



THE SEARCH FOR THE NEXT PROVOST OF HOPE COLLEGE



“The mission of Hope College is to educate students for lives of leadership and service in a global society through academic and co-curricular programs of recognized excellence in the liberal arts and in the context of the historic Christian faith.”

THE VISION THAT MOTIVATES HOPE

- To pursue truth so as to renew the mind, enrich the disciplines and transform the culture
- To inspire passion for knowledge that grows into understanding and bears fruit in wisdom
- To be an exceptional undergraduate liberal arts college that provides excellent professional and pre-professional programs
- To be a leading Christian college, ecumenical in character and rooted in the Reformed tradition
- To enhance education through residential community and superior co-curricular programs
- To embrace and nurture racial, ethnic, cultural and geographic diversity
- To promote faithful leadership and grateful service as manifestations of Christian commitment
- To engage in mutually beneficial relationship with area communities, academic organizations, the Reformed Church in America and other partners throughout the world
- To provide human, physical, and financial resources commensurate with outstanding programs



WELCOME TO THE HOPE COMMUNITY

Hope College is a four-year liberal arts college where academic excellence and vibrant Christian faith join together in a transformational and welcoming community. Hope offers an academically rigorous, co-educational and residential education to approximately 3,100 undergraduate students from more than 40 states and 25 countries. Affiliated with the Reformed Church in America since its founding in 1866, Hope College is known for its invitational ecumenical Christian atmosphere, friendly campus community and outstanding academic and co-curricular offerings.

Hope College is financially sound, with more than 50 consecutive¹ years of balanced budgets, an endowment of approximately \$296 million and no deferred maintenance, and over \$170 million invested in the construction of new facilities during the past 15 years.

Recently, Hope launched *Hope Forward*, a first-of-its-kind initiative to fully fund tuition for every Hope student. Announced in July 2021, and unanimously approved by the Board of Trustees, *Hope Forward* seeks to raise \$1.2 billion over 10 years. The college-wide strategy is built on a foundation of three pillars: accessibility, generosity and community. Reflective of the three pillars, Hope's new tuition model uses a unique "pay-it-forward" approach. Students will receive a Hope College education tuition-free due to the generous gifts of others, and pay only room and board. During their four years, they will delve into a culture and mindset of gratitude, both as the beneficiary of others' generosity and as generous givers themselves. After graduation, they give back to Hope voluntarily and become part of a continuum of generational support for students of the future. Summarily, this bold new vision seeks to address the broken business model of higher education by (1) focusing on gift-giving, not bill-paying; (2) providing access to a college education for students from diverse economic backgrounds; and, (3) connecting students and alums to a lifelong relationship with the college community. The first cohort of 22 *Hope Forward* students were enrolled in 2021-22.

Hope's reason for being is to offer a rich, diverse and comprehensive educational experience for each student. The college is committed to developing deep competence in a major course of study, from which there are 91 majors and programs to choose. Students explore a broad-based liberal arts curriculum designed to help them see the connections between disciplines and cultivate the skills and habits that will help them be successful after college.

Hope College is recognized as a national leader in student-faculty collaborative research, scholarship and creative projects and for providing exceptional professional preparation and life-changing educational experiences. In 2021, U.S. News and World Report ranked Hope nationally as 24th for undergraduate research and creative performance, and 48th for undergraduate teaching.

