



# **PRESIDENT PROFILE**

**UNIVERSITY  
OF HARTFORD**

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# EXECUTIVE SUMMARY

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*Opened in fall 2021, the Francis X. and Nancy Hursey Center for Advanced Engineering and Health Professions has transformed our campus and will continue to meet the needs of high-caliber, dedicated, and deserving students for years to come.*

The **University of Hartford** seeks an energetic, visionary, transformational leader to serve as its next president. A four-year, private, residential, comprehensive university with seven dynamic schools and colleges, the University of Hartford (UHart) is at an inflection point and is poised to define and pursue a new vision for its future. The community seeks a president who embodies the passion and innovative spirit fueling UHart's trajectory—and who will engage the entire community in charting its next course.

UHart has been guiding the purpose and passion of students for more than six decades. On its 350-acre campus alongside Connecticut's capital city, approximately 4,000 undergraduate and 1,800 graduate students representing 48 states and 45 countries come together for a common purpose: to collaborate across different disciplines, diversify perspectives, and broaden worldviews. As a private university, UHart is focused on advancing the public good through meaningful connections within its communities.

Since its founding, UHart has been innovating and adapting to meet the needs of students and society. It has long offered a rich mixture of outstanding programs—from business, electronics, engineering,

technology, and education to music, the visual arts, and the arts and sciences. Today, it is known for excellence across multiple disciplines, innovation, and its focus on student success. The University has always been coed and open to all students, regardless of their background. Designed initially to meet the needs of Hartford residents, UHart has stayed true to the founders' ideals but has greatly surpassed their modest goals. Today, UHart is dedicated to educating students as citizens of the world, encouraging them to get involved in community service, study abroad, and take responsibility for the planet and their futures.

In recent years, UHart has invested in its future by launching many new and in-demand academic programs, including nursing, aerospace engineering, business analytics, robotics, data science, occupational therapy (master's), computer science (master's), animation and game art, and digital media and journalism. There are increased online offerings and newly created ventures in corporate programming, professional certificates, and combined or accelerated degree programs. The University transitioned its athletics program to NCAA Division III status, which has resulted in a surge of new applications from student-athletes.

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The Center for Student Success opened in 2019, a new space centralizing support services and providing a home for professional academic advisors for all first-year and transfer students. These efforts contributed to record increases in retention rates in its first year, including a 16 percent increase for students of color. Opened in fall 2021, the 60,000-square-foot Francis X. and Nancy Hursey Center for Advanced Engineering and Health Professions has transformed the campus and will meet the needs of high-caliber students—and will serve as a feeder of in-demand students for local employers—for years to come. The building's specialized and technology-rich facilities have received rave reviews from both students and industry leaders.

**UHart Start**—the University's five-year strategic action plan—was launched in 2020 to guide UHart's efforts through 2025 to transform the institution, ensure excellence, and sustain success. In recent years, the University has raised \$75 million through impactful fundraising and many new partnerships. The undergraduate and graduate classes entering in fall 2023 exceeded enrollment goals by more than 10 percent; these encouraging numbers capped off three consecutive years of increases in applications and admitted students. Learn more **in this video** about where UHart is headed and the associated opportunities for impact.

President Gregory Woodward, who led UHart for six years, announced his retirement effective at the conclusion of the 2022–23 academic year. Governed by

the Board of Regents, the University is currently led by Acting President Stephen Mulready M'77. The Board of Regents has commenced the search for UHart's next president in earnest; additional information about the process may be found on the **Presidential Search website**.

The University of Hartford seeks an innovative, visionary, and transformational president to reenergize, invigorate, and coalesce the administration, faculty, staff, and student body around a plan for a new era of strength and success. The next president will be expected to engage with a dedicated, highly supportive board and campus community that is deeply committed to UHart's success. The next president must demonstrate a sound grasp of and proven, successful experience in organizational leadership and change management; an effective, honest, and transparent communication practice; a data-informed approach to decision making; a thorough understanding of higher education finance and budgeting; the ability to forge external partnerships and relationships; and unflagging enthusiasm for the mission and values of UHart. Previous successful experience in fundraising is essential.

