of thought, breadth of knowl-



edge, and lifelong learning. And from our own history, we continue to reach out to students from all backgrounds. We are committed to providing them skills and resources to achieve success in a wide range of careers, recognizing that in today's world, that entails equipping students to respond to a rapidly changing global environment.

The faculty and staff of Hilbert College are dedicated to providing students with individual attention and support while also allowing them to grow and explore new challenges. We celebrate the richness that comes from a diverse campus of individuals from many faiths and cultures. We emphasize the importance of service to our community, and we endeavor to be a voice for social justice in the world.

HILBERT COLLEGE: AN OVERVIEW

Founded as Immaculata College in 1957 by the FSSJ congregation, Hilbert has experienced dramatic change in its 60-year history, growing and remaining relevant at each chapter of its development. In 1969, having broadened its curriculum to include degrees outside of

teacher training and expanded its enrollment to include both men and women, the institution officially became known as Hilbert College. In 1992, the college began to offer four-year degrees for the first time. Hilbert added its first graduate programs in 2011 and adult and evening bachelor-level programs in 2012. In 2006, the college appointed its first lay president, Dr. Cynthia Zane. The college had its accreditation reaffirmed by the Middle States Commission on Higher Education in the spring of 2016.

About 1,000 students attend Hilbert today, an enrollment that is nearly 15 percent higher than it was ten years ago but is down about 15 percent from its peak of four years ago. Students select from 17 undergraduate majors including highly regarded programs in criminal justice and forensic science which have attracted attention regionally and nationally. Full time students comprise 88 percent of Hilbert's total enrollment and 250 students are in residence.

Thirty-eight full-time faculty, devoted to teaching and mentoring Hilbert's students, provide a combination of academic and professional experience that support the college's academic programs. Approximately 61 percent hold a

doctorate or terminal degree in their field. Part-time and adjunct instructors supplement the programs as needed. The current student to faculty ratio is 13:1, allowing Hilbert to sustain its commitment to individual student achievement and transformation, often based on each student's special abilities and personal potential.



Hilbert College Strategic Plan: NEW HORIZONS 2020

—adopted May 2017

Strategic Goal 1: By 2020, New first-time, transfer and graduate student enrollment is increased and diversified consistent with Hilbert College's mission.

Strategic Goal 2: Hilbert is committed to strengthening its Catholic and Franciscan identity by creating a culture of diversity, inclusion, and equity.

Strategic Goal 3: Hilbert College students will graduate from academic programs characterized by best practices in delivery, assessment, and strong student support systems.

Strategic Goal 4: Hilbert's budget is aligned with the institution's mission and values in order to provide the physical and financial re-

sources to meet the academic, social, recreational, and competitive needs of our students.

Strategic Goal 5: An integrated marketing and communication program that enhances and protects Hilbert College's reputation, advances and strengthens the College's brand, encourages community engagement, and reinforces the College's relevance in the lives of key target audiences, including current and prospective students, alumni, donors, friends, and faculty and staff.

Strategic Goal 6: Professional development opportunities are implemented to support innovative practices of faculty and staff consistent with the changing landscape in higher education.

Strategic Goal 7: Hilbert College has a comprehensive, shared mapping system of all its community-based relationships that serves as a rich resource for each academic department, fosters greater campus-wide collaborations, and supports college initiatives.

Hilbert College Fast Facts (2017-18 data)

Undergraduate Tuition & Fees = \$21,750

Room & Board = \$9,000

Grad Tuition = \$775/credit hour

Discount Rate (FY 16-17) = 27%; FY 17-18

projected to be 28.5%

About 35% of the undergrads live on campus.