¹with only one exception in fiscal year 2019-20 due to pandemic expenses

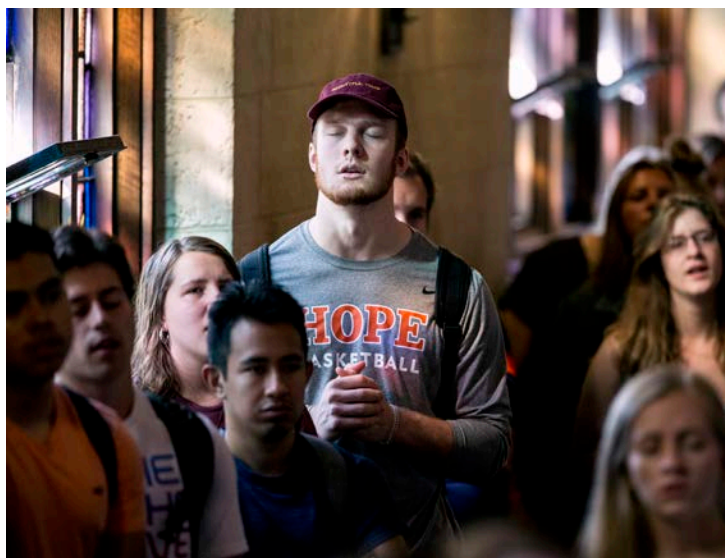
Hope's campus has become more ethnically and geographically diverse over the last several years, advancing the percentage of students of color and international students to 20%. This increase is the result of an ongoing commitment to strategies and resources for the recruiting and retention of minority faculty, staff and students.

Hope faculty and staff work hard to create a campus climate of hospitality and inclusiveness and have implemented innovative programs designed to help students get involved in their learning and in building community right from the start. Many of these programs embedded in the academic program are complemented by faculty advisors, counseling and psychological services, student development and campus ministries to encourage success and wellbeing throughout a student's Hope experience.

Hope College is committed to being an ecumenical Christian community, welcoming students, faculty and staff into a vibrant experience of faith formation and intellectual engagement with the historic Christian faith. Hope's invitational approach to supporting students in the exploration and development of faith is shared by faculty and staff, many of whom engage with their students on matters of faith and vocation.

Eighty-one percent of Hope students live on campus. Co-curricular programming is a well-received part of the Hope experience, offering students a wide variety of activities and a balanced approach to life at Hope and beyond. Annually, the college offers multiple opportunities for serious exploration of important issues through venues such as the Critical Issues Symposium (CIS). For 30 years, CIS has stimulated thinking about current issues and provided a forum in which the Holland students and faculty participate in discussion with experts. Hope takes this endeavor seriously enough to cancel classes to allow the community to fully participate in examining the topic at hand, which in 2021 was titled "How Are You?: A Deeper Look At a Common Question," and focused on mental health and wellbeing.

In addition to the broad-based and active program of intramural athletics, Hope competes successfully in Division III of the NCAA. At Hope, the athletic program includes 22 intercollegiate teams which are members of the Michigan Intercollegiate Athletic Association. Many of Hope's coaches are also faculty who carry a course load, advising responsibilities and participate in committees and campus governance. This increasingly unique commitment to maintaining the connection between the academic and athletic program has distinguished Hope as a leader in DIII athletics.



ABOUT HOLLAND

Hope's beautiful 120-acre campus is located just steps from downtown Holland, Michigan, a city of 35,000 enriched by an ever-growing diverse population in an urban area of over 100,000. Located on the scenic shores of Lake Michigan and Lake Macatawa, the area offers sandy beaches, parks, miles of hiking and biking trails and an historic downtown. Downtown hosts an eclectic mix of retail shops, boutiques, restaurants and craft-brew pubs housed in restored Victorian-era buildings, a popular and expansive year-round Farmers' Market, and a snow-melt system that keeps sidewalks and roadways snow-free during the winter months. Drawing large groups of tourists each year, Holland is home to a number of festivals including Tulip Time, LAUP Fiesta (a celebration of Latino cultures), Tulipanes Latino Art & Film Festival, a Juneteenth Celebration, and the Ottawa County Fair. Holland is a convenient hub for four of the region's top population centers — Chicago, Detroit, Grand Rapids and Traverse City. Holland and the surrounding area boast multiple high-performing school districts, arts and cultural events and high-quality health care and support services.