To submit a nomination or express personal interest in this position, please see Procedure for Candidacy on **page 19**.

# ABOUT THE UNIVERSITY OF HARTFORD

**8:1** STUDENT-TO-FACULTY RATIO

**100+** ACADEMIC PROGRAMS

MORE THAN  
**90%**  
OF UNDERGRADUATE STUDENTS RECEIVE FINANCIAL AID



Now 66 years young, the University of Hartford has emerged as a vibrant force in higher education. It has built a reputation for a dynamic integration of liberal arts education and specialized or professional studies; service to and partnership with local, regional, national, and global communities; and high standards of scholarly and creative excellence. Recognized, in particular, for excellence in the performing and visual arts, the health professions, and business, the University has also achieved national and regional prominence in science, engineering, and technology education.

Central to the University's mission is the belief that the challenge of a rigorous academic program and the support of dedicated faculty and staff lead to student success. Students are prepared not only for successful careers, but also for successful lives as contributing citizens in a participatory democracy.

The University subscribes to a teacher-scholar model and is proud of its teaching excellence and the scholarly and creative achievements of its faculty. Close student-faculty relationships are a hallmark of UHart, which has a student-faculty ratio of 8:1. Faculty choose to come to the University of Hartford because teaching is their priority, and students know they can turn to their

professors for a deeper understanding of their areas of interest and of life in general. The University has 340 full-time faculty and 409 part-time faculty among its 1,293 total employees.

As an institution, UHart is compelled to ask questions, champion solutions, and ceaselessly create—recognizing the special strength of an independent private university to be balanced and modern in programs and practices, at both the undergraduate and graduate levels.

UHart is committed to the power of small classes, active learning, and a low student-to-faculty ratio. The University believes that education is enhanced through deep experiential learning and therefore intentionally connects the classroom to the larger community. UHart is deeply committed to the ongoing and expanding utilization of evolving technological and pedagogical tools and techniques. The institution values the power of a primarily residential undergraduate experience that demonstrates an immersive, diverse, and inclusive campus, fostering an environment that models respect and ethical behavior for all people.

Above all, the University of Hartford is deeply committed to providing its students with the tools to live full, balanced, and engaged lives. They will be the skilled, empathetic, and multifaceted professionals, citizens, and leaders the world demands. UHart will support, mentor, and guide them to growth and achievement in their academic, personal, and professional goals. They will be able to think ethically and critically, while developing their intellectual and practical skills. They will be changed as learners, makers, and human beings. They will be career-ready in the broadest sense of the term, with opportunities for immediate employment and strategies for long-term career development. They will have the ability to see the world through multiple lenses and will apply their own knowledge and experiences to their work and lives. Our graduates will embrace, appreciate, and work across differences and cultivate a set of values by which they can live their lives.

Education is the most powerful way to a better future. UHart graduates will enter the world ready to pursue their dreams and to help create this future. What the University of Hartford does truly matters, because each and every student matters.



## FAST FACTS

**Full-time Undergraduates: 3,687**  
**Part-time Undergraduates: 290**  
**Total Undergraduates: 3,977**  
**Graduate Students: 1,763**  
**States Represented: 48**  
**Countries Represented: 45**  
**Minority Representation, Undergraduates: 39%**  
*Including international students: 44%*  
**Minority Representation, Graduate Students: 26%**  
*Including international students: 37%*  
**Gender Breakdown, Undergraduate Students: 56% female**  
**Gender Breakdown, Graduate Students: 65% female**

### BELOW APPLIES TO FULL-TIME UNDERGRADUATES:

**Residents of Connecticut: 46%**  
**International students: 6%**  
**Black or African American: 17%**  
**Hispanic of any race: 16%**  
**Asian: 4%**