92.4% placement rate for graduates

13 Programs Offered (ranked by enrollment, largest to smallest):

- Forensic Science
- Criminal Justice
- Business Administration
- Cybersecurity/Computer Security & Information Assurance

- Human Services
- Accounting
- Digital Media & Communications
- Legal Studies
- Psychology
- Law & Government/Liberal Studies
- English

of Full-time Faculty = 38

Budget = \$15 million

Endowment – book value @ 5/31/17 = \$4.5 million; market value @ 5/31/17 = \$7.9 million

Long-term debt @ 5/31/17 = \$9.4 million

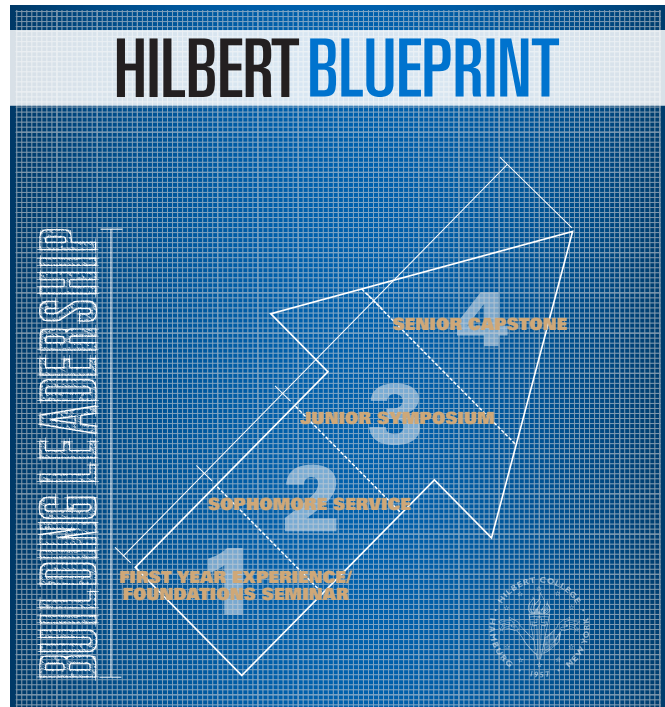
Total net assets = \$ 27.4 million

Liberal Learning – Hilbert’s Curriculum

Hilbert’s cumulative and holistic curriculum is designed to promote six learning objectives across the four-year undergraduate experience:

- Gain advanced core skills in writing, speaking, listening, reading, qualitative skills, and technological fluency;
- Become interculturally aware and acquire openness to diversity;
- Acquire effective reasoning and problem-solving skills;
- Develop advanced research skills;
- Expand skills in integrative learning; and
- Evolve the ability to lead an examined life and value the need for lifelong learning.

Since the fall of 2014 Hilbert College has committed to using AAC&U’s VALUE rubrics in the assessment of its Liberal Learning Outcomes. Each rubric assesses a specific competency within one of the Liberal Learning Outcomes.



The Hilbert Blueprint

Hilbert College has crafted a plan promoting a four-year college experience that will bolster student involvement and leadership potential. The Hilbert Blueprint promotes a well-rounded student experience over four years. The ‘blueprint’ begins with the Foundations Seminar – a key piece to the First-Year Experience, followed by Sophomore Service, Junior Symposium, and concludes with the Senior Capstone.

Campus Life and Athletics

Among the most prominent campus buildings on Hilbert’s attractive campus are Paczesny Hall and Bogel Hall, both of which provide modern instructional settings and up-to-date technological infrastructures. Opened a decade ago, Swan Auditorium provides stunning performance and meeting space for Hilbert events, while also hosting the Buffalo Philharmonic Orchestra on an annual basis. The newest campus building, Trinity Hall, opened in 2009 and provides state-of-the-art residency for all first-year students.



A wide variety of co-curricular and extra-curricular activities supplement the academic program. With over 35 clubs and organizations, Hilbert students are encouraged to become engaged and to nurture their leadership skills in many ways. The development of leadership abilities is a core concept in all of co-curricular and extra-curricular student development. All students are exposed to leadership development from the beginning of their undergraduate careers when habits of success and global awareness are discussed in the Foundations Seminar of the Hilbert Blueprint.

Hilbert's NCAA Division III athletic program offers 16 varsity sports including basketball, cross country, lacrosse, soccer, and track for men and women, baseball for men, bowling, softball and volleyball for women, and coed golf. The Hawks are members of the Allegheny Mountain Collegiate Conference (AMCC) and since joining the Conference 12 years ago, six Hilbert students have been selected as AMCC's Scholar Athlete of the Year. Intercollegiate athletics are an integral complement to the mission—and enrollment—of Hilbert College.