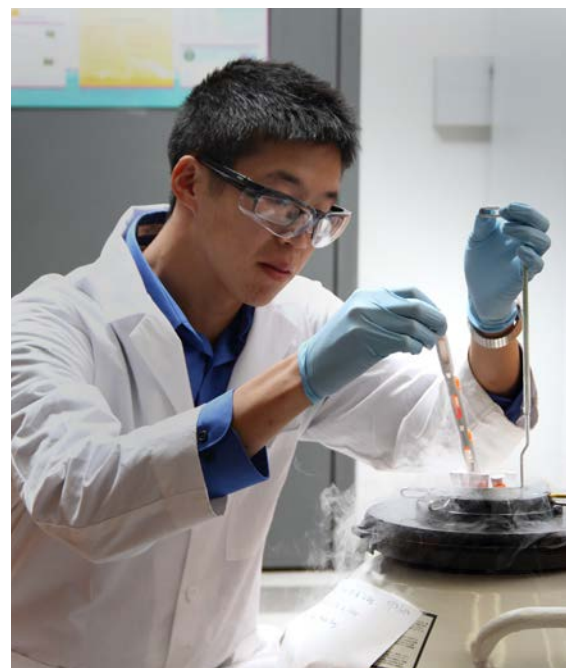
The Holland area is strengthened by its diversity, with people of color comprising 33% of the city's population. The Latino community is particularly vibrant, accounting for 24% of Holland residents. For more about neighborhoods, recreation, businesses and life in Holland, visit the city's [“Live in Holland Michigan” website](#).



ACADEMIC EXCELLENCE

The Hope College academic program is one of distinction combining outstanding faculty, supportive staff, bright students, a rigorous curriculum and exceptional facilities. The academic program is composed of four divisions — Arts, Humanities, Natural & Applied Sciences and Social Sciences. These four divisions are led by three academic deans (one dean overseeing both the arts and humanities). Hope also has an Associate Provost, Dean for Libraries, and Dean for Academic Services. Hope employs 193 tenured and tenure track faculty, 56 term faculty and approximately 144 adjunct faculty resulting in an 11:1 student-to-faculty ratio.

Faculty are first and foremost committed to students, teaching, advising and collaborative research and creative projects. They are also highly productive members of their professional fields and recognized experts in their disciplines. Many in our faculty are recognized nationally as outstanding teacher-scholars. Hope continues to be listed among the best liberal arts colleges in the nation in the annual rankings compiled by U.S. News & World Report and ranks in the top 50 among all national liberal arts colleges for “Best Undergraduate Teaching” and top 25 for “Best in Undergraduate Research and Creative Performance.” The college is one of 40 institutions featured in Loren Pope’s Colleges that Change Lives. As one of only 286 colleges and universities in the country with a chapter of Phi Beta Kappa, Hope students selected each spring for membership in this academic honor society are among the brightest and most well-rounded students in the country. Hope students and graduates are highly competitive for national merit awards and fellowships, such as the prestigious Barry M. Goldwater scholarship, the NSF graduate fellowship, Lilly Fellowships and Fulbright awards. For example, since 2004, Hope College has had 40 Fulbright winners. Additionally, Hope consistently has one of the highest graduation rates among private colleges in Michigan.



