HILBERT COLLEGE
Hamburg, New York

SEARCH FOR A PROVOST
Hilbert College is launching a national search for its next Provost/VPAA. The provost is Hilbert’s chief academic officer and is administratively responsible for all academic, student life, and related programs. While serving as the “first among equals” on Hilbert’s senior leadership team, the provost will partner with President 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 just south of Buffalo, 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, the provost will have the opportunity to make a measurable difference in the life of this fine small college.

The new provost will follow the eight-year career of Dr. Chris Holoman who is now serving as the president of Centenary College (LA) and the current year of service offered by Dr. Kristina Lantzky-Eaton, interim provost. The appointment of the permanent provost will become effective no later than July 1, 2017.

**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 knowledge, 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.
ABOUT HILBERT

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 three 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.

Forty-seven 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.

**The Hilbert Blueprint** - Hilbert’s program of study is intended to provide a well-rounded student growth over their four undergraduate years by inserting common experiences throughout the curricular program.

- **First-Year Experience** – Incoming freshmen are required to participate in Hilbert’s First-Year Experience which includes a Foundations Seminar designed to get all students acquainted with the college experience. All first year students participate in the Hilbert College Reads program, in which students read the year’s selected text and follow-up by meeting and talking with the author.

- **Sophomore Service** – Students are obligated to take one course with a service-learning requirement. Service-learning
requirements are unique to each class. In some classes, the entire class may work together on one single project that benefits the community, or they may complete a service-learning activity by selecting an organization or project from a list of pre-approved community partners and activities.

- **Junior Symposium** – Three faculty members from different disciplines teach this mandatory course, which encourages students to follow current events and introduces The New York Times as daily reading. Juniors engage in active debates and student-led discussions.

- **Senior Capstone** – Unique to each department, the capstone could be – but is not limited to – a project, internship, or research paper and is designed to synthesize the student’s four-year educational experience and support the college’s mission to produce ‘informed citizens committed to serving and strengthening their communities’.

**Liberal Learning** - Hilbert’s cumulative and holistic curriculum is designed to promote six learning objectives across the four-year undergraduate experience. It is intended that Hilbert students will:

- 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. These competencies have been mapped to the curriculum with each course indicating whether its learning objectives and assignments expect students’ work to be at a level in which students are being intentionally introduced and instructed in the learning outcome (Introductory), a level in which the outcome is being reinforced and students are afforded opportunities to practice or rehearse the outcome (Reinforced), or a level at which students are expected to have sufficient practice and should be able to demonstrate a high level of performance in relevant assignments (Mastery).

**Campus Life** - Located just ten minutes south of Buffalo, Hilbert’s handsome campus provides students and faculty with an attractive well-maintained suburban setting accessible to the cosmopolitan face of a growing urban area. Among the most prominent campus buildings 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 programming and the chief student life officer at Hilbert has been elevated to the position of Vice Provost for Leadership Development and Dean of Students. 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, track, and volleyball for men and women, baseball for men, bowling
and softball 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 of Hilbert College.

**Location** - In addition to providing a resource for many of Hilbert’s high-impact academic programs, the city of Buffalo is rapidly becoming a destination city for many professional families. Based on an enhanced quality of life and reasonable cost of living, the greater Buffalo area is shedding its image as “nothing special even on a sunny day” to 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. 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 quality of life in greater Buffalo at: www.visitbuffaloniagara.com
THE AGENDA FOR THE NEW PROVOST

Recognized as a distinctive 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 provost. To respond fully, the provost will first need to be an attentive listener and thoughtful observer. Establishing a full understanding of the people, programs, and relationships that constitute the Hilbert community will be a key to the early establishment of academic leadership.

The campus community is eager for the provost to sustain an advocacy role for several aspects of the academic program including the development and resource allocation for new programs, support for distance learning undertakings, improvement of the faculty handbook, strengthening of faculty for graduate-level teaching, and sustained assessment of learning outcomes. The provost will set the overall tone in which Hilbert’s academic program is administered and embraced by all members of the college community. In addition, the following items will be prominent on the new provost’s agenda.

Providing Academic Leadership - Championing the academic program and supporting the teaching faculty remain at the core of this agenda, but the provost’s oversight extends to a broader portfolio of responsibilities intended to underscore the holistic nature of undergraduate education at Hilbert. The portfolio includes programs in both academic affairs and student life, and recognizes that learning occurs in and out of the classroom. The provost is in a strategic position to further encourage the teaching and mentoring that faculty and staff offer and to build on the holistic impact of the curriculum and co-curriculum working together. Since expanding the scope of the provost’s responsibilities in 2010-2011, average retention of first-year students has risen from below 60 percent to a range in the mid 70’s.

Enriching the Sense of College Community - With a deeply committed faculty, staff, administration, and Board of Trustees, all of whom strongly embrace Hilbert College and its principles, the new provost can promote trust and nurture a spirit of mutual respect by practicing open and effective communication. Shaping discourse that leads to principled agreement and consensus around multiple issues will help to build the strength of community, a singularly important quality of this institution. Through inclusive dialogue and transparent communication, the provost’s opportunity to enrich the sense of community is palpable.