Buffalo and Northwest New York State

Located just ten minutes south of Buffalo, Hilbert's handsome campus provides students and faculty with a well-maintained suburban setting easily accessible to the increasingly cosmopolitan and revived Buffalo metropolitan area. The city of Buffalo is rapidly becoming a destination city for many professional families. Based on an enhanced quality of life and highly affordable cost of living, the greater Buffalo area has become a vibrant urban center with robust cultural, educational, and recreational opportunities.

Long known for the renowned Albright Knox Art Gallery and the Buffalo Philharmonic Orchestra, the area's burgeoning arts and restaurant scene has created a renewed spirit of activity and engagement in the city. There are also several well-preserved homes designed by Frank Lloyd Wright. The Darwin Martin house, listed on the National Historic Register, is pictured below.



The presence of professional sports teams like the Buffalo Bills, Buffalo Sabres, and the Buffalo Bisons provide year-round points of pride for the larger community, while personal recreational activities are abundant during all seasons. In addition to a welcoming refurbished waterfront area located at the confluence of Lake Erie and the Niagara River, Buffalo is easily accessible to some of New York's most beautiful recreational areas including but not limited to two major alpine ski resorts, Reinstein Woods Nature Preserve, Chautauqua Lake, and of course Niagara Falls. Learn more about the exceptional quality of life in greater Buffalo at:

[Visit Buffalo Niagara: Buffalo. For Real.](#)

[Visit Buffalo Niagara: This Place Matters](#)

[Buffalo: America's Best Designed City](#)

THE AGENDA FOR HILBERT'S NEW PRESIDENT

Recognized as a distinctive, student-centered small Catholic Franciscan college focusing on professional and liberal arts programs, Hilbert's mission and the intensity of faculty/student relationships create a meaningful platform of expectations for the new president. Establishing a full understanding of the people, programs, and relationships that constitute the Hilbert community will be a key to the early establishment of presidential leadership. The following agenda items will be crucial for the next president to address in order to move the college forward:

Champion the College to Build Visibility, Reputation and Distinctiveness in the Buffalo/ Northwest New York Area and Beyond

This is a key time for the college. Building momentum and distinctiveness will be key to the future success of the college. Hilbert's next president must be active and visible in the Buffalo and upstate New York area in order to build Hilbert's recognition and reputation and for quality and student success. The area is rich in educational options, which poses a competitive challenge for Hilbert. Distinguishing the college and its programs from other institutions will be pivotal-as will establishing learning partnerships in the region. Increasingly, graduates choose to stay in the area and many are drawn back by the attractive lifestyle and opportunities. The president will reach out to local alumni and community leaders to create greater recognition and synergies for the College.



Lead the College's Fundraising Efforts

Hilbert's mission to serve students who might not otherwise be able to attend college, and to help them succeed, is a compelling case for philanthropic support. The president will be an active and enthusiastic friend and fund-raiser, telling the story of Hilbert's important Franciscan, student-centered mission. Hilbert has launched a campaign for 2017-18 to raise \$400,000 for scholarship funds. All dollars raised will go directly to providing scholarship assistance to eligible students. The purpose is not to add to the endowment but to help offset the competitive pressure being imposed by the state's Excelsior (free tuition at public universities) program. Several projects have been identified that will require significant fund-raising effort. The projects include expansion and renovation of the college's Campus Center, enhancement of athletic fields, and creation and renovation of science labs.

Build Enrollment by Encouraging Innovative New Programs to Meet the Needs of Students and Employers of Today

The president must foster a culture of innovation that is responsive to the current landscape of higher education. The president will encourage the development of creative and contemporary academic programming which is consonant with the digital and technological focus of our culture. The president will encourage the recruitment and support of faculty in creating distinctive and high-quality programs to attract new audiences. The encouragement of innovation, experiential learning, and new modalities will be important for creating new revenue streams. Focusing on retention will be critical in building student success and reenrollment numbers. In addition, demonstrating the worth of programming through outcomes assessment will be critical to Hilbert's success.