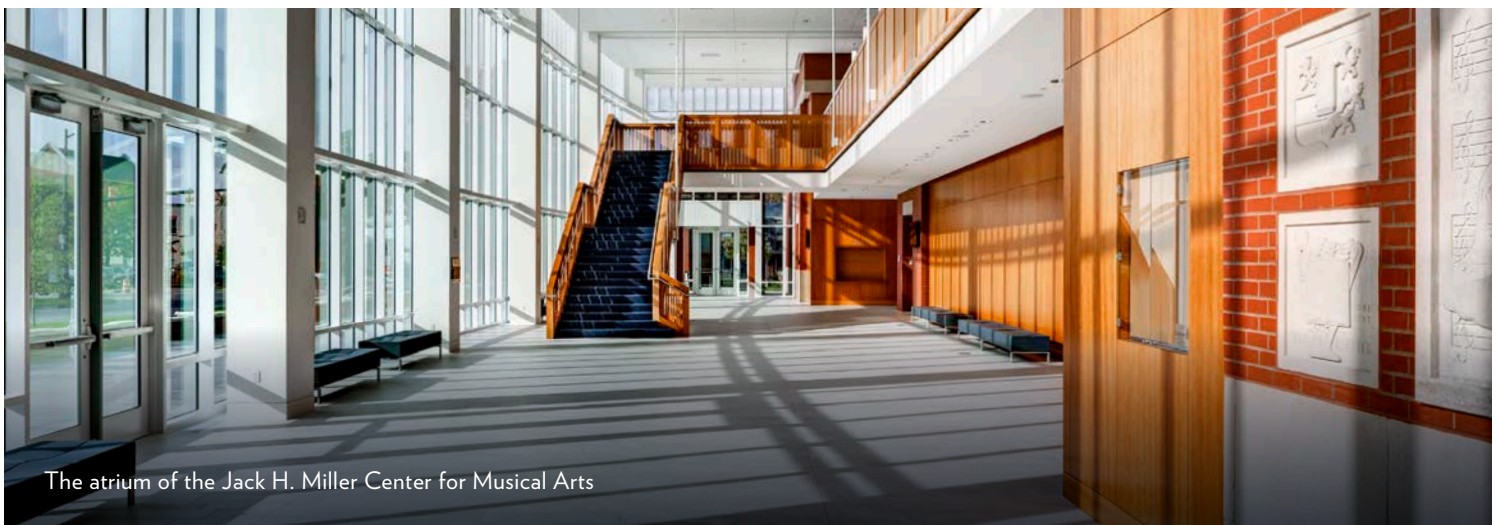
Hope is constantly transforming and updating its academic facilities to serve its evolving curricular offerings and research programs. In the case of each major renovation or new construction project, Hope develops a comprehensive plan that considers the connections between spaces needed for teaching, research and creative performance, in addition to the spaces needed for hosting study sessions, receptions, seminars and other community celebrations. In the fall of 2013, the Haworth Engineering Center was completed and opened for classes, laboratories and research. Hope's ABET accredited engineering program has been one of the college's fastest growing majors. The nearly \$4 million addition and renovation of more than 9,000 square feet of space significantly enhanced the quantity and quality of spaces in which the students and faculty do research. The \$33 million Jack H. Miller Center for Musical Arts opened in fall 2015 and provides more than 64,000 square feet of space for teaching, performing, rehearsals and scholarly research. The building features two performance halls and abundant space for Hope's students and 20+ ensembles to practice and learn. The \$5 million Kruizenga Art Museum, opened in 2015, features two stunning galleries and preparation space for rotating exhibits and display of objects from Hope's permanent collection. Multi-million dollar renovations to two existing facilities — the Dow Center and the DeWitt Center — are currently being planned for the dance department studios and creative space and are pending the finalization of the fund-raising stage.



Haworth Engineering Center



The Kruizenga Art Museum



The atrium of the Jack H. Miller Center for Musical Arts

For more than 70 years, Hope has been providing faculty-mentored research opportunities for undergraduates, recognizing well before most others that original investigative work cultivates a curious and inventive mindset that often serves as the pinnacle of the undergraduate learning experience. Hope intentionally seeks faculty members with a clear understanding of commitment to working closely with undergraduates on collaborative research and creative scholarly projects. In recent years, about 200 students have participated in summer research projects with faculty members and more than 45% of graduates say that they have conducted an independent faculty-mentored research project during their time at Hope. The college is consistently near the top of awarded National Science Foundation grants among liberal arts colleges. Over the last five fiscal years, Hope College has received 234 awards from external sponsors totaling \$18,914,478. Student projects are featured in various venues on campus as well as regionally, nationally and internationally at conferences and festivals. Over the 20 years that Hope has hosted an on-campus Celebration of Undergraduate Research and Creative Performance for students to present the results of their research, scholarly and creative projects, participation has grown from about 75 participants in early years to more than 300 students in recent years. In addition to research, Hope offers a multitude of internships, with national laboratories and private industry both locally, within the United States and abroad. With these broad active learning experiences, our well-educated graduates are highly sought after by leading graduate and professional schools and industry alike.

With an increasing global focus and presence, Hope faculty and students are encouraged to participate in domestic and international study abroad and internship programs. The college's strategic plan sets an ambitious goal to increase the percent of students who spend a term or semester off campus from 51 to 75%. With over 200 off-campus programs to select from, including Hope's own program in Washington, DC (The Washington Honors Semester), our students gain valuable experience and understanding through these culturally immersive experiences.