### ACADEMICS

**Undergraduate Majors: 83**  
**Graduate-Level Degree Programs: 46**  
**Associate Degree Programs: 8**  
**Certificate and Diploma Programs: 40 (33 graduate, 7 undergraduate)**  
**Degrees Awarded (2021-22 academic year): 1,842**  
**65 professional certificates/diplomas, 69 associate, 842 bachelor's, 776 master's, 90 doctoral**  
**Full-time Faculty: 340**  
**Part-time Faculty: 409**  
**Student-to-faculty Ratio: 8:1**

### ALUMNI

**Living Alumni: 80,000+**  
**Alums in Connecticut: 38%**  
**Countries with Most Alumni (outside North America): France, Malaysia, Thailand, India**

## BOARD OF REGENTS

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The governing body of the University of Hartford, the **Board of Regents**, includes up to 31 regents who have been selected for their special talents, their vision, and their sense of civic responsibility. The Board of Regents (Board) has charge, control, and oversight of the management, activities, property, and affairs of the University. Board meetings are generally held four times a year.

The president of UHart reports to the Board. For the first time ever, both the chair of the Board and president are proud graduates of the University of Hartford.

**Donald Allan Jr. '86** began his tenure as Board chair this past May. He has been a UHart regent since 2015, as well as a past member of the Barney School of Business Board of Visitors.



Last year, Allan was named president and CEO of New Britain-based Stanley Black & Decker, the world's largest toolmaker, having joined Stanley in 1999 and advancing throughout the years.

He was instrumental in launching the new Stanley Black & Decker Scholar program at UHart, which is providing students with scholarships, mentoring programs, and résumé workshops. Allan has also made building expansions and renovations possible on campus, through generous contributions to spaces and technology in the Barney School of Business, the Hursey Center for Advanced Engineering and Health Professions, and most recently, a new outdoor track and field.



### **Stephen M. Mulready M'77**

was named the University of Hartford's acting president following the retirement of UHart's sixth president, Gregory Woodward, at the conclusion of the 2022-23 academic year.



Mulready has been engaged with the University for decades, teaching as a part-time faculty member, serving on both the Barney School of Business Board of Visitors and the University of Hartford Board of Regents, and becoming the first alum to serve as dean of the Barney School of Business.

He is a recognized insurance professional and risk management expert and previously served as the executive vice president and chief operating officer at Crum & Forster, a leading property and casualty company. Mulready began his insurance career at Aetna, advancing to senior vice president and business leader of national commercial accounts, before moving on to become president of Orion Specialty. Royal Sun Alliance acquired Orion, where Mulready held a range of positions that included president and CEO of U.S. operations. Prior to joining Crum & Forster in 2010, he was CEO of AIX Holdings, Inc.



## ACADEMICS

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The University of Hartford has an academic profile unlike many other institutions. With seven distinctive schools and colleges, the University of Hartford offers students a rich, diverse, and comprehensive educational environment.

UHart offers more than 100 undergraduate and 46 graduate-level degree programs, eight associate degree programs, and 40 certificate and diploma programs. That represents a breadth of offerings you would expect to find only at a large state school, not at a private university with an 8:1 student-to-faculty ratio.

The University is widely recognized for the entrepreneurial spirit reflected in the breadth and imagination of its academic programs. Interdisciplinary learning opportunities that cross schools and colleges are abundant, and some of UHart's programs, like acoustical engineering and music, can be found at no other university in the United States.

Our schools and colleges that team up for such amazing synergy and career preparation are the Barney School of Business; the College of Arts and Sciences; the College of Education, Nursing and Health Professions; the College of Engineering, Technology,

and Architecture; The Hartt School; the Hartford Art School; and Hillyer College. In addition, University Studies offers programs designed for nontraditional-age undergraduates to earn degrees.