Support and Build a Sense of Community in the Franciscan Tradition

With a deeply committed faculty, staff, administration, and Board of Trustees, all of whom strongly embrace Hilbert College and its principles, the new president can promote trust and nurture a spirit of mutual respect by practicing open and effective communication. Shaping discourse that leads to spirited discussion and consensus building around pivotal issues will help to build the strength of community, a singularly important quality of Hilbert. Through inclusive dialogue and transparent communication, the president will build a sense of community and shared purpose in supporting students and moving the college forward.

The president will celebrate and embody Hilbert's Franciscan values. She or he will understand and foster Hilbert's mission to provide a supportive, warm, and distinctly caring dimension to the development of Hilbert students. The new president must be comfortable with the personality of the "Hilbert family" and be genuine in his/her visibility, accessibility, and participation in the life of the college.

Celebrate Diversity

Diversity and inclusiveness are key ingredients in a fulfilling and meaningful institutional climate at Hilbert, and particularly well-suited to its Franciscan charism. To that end, the president's embrace of these qualities and his/her ability to engage the college's population around issues of diversity, must be reinforced as a priority. The stature of underrepresented groups on campus is critical to the quality of life at Hilbert. The college strives to become an ever more inclusive college; diversity has become integrated into the strategic planning objectives of the college. The president's active support of diversity and inclusion will be welcomed.





Desired Attributes of Hilbert's Next President

The successful candidate at Hilbert should possess a combination of personal qualities and professional experiences which match the expectations outlined in the priorities identified in the section above. The president will bring integrity, energy, an uncompromised work ethic, empathy, and a sense of humor to the work of the college. An earned doctorate or terminal degree is highly preferred; an understanding of the current landscape of higher education is imperative, as is the inclination to innovate and foster change.

In addition, the Hilbert president will be expected to:

- Demonstrate an understanding, appreciation for, and commitment to the college's mission and core values as reflected in its Catholic Franciscan tradition; experience with Catholic higher education is preferred;
- Blend common sense management and fiscal responsibility with a visionary, creative approach, all the while setting high levels of aspiration and achievement for all;
- Think strategically, plan collaboratively, and implement decisively;
- Enthusiastically and actively engage the surrounding western New York area as a resource for partnerships and experiences that will benefit Hilbert's academic program;
- Communicate effectively and regularly by listening carefully, writing thoughtfully, and speaking with clarity and inspiration;
- Possess a sound understanding of responsible systems of shared governance and an ability to translate that knowledge to a practical application that will enhance Hilbert's situation;
- Support the campus in dealing directly with the distinctive trends, significant issues, and major changes affecting higher education in coming decades;
- Demonstrate intercultural competence with an ability to further develop a model of inclusivity throughout the college;
- Be an energetic and approachable campus presence, actively engaging in student-centered life at Hilbert while modeling traits that will enrich collegiality and community on campus.

THE APPLICATION PROCESS

The presidential search committee will be accepting nominations and applications on a rolling basis through the summer of 2018. The candidate pool will be narrowed around August 1, although applications will be accepted until a new president is selected. For the most favorable consideration, applications should be submitted by Friday, July 20, 2018. The president will be expected to assume office on January 2, 2019.

Dr. Katherine Haley is the executive search consultant assisting with this search. Nominators and prospective candidates may contact her at: HilbertPresident@haleyassociates.net or 603.748.4399.

Application materials should be submitted at: haleyassociates.hiringthing.com

Materials should include a thorough letter of application which matches the candidate to the agenda/priorities for Hilbert's new president, identified above; a curriculum vitae; and an annotated list of 4-5 references, none of whom will be contacted until a later stage of the search and not without the permission of the candidate. All inquiries and applications will be received and evaluated in full confidence.

Hilbert College is an Equal Opportunity Employer.
Women and minorities are encouraged to apply.

To learn more about Hilbert College visit www.hilbert.edu