Hope is a recognized leader in a growing movement that calls for the intellectual and theological exploration of vocation among undergraduate students. In 2003 and 2008, Hope received grants from the Lilly Endowment to establish and enhance the CrossRoads Program, which has helped expand campus exploration of vocation, including through long-running academic programs such as Hope's First-Year and Senior Seminars, support for individual departments creating additional programming, and participation in workshops and external events for students. In June 2016, Hope received an award from NetVUE to support faculty and staff vocational discernment programming. Based on the success of Hope's program and faculty leadership in national discussions related to the development of programs on vocational discernment, Hope is home to the NetVUE Scholarly Resource Project.

Hope differentiates itself significantly from its peer institutions by integrating career, leadership and professional development in the context of the Christian liberal arts throughout the entire lifecycle of the student experience. To that end, in 2018, the Boerigter Center for Calling and Career was established to equip Hope students for today's increasingly competitive marketplace. As students and their families expect colleges to demonstrate that graduates are well prepared for career and professional success, the Boerigter Center provides programming that enables all Hope students, beginning in their first semester, to understand their strengths and engage in experiences and opportunities that connect academic pursuit with vocational and life goals. A mentoring network, called the Hope College Connection, brings together Hope students, alumni and families as part of the Boerigter Center's work. It facilitates career-related conversations and gives students an opportunity to seek advice, explore careers and industries and network with individuals in a certain geographic region. Other Boerigter Center initiatives include a DiscoverWork program and graduate-school application support.



ARTS AND HUMANITIES

The Arts Division is comprised of Art and Art History, Dance, Music and Theatre. Hope College is one of the few liberal arts colleges with accreditation in all four areas of the arts that meets or exceeds national standards from the National Associations of Schools of Art and Design, Dance, Music and Theatre. Students work closely with practicing artists and writers, and strengthen their work through additional activities, such as the Hope Summer Repertory Theatre, Visiting Writers Series, Musical Showcase, several dance companies and the senior art show.

The Humanities Division is comprised of English, History, Philosophy, Religion, and World Languages and Cultures and two interdisciplinary programs in Ministry Studies (Ministry Minor) and Women's and Gender Studies. Hope College's humanities departments help students cultivate deep insights about themselves and global society while improving the practical talents they'll need in any job — compelling writing, critical reasoning, oral communication, information literacy and research skills.

Arts and Humanities faculty had 166 creative works and 117 publications/intellectual contributions in 2020 while 19% of our student body graduated with a major or minor in the arts and humanities.



NATURAL AND APPLIED SCIENCES

The Natural and Applied Sciences Division (NASD) at Hope encompasses eight departments: Biology, Chemistry, Computer Science, Engineering, Geological and Environmental Sciences, Mathematics, Nursing, and Physics. It also includes a Biochemistry and Molecular Biology Program and a cross-divisional Neuroscience Program. Hope College is accredited by the American Chemical Society, the Commission on Collegiate Nursing Education, the Engineering Commission of the Accreditation Board for Engineering and Technology, and the American Society of Biochemistry and Molecular Biology. The Natural and Applied Sciences Division is run primarily out of three buildings that provide state-of-the-art laboratories, advanced technologies, and a wide variety of classrooms and faculty offices.

Hope's hallmark student-faculty research programs are nationally-recognized, and are funded by numerous sources: the National Science Foundation, the National Institutes of Health, Research Corporation, the Petroleum Research Fund, the Whitaker Foundation, the Pew Foundation, NASA, the Michigan Space Grant Consortium, the Dow Foundation, the Howard Hughes Medical Institute and others. During the first three quarters of 2021, NASD faculty received approximately 30 externally-funded grants. Included are a successful NSF-MRI grant award for a new scanning electron microscope (3rd MRI award for Hope in three consecutive years), and a major award from the Michigan Department of Health and Human Services for wastewater detection and monitoring of Covid-19. Hope also received a record ninth Beckman Scholars Program award from the Arnold and Mabel Beckman Foundation in recognition of excellence in faculty-student collaborative research. These types of resources enable both faculty and students to excel in their research.