UHart is home to 340 full-time faculty and 409 part-time faculty. The University subscribes to a teacher-scholar model and is proud of its teaching excellence and the scholarly and creative achievements of its faculty.

UHart faculty are practicing artists, groundbreaking researchers, published authors, global visionaries, and brilliant scholars. They are experts in their fields who know exactly what it takes for students to excel in the professional arena.

All faculty and staff on campus are keenly aware of the challenges facing students and alumni as a consequence of the pandemic and of the rapid evolution of today's global economy. The University aims to produce graduates who possess the skills and credentials to achieve satisfying careers, and to this end, there is close cooperation between the Office of Career Services and faculty academic advisors and internship coordinators.





## UHART'S SCHOOLS AND COLLEGES

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The **College of Arts and Sciences** is UHart's largest college, offering 23 undergraduate majors and seven graduate programs. Home to world-class faculty including mathematicians, philosophers, psychologists, and social scientists, its rich interdisciplinary environment promotes collaboration and engagement across diverse perspectives.

The **Barney School of Business** is recognized for its ever-evolving curriculum, tangible learning opportunities, and innovative Career Ready program. Undergraduate majors span from accounting and finance to management and marketing; graduate programs include an MBA and a master's program in accounting and taxation.

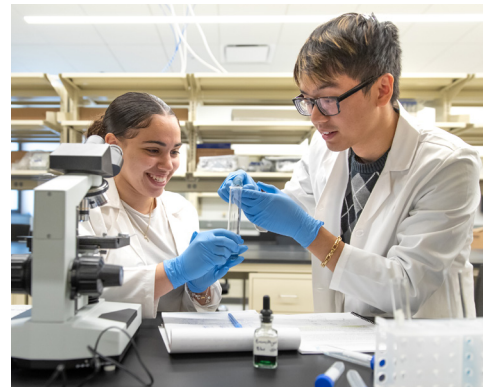
The **College of Education, Nursing and Health Professions** has a customized curriculum that prepares students for a wide range of careers and post-baccalaureate programs in the education and health professions. Students are actively engaged in their field well before graduation, as actual classroom and clinical experience is included early in all programs.

The **College of Engineering, Technology, and Architecture** offers undergraduate and graduate programs in engineering, engineering technology, and architecture. Students benefit from small class sizes, hands-on courses and laboratories, and an extensive partnership network.

The **Hartt School** is an innovative, conservatory-based performing arts school offering comprehensive undergraduate and graduate degree programs and pre-professional training in music, dance, and theatre. Students are taught by faculty who are performing artists, composers, scholars, recording engineers, and performing arts managers.

The **Hartford Art School**, a professional art school on a comprehensive campus, provides students with the foundation to succeed in areas such as drawing and painting, ceramics, visual communication design, illustration, photography, and art history. Students are mentored by professional artists, designers, and historians.

**Hillyer College** views students for who they are: individuals with unique backgrounds, perspectives, and learning style. The opposite of a one-size-fits-all approach to college, Hillyer has its own Study Center, dedicated faculty, accessible advisors, and personalized advising plans—allowing students to pursue a major with extra support.



## LOCATION

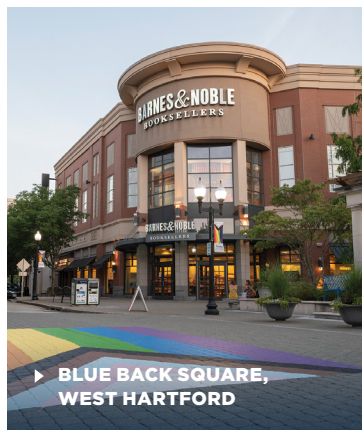
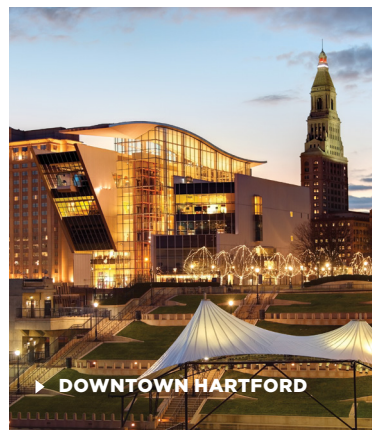
# Hartford, Connecticut

