



THE SEARCH FOR VICE PRESIDENT FOR BUSINESS AFFAIRS

President Lake Lambert and the Search Committee invite applications and nominations for the Vice President for Business Affairs. Reporting to the President, the Vice President for Business Affairs leads several administrative units within the College, including the business office, human resources, information technology, physical plant, and facilities.

HISTORY AND MISSION

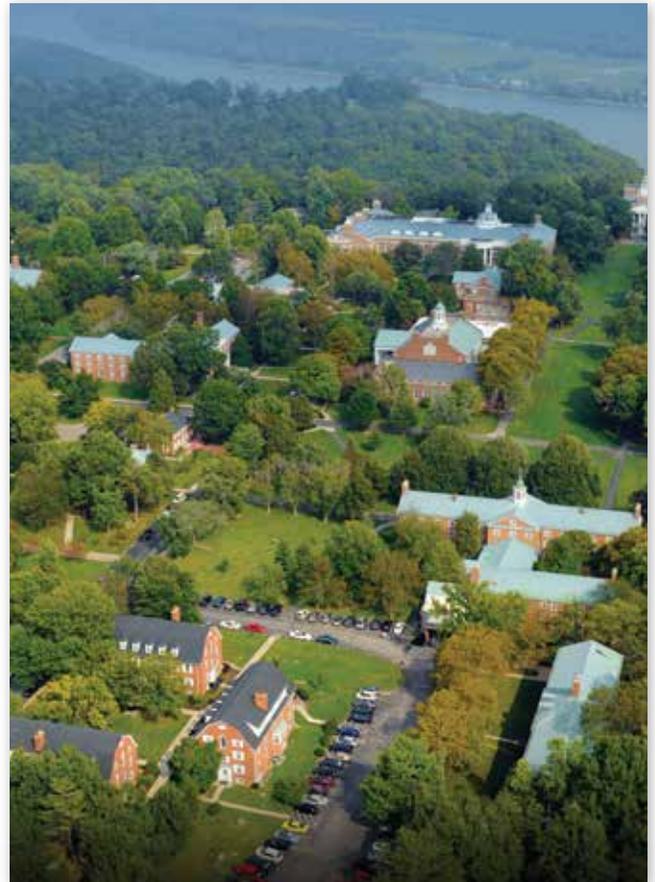
Founded in 1827, Hanover is Indiana's oldest private college. Its alumni include two U.S. vice presidents, as well as other renowned government officials, scientists, business leaders, artists, and philanthropists. Following in the footsteps of their predecessors, newly minted Hanover alumni are well-grounded in the liberal arts and distinguish themselves after commencement. Indeed, 99 percent of the College's graduates are fully employed or pursuing graduate or professional school within seven months of graduation.

A typical Hanover student is usually a high achiever 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 34 majors attracts the best and the brightest from across the region and beyond. The College's 84 full-time faculty, 95 percent of whom hold the terminal degree in their field of expertise, offer stellar teaching, mentoring and support. 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 overlooking the banks of the scenic Ohio River near historic Madison, Indiana, Hanover College is an idyllic place where intellectual achievement and beauty truly intersect. Modified 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 Vice President for Business Affairs who will build on Hanover's rich traditions and reputation to ensure that the institution models modern, best higher education practices.

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.





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

As we enter our third century, Hanover College will be an institution known for its ambitious commitment to student success, academic innovation and community impact. With one foot steeped in tradition and the other stepping forward to the future, we will integrate a foundation in the liberal arts and sciences with the necessity of career readiness; the desire for human connection with the accelerated use of technology; and a transformative undergraduate experience with innovative graduate professional programs. Hanover College will be poised for its third century to be its best century.

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 Vision

Hanover has finalized a new strategic plan, which will guide the College through its bicentennial in 2027. The comprehensive strategy will address the following six priorities:

- Becoming a more welcoming and equitable community,
- Enhancing the undergraduate experience and increasing enrollment,
- Increasing national impact and developing graduate programs,
- Improving alumni outcomes and engagement,
- Fostering employee wellbeing, and
- Improving campus facilities and use of technology.