Hope's summer research program engages approximately 140 students per summer on paid stipends. Most of these students continue their research through the academic year. This means that the majority of students in the NAS Division participate in meaningful, collaborative research projects with professors, for some portion of their 4 years at Hope. Students present their discoveries at regional and national professional meetings, and are co-authors of publications in scientific journals.

Hope College engages with K-12 students in the sciences through the ExploreHope Program. ExploreHope offers innovative programming for the community allowing K-12 students and teachers to experience hands-on activities in science, engineering, math and the arts.



SOCIAL SCIENCES

The Social Sciences Division (SSD) is comprised of seven academic departments — communication, economics and business, education, kinesiology, political science, psychology, and sociology and social work. The division is also home to the interdisciplinary global studies major and two minors — America ethnic studies and peace and justice. Other SSD programs include the Phelps Scholars Program (PSP), a living-learning community dedicated to the study of diversity and inclusion that enrolls 85–100 students per year. PSP students take courses together, live in the same residence hall, attend events on campus, and participate in day trips to Grand Rapids, Indianapolis, Detroit, and Chicago for opportunities for cultural and religious engagement. SSD is also home to four programs for K-12 students — the Program for Academically Talented at Hope (PATH), Children's After School Program (CASA) for elementary students, Step Up for middle school students, and Upward Bound, the longest-running federally funded TRIO program at a private college in the country (55 years), for high school students.

The SSD is the largest division on campus. In 2020, SSD had the two largest (psychology and business) and the fourth-largest (communication) majors on campus; 61% of Hope graduates have a major from an SSD program or department. SSD majors report (in NSSE data) that diverse perspectives are included in course content and that students have a better understanding of another person's views at rates above the college average.

All of the students in the division have internship opportunities and several majors require it. Sociology majors who select a criminal justice concentration spend a semester at the Chicago Semester as part of the program. Our Department of Education has been ranked by the Michigan Department of Education (MDE) in the top three of 23 Michigan colleges and universities for as long as MDE has provided this ranking, and in several recent years (including this year) the department has been ranked first. In ratings from their building principals, 98% of our education graduates received a rating of either “effective” or “highly effective” in the first three years of classroom teaching after graduation. Psychology majors at Hope have won the coveted Psi Chi Regional Research Award (given to approximately 8% of submissions) more often than any other college or university in the country. Guided by faculty in collaborative research, the Department of Psychology has had at least one student win this award in 18 of the last 23 years. There are often multiple awards garnered by Hope students in a single year; in 2021, four of the awards went to student research teams from Hope.



The Department of Kinesiology operates our anatomy course and lab for the entire campus for students interested in health care, both pre-professional students bound for graduate school and students in Hope's accredited nursing program. Students interested in health-related fields enroll in a full-body cadaver laboratory as a first- or second-year student, an experience that is rare in undergraduate training and that sets our students apart when applying to graduate school. Communication is our third-most popular major on campus (in 2020) and offers seven course paths that reflect the wide variety of career opportunities available to this diverse major— corporate communication, global communication and peace studies, journalism and writing for media, media production and criticism, organizational communication and leadership, rhetoric and public diplomacy, and relational communication.