**SURROUNDED BY GREEN SPACES AND WOODED TRAILS, UHART'S 350-ACRE CAMPUS RUNS ALONGSIDE CONNECTICUT'S CAPITAL CITY OF HARTFORD AT ITS CROSSROADS WITH THE VIBRANT TOWNS OF WEST HARTFORD AND BLOOMFIELD.**

### **West Hartford: Among the top 100 best places to live in America (Money, Livability)**

Only two hours from both Boston and New York City, our central location provides plenty of opportunities to fully explore New England's vibrant culture, cities, beaches, and mountains. In Connecticut's capital city, you can cheer on the Hartford Yard Goats in downtown's nationally recognized baseball stadium, visit local museums, and grab dinner at award-winning restaurants. Want to catch a Broadway show or performance? Just visit The Bushnell or Hartford Stage. In addition to entertainment, Hartford also has all the diverse professional opportunities of a big city.

UHart's proximity to the capital means big possibilities. The University has forged relationships with many different companies and organizations, making internships and other professional options readily accessible to students.



### **A SMALL SAMPLING OF UHART'S PARTNERSHIPS:**

Aetna	Pratt & Whitney
Cigna	Stanley Black & Decker
Electric Boat	St. Francis Hospital and Medical Center
Hartford HealthCare	Travelers
Hartford Public Schools	United Technologies
Hartford Stage	

UHart also has a unique partnership with NASA that enables students to intern, research, and even work alongside NASA engineers. Students are introduced to computer simulations and the same state-of-the-art software used by NASA! The University of Hartford is the founding lead school of the NASA Connecticut Space Grant Consortium, a federally mandated grant, internship, and scholarship program.

Another noteworthy academic relationship has UHart collaborating with Hanger Clinic, the nation's leading provider of orthotic and prosthetic care, to offer a Master of Science in Prosthetics and Orthotics. Classroom courses are held at Hanger's Cromwell clinic, but students also work in a variety of other spaces in the building to design, fabricate, and fit devices.

# UNIVERSITY MISSION AND VALUES

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The **Mission Statement and Vision Statement** that shape the University of Hartford were approved by the Board of Regents on May 7, 2010. The Mission Statement combines the University's priority to foster its community members' individual growth with an outward-looking focus on its positive impact on a pluralistic, complex world. The Vision Statement embraces both the dynamic energy and variety of UHart's academic programs spanning the liberal arts and STEM disciplines, the performing and visual arts, and the health professions, as well as its unity as a single institution.

Other guiding documents and statements support these core mission and vision statements, including the Values Statement and Civility Statement, which highlight the diversity of UHart's campus community and the importance placed on building a culture in which all members are respected and enjoy equal opportunities to learn and grow.

## MISSION STATEMENT

Dedicated to learning, personal growth, knowledge creation, and the betterment of society, the University engages students in acquiring the knowledge, skills, and values necessary to thrive in and contribute to a pluralistic, complex world.

## VISION STATEMENT

We combine a traditionally strong commitment to shared community values of support and encouragement with academic challenge in a wide variety of programs and disciplines in order to prepare our students for success in the 21st century.

## VALUES STATEMENT

At the University of Hartford we are committed to community. We are an academic community that values integrity, curiosity, creativity, excellence, responsibility, and accomplishment. Enriched by our diversity and our engagement with one another, we take pride in our shared traditions and experiences. We are dedicated to building a culture that respects all of its members and celebrates their contributions as we work together to strengthen our community.