The next steps for this strategic vision include the development of multiple operational plans. The Vice President for Business Affairs will be an integral part in the creation and execution of these plans.



POINTS OF PRIDE

Hanover Culture

Hanover College is a special place. There is a unique sense of community 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 Vice President for Business 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 support from faculty and coaches 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 Vice President for Business 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 1,000 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. Many 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 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) ranks better than the overall aggregate of schools in the sample. As a part of Hanover's 34 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 that emphasize effective teaching and the student learning experience.

A brief list of recent academic accomplishments include:

- More than 20 members of the last two graduating classes were awarded nationally competitive scholarships or fellowships including three Fulbright Scholars.
- Richter Grant Renewal (self-designed student research projects) has 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.
- More than 90 percent of the Hanover student body have at least one experiential learning experience.
- Four-year rate graduation rate: 67% (through Class of 2020).
- 83% of first-year students returned in 2020-21.





NCAA DIVISION III ATHLETICS

The College community enjoys 22 NCAA Division III athletics teams made up of exceptional student-athletes. Approximately 46 percent of Hanover’s students are intercollegiate student-athletes. The Hanover Panthers have earned the Heartland Collegiate Athletic Conference’s Commissioner’s Cup for the past two years. The honor recognizes the league’s top athletic department, based on final standings in all men’s and women’s sports.

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 has listed Madison as the fourth-best small town to visit, popular for its thriving art community and events throughout the year. 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. Hanover and neighboring Madison are approximately an hour from Louisville, Ky., and approximately 90 miles from the major metropolitan city of Cincinnati, Ohio, and the state capital of Indianapolis.



CHALLENGES AND OPPORTUNITIES FOR THE NEW VICE PRESIDENT FOR BUSINESS AFFAIRS

The Opportunity

Hanover College seeks an innovative Vice President for Business Affairs who is an experienced and successful leader with a deep understanding of the financial challenges that small colleges and universities are facing. The Vice President for Business Affairs is the chief financial officer of the College, reporting directly to the President, serving on the President’s Cabinet, and working closely with the Finance and Investment and Building and Grounds committees of the Board of Trustees. The Vice President oversees the areas of Accounting, Information Technology, Human Resources, Physical Plant Operations, Greek housing, the bookstore, and Dining Services.



The Hanover College Vice President for Business Affairs position offers a critically impactful opportunity to assist and guide the College through current and future financial challenges with the commitment to the overarching College mission: to continue to develop and enrich the student educational experience at Hanover. To succeed, the new vice president must be able to communicate with and engage all internal and external constituencies of the College, be adept at identifying creative, emerging investment strategies, opportunities, and options, and be committed to partnering in this important work with a deeply dedicated staff and Board of Trustees.



Enrollment

Like nearly all small private colleges, Hanover’s marketplace is extremely competitive, a phenomenon made even more acute by COVID-19. The College also has opportunities to increase its enrollment, in the strategies described in detail below. As a member of the executive team, the new vice president will have an opportunity to work closely as a partner in finalizing the College’s revenue strategies and the leader in formulating financial plans to assure achievement of enrollment goals.

Graduate Programs

Recently, Hanover successfully launched a new hybrid doctoral program in physical therapy. The College intends to build on this entry into the graduate program market with exciting new offerings, backed by its sterling academic reputation. Despite COVID-19, recent upward trends in graduate enrollment make this an opportune moment for a concerted push into that space. As already noted, the new vice president will have the opportunity to help set the stage for this dynamic new era at Hanover. Over the next several years, the College aims to increase its total enrollment by roughly 50% as it reimagines its future.



COVID-19

COVID-19 is the most significant health crisis the nation and world have endured in more than 100 years. Hanover did an exemplary job pivoting to a new normal and plans to have students return to face-to-face classes in the spring. Still, the pandemic is far from over. To continue to meet the uncertainty associated with COVID-19, the new vice president will have the opportunity to employ his or her crisis management skills to meet whatever unanticipated difficulties occur.