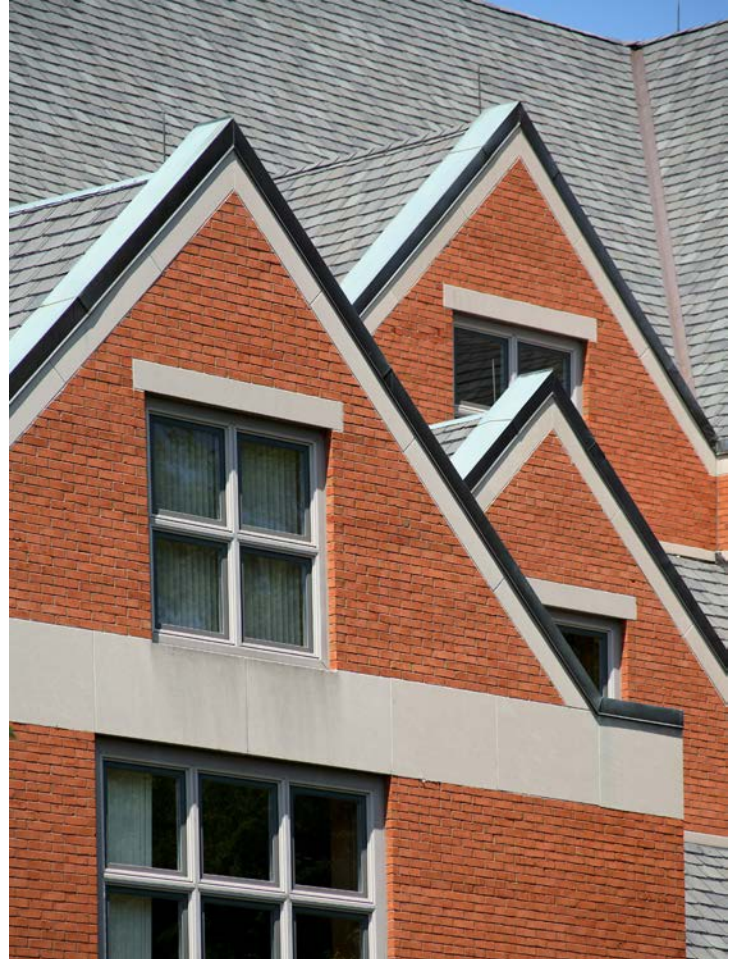
Our Washington Honors Semester (led by the Department of Political Science but open to all majors) has a waitlist each spring semester. Students live in Washington, D.C., take courses from a Hope faculty member, meet and interview dozens of policy makers during the term, and intern 30+ hours/week at the Supreme Court, the White House, Capitol Hill, think tanks, businesses in the DC Metro area, or in one of hundreds of internship connections that the college has developed. Many of those students stay in D.C. for their first job. Markets and Morality, housed in the Department of Economics and Business, is a group of faculty-led students who seek deep and continuing discussion of contemporary issues through reading groups and other learning experiences. The group then opens that conversation to the larger campus community by sponsoring keynote addresses from nationally recognized academics and practitioners.



THE VAN WYLEN LIBRARY

The Hope College Library and Joint Archives of Holland connect students, faculty and staff to information in all forms and support teaching, learning, scholarship and creative endeavors in a liberal arts community. Diverse resources, spaces and services are provided for all stages of the scholarly communication process. The library strives to be an engaging center of lifelong learning that inspires students to question, contemplate and create.

In addition to providing 261,410 physical books, the library is a gateway to 175 databases, 99,836 electronic journals and 787,877 e-books, and is a member of statewide resource sharing and the Center for Research Libraries. Housed in an award-winning building, which includes the Klooster Center for Excellence in Writing, the library has a robust curriculum-integrated information literacy instruction program which includes the digital liberal arts. The library also manages two institutional repositories which are used to highlight faculty scholarship, public access to archival collections and student digital projects.



DESIRED ATTRIBUTES FOR LEADERSHIP

A MISSION-ORIENTED LEADER

- A leader who embodies the heart and soul of Hope College
- One who has the capacity to inspire understanding of and support for a liberal arts education in the context of the historic Christian faith

VISIONARY

- An individual who can architect and implement a strategy to elevate our academic reputation
- Furthers our ongoing commitment to engage every student in a holistically formative Christian liberal arts education distinguished by rigor, an intimate learning environment, undergraduate research and experiential relevance
- A leader of the faculty who will champion faculty interests and development, and who will implement a vision to recruit and retain nationally recognized teacher-scholars

CHRIST-CENTERED

- Deeply committed to the college's Christian identity and character
- Lives the Christian faith in their daily life
- Able to give effective voice to Hope's identity and mission

INCLUSIVE EXCELLENCE

- Champions diversity and inclusion with a proven track record in establishing justice and fostering belonging among diverse groups of people
- Can lead as Hope College welcomes, fully engages, and fosters a deep sense of belonging among an increasingly diverse community of students, faculty, and staff
- Exhibits cultural intelligence and an understanding of systemic patterns
- Models the [Virtues of Public Discourse](#)