## CIVILITY STATEMENT

As a university, we foster a climate of civility; as members of our community, we engage with one another, maintaining the highest standard of ethical, inclusive, and empathetic behaviors. We assume responsibility for our words, choices, and actions and their impact on others as we expect other members of the community will do the same. Our community is a place where people can have a free and open exchange of diverse ideas and disagree respectfully.



## DIVERSITY, EQUITY, INCLUSION, AND SOCIAL JUSTICE

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A commitment to diversity, equity, inclusion, and social justice is at the heart of the University's mission.

From its founding, the University of Hartford has been committed to serving students from every socioeconomic group. The University's latest census shows 44 percent students of color among undergraduates and 37 percent among graduate students (includes international students). Among full-time undergraduates, 17 percent are Black or African American, 16 percent Hispanic of any race, and 4 percent Asian. International students make up 6 percent of the University's full-time undergraduate population. Students come to the University from 45 different countries.

The University has a long-standing commitment to the Hartford region and to working towards access to education and economic development for all populations. Pertinent examples include the Hartford Scholars program, which allows qualified students from the city of Hartford to attend the University for half of the normal tuition, and two Magnet Schools—the

University of Hartford Magnet School and University High School for Science and Engineering. These schools sit on the campus and, by design, bring students from Hartford and the surrounding communities together.

The Hartt Community Division provides performing arts instruction to children from surrounding communities, and the Fund for Access makes this programming available for students from a variety of income levels.

The President's Steering Committee on Diversity, Equity, and Inclusion, composed of faculty, staff, and students, is charged with responsibility for leading, advocating, and assisting in the coordination of University-wide efforts to realize diversity initiatives and foster inclusive excellence. Specific responsibilities include supporting efforts to recruit and retain diverse populations of students, faculty, and staff; monitoring and supporting expansion of diversity of content in all academic programs; and developing plans for ongoing assessment of efforts pertaining to diversity, equity, and inclusion throughout the University.

## STRATEGIC PLAN: UHART START

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The University of Hartford has an ambitious strategic action plan to transform the institution, ensure excellence, and sustain success.

Refined over two years by engaging stakeholders across the University community, the current strategic plan builds on the success of the Strategic Plan 2014–19. UHart Start provides strategic direction for the University areas that are key investments over the next five-year period, while incorporating flexibility for changing actions. It is intended to be updated, refined, enhanced, or condensed from year to year. The very first goal of the document, “Realize Our Student Commitments,” invokes the University’s mission and drives the other five goals.

Our plan is:

### INCLUSIVE

As the challenges we face affect all of us, our plan must incorporate the full spectrum of perspectives and needs represented within our community and must encompass all constituencies acting in concert to ensure successful and equitable implementation.

### SUSTAINABLE

Our plan must confirm our enduring belief in the basic organization of our current University, which has been intentionally built in this shape to support a community with shared commitments to the UHart mission, vision, and values.

### ACTIONABLE

To ensure we meet our challenges with urgency, enthusiasm, and accountability, our plan must include agreed-upon actions, with clarity on the specific roles, responsibilities, timelines, targets, and metrics involved in determining our success.

### FLEXIBLE

While our plan must outline the steps necessary to build on an already strong academic enterprise, it must also include the flexibility to incorporate changes and new ideas as we evolve, with the possibility to alter timelines in response to new opportunities.

### GOAL-DRIVEN

After engaging in an inclusive process that builds on our identity and highlights needed actions with flexibility, most of all, our plan must retain a consistent focus on our desired outcome: to ensure excellence and sustain success for the University of Hartford.



# FINANCES AND FUNDRAISING

Colleges and universities nationally, including institutions with strong reputations like the University of Hartford, are all currently navigating similar challenges, including pandemic recovery, increased competition, and inflation. Like many peers in the state and across the country, these factors contributed to an operating deficit for the fiscal year ending June 30, 2022.