Not to be overlooked in this Hilbert community enrichment is the critical aspect of student-centeredness. Faculty, administration, and staff provide a supportive, warm, and distinctly caring dimension in the development of Hilbert students. The new provost 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.

Encouraging Creativity - While the provost accepts ongoing responsibility to empower faculty and support educational programs, there is a focused need to inspire a culture of change at Hilbert. Without diluting Hilbert’s commitment to many of its current offerings, the new provost should advance a vision for developing distinctive new programs. The encouragement of innovation and an ability to lead by ideas will help to define the new provost’s success.

Engaging in Strategic Planning - Beginning in 2017, a new three-year strategic plan will provide an uncommon moment of opportunity for the new provost. Enhancing the centrality of Hilbert’s academic program and providing a strategic vision will be early points of the provost’s engagement. The development of academic priorities, the allocation and reallocation of resources, the identification of specific support necessary for strengthening Hilbert’s educational program, and the ability to define and measure student success will call for the provost’s immediate immersion in and leadership of strategic initiatives for the college’s future.

Strengthening Governance - For the provost to be effective in either of the aforementioned agenda items, he/she will be asked to enhance, affirm, and empower an improved governance
system at Hilbert. Faculty leadership and administrative officers all agree that a redesign of the current committee structure can be considered, more effective lines of communication can be identified and reinforced, and the shared understanding of institutional goals and objectives can be improved. The interim provost and faculty senate leadership are already laying groundwork for progress in this area. The provost’s partnership with the faculty in the implementation of an improved governance process calls for sensitive and experienced leadership.

Managing While Leading - As a key member of the president’s senior leadership team, the provost serves all of Hilbert and can bring a crucial perspective to issues that affect the entire institution. An ability to work cooperatively as a member of this team while still bringing strong advocacy for the academic program will enhance the new provost’s effectiveness. In addition, continuing to build on the positive working relationships among and between members of the academic affairs and student life staffs will be essential. The provost’s skill at delegating, evaluating, and holding his/her own team members accountable will bring strength and clarity to the work of the overall program. In all of the provost’s roles, candor, authenticity, mutual respect, and collaboration will provide an effective pathway to accomplishment.

Celebrating Diversity - Diversity and inclusiveness are key ingredients in a fulfilling and meaningful institutional climate at Hilbert. To that end, the provost’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. President Zane has articulated her desire for Hilbert to become a more inclusive college and this has become a part of the strategic planning objectives. The provost’s fresh ideas and actions toward these objectives will be welcomed.

Embracing 21st Century Teaching and Learning - The provost must be able to encourage and resource an educational environment that will include technology-based pedagogies of a wide variety. While recognizing and rewarding the value of personal mentoring that occurs between teacher and learner in the classroom, the provost should bring a working knowledge of the needs of future generations of college students and be prepared to enrich Hilbert’s educational offerings around those needs.

Raising the Frequency of High-Impact Learning - Whether supporting student engagement in internships, study away, service learning, civic engagement, independent research, or any other opportunities for the practical application of theory, the new provost will be asked to encourage an increase in such learning. Using the resources beyond the campus boundaries, and particularly in the greater Buffalo region, could further distinguish the Hilbert program. The provost’s role establishing the college as a partner in capacity-building community partnerships will be welcomed.
DESIRED ATTRIBUTES OF THE NEW PROVOST

The successful candidate at Hilbert should possess a combination of personal qualities and professional experiences that match the expectations outlined in the Agenda for the New Provost. The provost will bring integrity, energy, an uncompromised work ethic, empathy, and a sense of humor. An earned doctorate or terminal degree, teaching experience, and other achievements as an academic leader will be important qualities. In addition, the Hilbert provost will be expected to:

- Establish a loyalty to Hilbert through an understanding of and commitment to the college’s mission and core values as reflected in its Catholic Franciscan tradition;
- Lead by ideas with a style that is visionary, creative, academically focused, and fiscally responsible, while setting high levels of expectation for all with whom he/she works;
- 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;
- Think strategically, plan collaboratively, and implement decisively;
- Enhance the work of the provost’s administrative team by empowering them to work together and by holding them accountable;
- 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; and
- Appreciate and engage the surrounding western New York area as a resource for partnerships and experiences that will benefit Hilbert’s academic program.
THE APPLICATION PROCESS

The provost search committee will be accepting nominations and applications on a rolling basis through the earliest part of 2017. The candidate pool will be narrowed in mid-January, although applications will be accepted until a new provost is selected. For the most favorable consideration, applications should be submitted by Saturday, January 14, 2017. The provost will be invited to begin work no later than July 1, 2017.

Dr. Thomas B. Courtice is the search consultant assisting with this search. Nominators and prospective candidates may contact him at: Tom.Courtice@gmail.com or at 614-395-6631.

**Applications should be submitted to:**
Dr. Ed Pristach & Mr. Rick Pinkowski
Co-Chairs, Provost Search Committee
HilbertProvost@gmail.com

Materials should include a letter of candidacy that responds to the Agenda for the New Provost, a CV or resume, and the names and addresses of three references, none of whom will be contacted until a later stage of the search and not without the formal 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_