STUDENT-FOCUSED

- Enjoys spending time with students in both formal and informal settings
- Makes decisions based on the needs and desires of students
- Focused on and energized by student achievement and success
- Has a full understanding of and is an advocate for the undergraduate student experience



EXPERIENCED LEADER

- Collaborative manager who listens to and weighs diverse perspectives and finds opportunities to move forward together, yet is willing when needed to make unpopular decisions
- An exceptional communicator who listens intently, gathers multiple voices, speaks articulately, and earns the trust and respect of others through integrity, transparency, humility, and care
- Inclusive team-player who can bridge different views and bring people together around a shared vision and goal
- Models wise investment and careful stewardship of resources
- Exemplifies resilience and perseverance, whose positive and resolute spirit in the face of challenge allows an easy smile while carrying heavy responsibility
- Is authentic and approachable by all constituencies, reflecting strong intra and interpersonal skills
- Actively pursues professional development regarding high impact practices in higher education leadership

INNOVATOR

- Understands the complexities of the higher-education landscape and the unique challenges facing colleges like Hope; is committed to helping achieve the Hope Forward objectives
- A leader who can help Hope College shape the future of learning, starting with a vigorous defense of the liberal arts
- Committed to cultivating an appetite for positive change among faculty
- Embodies a love of learning and inspires an appetite for innovation
- Nimble and strategic in navigating the constantly-changing environment of higher ed

ACCOMPLISHED SCHOLAR

- Has a proven record of scholarship and achievement
- Understands and advocates for the liberal arts
- Fully prepared to engage with and lead the Hope faculty and staff in shaping the college's academic programs for the future
- Has a full understanding of and is an advocate for the undergraduate student experience
- Appreciates and honors the distinctive strengths of Hope's academic programs and commitment to undergraduate research



OPPORTUNITIES FOR THE NEXT PROVOST

The provost will be a key leader on a visionary team under the leadership of President Matthew A. Scogin. The provost will have an opportunity to advance the college's mission and its position as both a premier liberal arts college and a leader in Christ-centered higher education. The provost will have a significant role in:

- Advancing the [Hope Forward](#) strategy to make a Hope education more accessible, instill a sense of generosity and gratitude in our students, and foster a learning community with shared ownership and lifelong commitment; guide faculty in the transition to Hope Forward
- Leading academic programs that includes rigorous, relevant, customized, faculty-supervised experiences that link intellectual skills and habits developed through the liberal arts with vocational aspirations
- Expanding convergent approaches that span multiple perspectives and disciplinary boundaries in teaching, learning and scholarship
- Leading, encouraging and resourcing faculty to pursue excellence in their work and service to students
- Join the president in thinking innovatively about the future of work and the future of learning
- Ensuring students have the opportunity to explore the intellectual content of the historic Christian faith and the integration of faith and learning
- Providing curricular learning opportunities that advance cross-cultural and global learning outcomes
- Cultivating a campus culture where each person can flourish
- Delivering excellent and cohesive advising and other academic enrichment opportunities to all students

APPLICATION PROCESS

Candidates are asked to submit electronically in Microsoft Word or Adobe PDF: (1) a letter of application that directly addresses Hope's mission statement and the leadership opportunities outlined in the profile above, (2) a curriculum vitae, and (3) the names, addresses, telephone numbers, and email addresses of five references, as well as your professional relationship with each reference listed. References will not be contacted without prior permission of the candidate.

Application materials should be submitted to: hope.edu/provostapply

Nominations should be sent to: hr@hope.edu.

To receive full consideration, materials should be received on or before December 1, 2021.

This search is being assisted by:

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Hope College seeks to be a community that affirms the dignity of all persons as bearers of God's image. It is Hope College policy not to discriminate on the basis of age, color, disability, family status, genetic information, height, national origin, pregnancy, race, religion, sex, or weight, except in the event of a bona fide occupational qualification. Hope College is an equal opportunity employer.