The University's endowment is strong at \$147 million (June 30, 2023), with a \$165 million operating budget. Leadership is confident in the University's overall fiscal health, while recognizing there is work to do in managing the University's financial position and operations. There is new leadership in finance and the University is current on all interest and principal payments, as well as all other financial obligations. In today's environment, and until the University's enrollment returns to pre-pandemic levels, we will continuously explore and evaluate resources across the University to remain strong and sustainable. The University is a secure enterprise with great momentum, and the essential pieces are in place to continue its success.

The University has benefited from consistent, sustainable growth in both alumni engagement and fundraising over the past several years. The development team, alongside the president, has successfully completed several mini-campaigns related to capital projects such as the Hursey Center for Advanced Engineering and Health Professions; the Center for Student Success; and the renovation and addition to the Barney School of Business. The team has also been focused on the growth of endowed scholarship funds. During this time, several seven-figure gift commitments were secured, including the largest gift from an alumna in University history. Additionally, the University has recently experienced success with state and federal grants/funding for priority programs and projects.

Corporate philanthropy has increased significantly over the past several years, with a concerted effort to identify and cultivate strategic partnerships that can help with career readiness, graduate enrollment, and philanthropy. UHart has strong partnerships with regional companies such as Pratt & Whitney, Stanley Black & Decker, Hartford HealthCare, Hartford Steam Boiler, CVS/Aetna, and others. To foster these relationships and connect them to the student experiences, the Career Center has been moved to the management of the Office of Development and Alumni Affairs. This also aligns alumni engagement efforts with the needs of students, and enables the University to be more intentional about corporate partnerships and planning around workforce pipeline development.

## IMPACT BY THE NUMBERS

8,354

TOTAL GIFTS IN FY22

35% from alumni, 9% from parents, 45% from friends, 1% from students, 10% from foundations and organizations

\$147M

ENDOWMENT MARKET VALUE

As of June 30, 2023.

\$12.9M+

TOTAL GIVING

Includes \$6,961,637 in cash and pledges, and \$5,978,342 in new planned gift commitments from Founders' Planned Giving Society members.

1,519

ROSEN SOCIETY MEMBERS

The Rosen Society—our most dedicated supporters who have made gifts for five or more consecutive years—continues to grow.

# OFFICE OF THE PRESIDENT

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Uhart's next president is expected to lead the University; build community and trust through visible, effective interpersonal engagement; ensure the fulfillment of the University's mission, values, and vision; and strategically manage its operations and resources while setting a future, innovative direction for the institution to ensure sustained success. Reporting to the Board of Regents, the president will have responsibility for a budget of more than \$165 million and provide leadership for a senior cabinet composed of:

- **Provost**
- **Assistant Vice President for Diversity, Equity, and Community Engagement**
- **Associate Vice President for Graduate and Professional Studies**
- **Vice President of Finance and Chief Financial Officer**
- **Vice President for Development and Alumni Affairs**
- **Vice President for Marketing and Enrollment**
- **Vice President of Student Success/Dean of Students**



# LEADERSHIP OPPORTUNITIES

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The next president will be expected to address the following interconnected priorities:

**Lead the University to a vibrant future:** In the face of demographic shifts, competition for resources, and the recent national economic, political, and public health challenges, all of which impacted enrollment and morale, UHart is forging ahead with measures to achieve success. The University is actively engaged in efforts to rebuild a culture of respect and engagement; strengthen enrollment; enhance revenue; expand philanthropic giving; reduce and manage costs; and increase efficiency. UHart has been buoyed by positive developments in enrollment, student retention, housing, and fundraising and is now in excellent position to build on its history of innovation and success to reimagine its role in the region and the higher education landscape. UHart seeks a president who will inspire the entire community to continue this work while ensuring UHart operates in a financially sound and sustainable manner.

**Align resources with strategy:** The University's strategic action plan, UHart Start, was launched in 2020 to serve as a guide through 2025. The next president will want to evaluate the plan and set the stage for a new set of strategic priorities that builds on UHart's assets with a transformative vision for the University's

role in the region and in the future of higher education. In an environment of resource constraints, the next president will also need to work collaboratively and transparently with all constituents to engage them in rethinking the strategic utilization of resources and establishing mutually agreed-upon key performance metrics and incentives that will maximize impact and benefit the entire University.