Financial Stewardship

Despite the turmoil in the higher education market and the concomitant disruption from COVID-19, Hanover has been able to maintain a solid financial footing. With long-term debt totaling a responsible \$23 million, an endowment market value of roughly \$165 million, a capital campaign that has acquired more than 80% of its goal within the first year-and-a half of its launch, and a CIC Financial Indicator Tools score of 6.3 (top 25% in the nation), Hanover has been adept at managing its financial house. The next vice president will have the chance to build on these strengths and improve financial margins and operating performance; evaluate compensation/benefit structures as well as moderate the endowment spending rate. Key to these measures will be clear, concise communication about Hanover's finances from the next vice president to stakeholders.

Technology

Hanover's Enterprise Resource Planning is a Jenzabar product that is aging. The College needs to evaluate the options for a new ERP with the new vice president playing a lead role. Advances in administrative systems offer tools that can enhance recruitment; student service, success and completion; as well as efficiency and the quality of work life. The new Vice President will influence the development of an IT master plan.

Financial Planning

Building on the College's financial stewardship foundation and the exploration of an updated ERP, the new Vice President will have the opportunity to strengthen the transparency of the budgeting process through solicitation of ideas for thoughtful savings and increased sophistication in financial reporting. In addition, the next VP will have the chance to refine the College's managerial accounting systems to ascertain in greater detail the expenses associated with cost centers. The new VP will also have the opportunity to advocate for business process review, which will improve student and constituent service.

Infrastructure

As Indiana's oldest private college, Hanover's history is rich, with gorgeous older buildings, including Hendricks Hall, which is on the U.S. National Register of Historic Places. The history gives Hanover an ambience that is unique. Yet the age of some portions of the College's infrastructure means the new vice president will need to work on refining the plan to care for capital renewal.

Diversity, Equity and Inclusion

It is obvious that the nation is re-learning some lessons about the need to advance diversity, equity and inclusion. There is a need for enhanced emphasis on student recruitment and success as well as faculty and staff hiring from underrepresented populations. Within the context of the challenges presented by its rural setting, the College must do all it can to make new members of the community of learners feel welcome, no matter what their background may be. As a member of the leadership team, the new vice president has the chance to voice new ideas on these critical subjects and help facilitate progress in this vital realm.

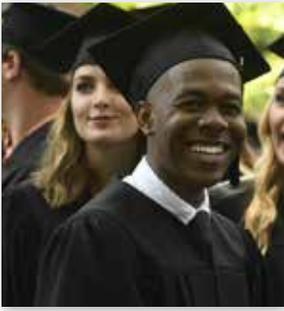
Culture and Collaboration

Hanover's faculty and staff are incredibly dedicated to students. They also get along well and generally collaborate effectively. That said, there are some remaining silos that the new vice president will be able to help dissolve. Hanover's people are of good will and the College is a wonderful place in which to live and learn.

Leadership

Hanover is blessed to have a talented and courageous president in Lake Lambert. The executive team around him is gifted and likes working together. The Board of Trustees reflects highly accomplished individuals from various fields who love Hanover and who are generous with their time, talents and financial resources. The new vice president will be fortunate to have these leaders as colleagues invested in his or her success.





DESIRED ATTRIBUTES AND SKILLS

Hanover College seeks a new Vice President for Business Affairs with strategic vision, an innovative and entrepreneurial spirit, exceptional financial acumen, data analysis experience, and strong interpersonal and communication skills. The Vice President for Business Affairs will provide visionary, strategic, and creative leadership for the College as it moves through the ongoing response to COVID-19 and looks to its future including the upcoming bicentennial celebration in 2027. Strong candidacies will require a substantial track record of financial and managerial achievements, experience in successful financial and strategic planning, and the courage to make and effectively communicate data-informed decisions. Experience in a small college with niche graduate programs and staff supervisory experience is preferred. The successful Hanover College Vice President for Business Affairs will also:



- Be a strategic, innovative and creative thinker who can address immediate financial and operating concerns/issues while also setting the stage for success for the long-term financial future of the College;

- Exhibit a collaborative leadership style opting for transparency over the building of silos;

- Have an ability to adapt – being flexible enough to execute the mission under ever-changing environments;

- Bring a record of exceptional financial acumen;

- Be a skilled communicator; excel at all forms of communication, including speaking, writing and listening with internal as well as external constituents;



- Have knowledge of the important working partnership with enrollment;

- Effectively communicate complex issues in understandable terms;

- Have a presence and visibility on the campus and in the community and a willingness to be accessible to students, faculty, and staff;

- Serve as a collaborative leader on a dynamic team working to implement significant changes for success in the current higher education market;

- Have a deep understanding of how all areas of the College interact and connect;



- Exhibit strong, exemplary leadership – a person who is not afraid to speak truth and who is willing and able to accept difficult feedback;

- Have experience communicating with a variety of stakeholders (support staff, employees and contractors, faculty, local government officials, donors, etc);

- Demonstrate and model accountability for goal attainment;

- Maintain exceptional leadership and management skills including courage and strength as a skilled change agent;

- Demonstrate the ability to thoroughly study a course of action by enlisting different views;

- Bring best practices in industry standards and metrics;

- Have the highest level of integrity.



HANOVER AT A GLANCE

ADMISSION (ENTERING CLASS, FALL 2020)

- Applications: 2,563
- Applications Accepted: 1,778
- Enrolled: 270
- Men: 136, Women: 133, Unclassified: 1
- Number of states represented: 13
- High school class rank, top 20%: 76 students (28% of first-year class)
- Mid-50 percent SAT range: 1,070-1,220
- Mid-50 percent ACT range: 23-29

FACULTY

- 84 Full-time teaching faculty:
51 Men, 33 Women
- 95% have Ph.D. or terminal degree
- FTE faculty-to-student ratio: 12-to-1

ALUMNI DATA

- More than 13,500 living alumni in 50 states and 51 countries
- Alumni giving: 17.44% (FY19-20)

STUDENT DATA (FALL 2019)

- Enrollment: 1,028
- Men: 497, Women: 606, Minorities: 137
- Students from out of state: 365 (includes international students)

GRADUATION RATE

- Four-year rate: 67% (through Class of 2020)

STUDENT RETENTION DATA

- 83% of first-year students returned in 2020-21
- 58 commuters
- 46 attending remotely/virtually

ATHLETICS

- 46% student athletes

FINANCIAL DATA

- Resident Student Comprehensive Fee, 2020-21: \$52,300
- Financial Aid: \$27,500,000 (98% student participation)
- Gifts and Grants, FY 2020-21: \$4,393,228
- Education & General Expenditures, FY 2019-20: \$16,398,611

NATIONAL RANKINGS

- The Advocate - #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

APPLICATIONS AND NOMINATIONS

The Vice President for Business Affairs Search Committee will begin reviewing candidate materials in mid-January 2021 and will continue through the beginning of February 2021. Although applications will be received until the position is filled, materials should be submitted by Tuesday, January 26, 2021 to receive the most favorable consideration. Final selection and announcement of the next Vice President for Business Affairs will be made by late March and the new Vice President for Business Affairs will be invited to begin work on or about July 1, 2021.

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 underrepresented groups are strongly encouraged to apply.

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

HanoverVPBA@agbsearch.com

Please address the letter of candidacy to Ms. Melba Rodriguez, Chair, Vice President for Business Affairs Search Committee.

Applications must include:

- A letter of candidacy that responds directly to the items in the leadership agenda in this prospectus and the list of desired attributes identifying the candidate's experiences in the context of the opportunities for the new Vice President for Business 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
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(919) 280-4901

Information on the search is also available at hanover.edu or 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.