**Foster an environment of trust and respect:**

Faculty and staff are passionate about UHart. This is represented in multigenerational families of alums; long tenures among faculty and staff; and faculty and staff whose family members attend UHart. After several years of financial challenges and the controversial decision to move athletics from Division I to Division III, the community seeks a president who can foster an environment of positive morale, respect, and recognition for all members of the community. An important aspect of this will be addressing faculty and staff compensation equity and parity. Following the work of Faculty and Staff Compensation Committees, supported by the work of Willis Towers Watson, an adjustment to staff salary ranges was implemented in May 2023, and an adjustment to new full-time faculty minimums was implemented in August 2023.





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Dependent upon institutional finances and other factors, decisions on additional increment or merit pools will be determined later this year. Beyond compensation, the community seeks the president's active engagement with, interest in, and celebration of the individuals who call UHart home. The incoming leader must approach change and decision making with a combination of empathy, transparency, and decisiveness while building a supportive and integrated community where faculty, staff, and students can work and thrive together as one University. Doing so will require patience, goodwill, inclusive leadership, visibility, and consistent and clear communication to all UHart constituencies.

**Build on UHart's history of action and commitment to diversity, equity, inclusion, and social justice:**

The University of Hartford has actively committed to the values of diversity, equity, inclusion, and social justice since its founding and has a history of enrolling, employing, and supporting a broadly diverse community of learners, scholars, and staff. The president will be expected to continue this legacy in thought, word, and deed.

**Leverage UHart's academic programs:** UHart is proud of its distinct academic programs, with seven schools and colleges that offer more than 100 undergraduate and 46 graduate degree programs spanning a wide range of disciplines in the arts, sciences, and business, among others. Some programs, like acoustical engineering and music, can be found at no other university in the country. In establishing a vision for UHart's future, the president will consider how to continue to advance innovative, interdisciplinary opportunities that will leverage UHart's dynamic array of programs while meeting the needs of students and their future employers.

**Generate revenue:** UHart's president plays a principal role in building relationships and partnerships that will attract philanthropic and other resources to advance the UHart mission. The president will commit sufficient personal time and energy to friend raising, fundraising, and stewardship. Finally, the new president is expected to actively participate in a more intensive outreach to UHart's more than 80,000 alumni throughout the United States and world to raise their awareness of—and connection and giving to—the University.

**Deepen relationships with the greater Hartford community and beyond:**

UHart's location in Connecticut's capital city is a strength and distinction. Centrally located between—and only two hours away from—New York City and Boston, UHart's green and wooded campus runs alongside the city of Hartford at its crossroads with the vibrant towns of West Hartford and Bloomfield. UHart remains invested in the diverse and exciting city whose name it bears, including advancing relationships with different companies and organizations. As the face and voice of the University, the next president will need to convey to all constituents a clear and enthusiastic commitment to UHart, possess knowledge of its strengths and potential, and have the ability to communicate these strengths to others. The president must be able to navigate the local and state political landscape and build positive working relationships with elected officials. The president must broaden bridges to the extended Hartford community by engaging actively with the business, nonprofit, and government sector to identify opportunities that will benefit the community and contribute to the socioeconomic development of the city.

# PROFESSIONAL QUALIFICATIONS AND PERSONAL QUALITIES

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The University of Hartford seeks a president who embodies UHart's mission and values and demonstrates the dynamic leadership qualities, financial expertise, and exceptional team-building skills that will enable the University to succeed. The ideal candidate must have experience making effective decisions in a complex organizational environment and catalyzing success through the strategic deployment of resources. The president must model UHart's commitment to diversity, equity, inclusion, and social justice. A PhD or other terminal degree is preferred. In lieu of a terminal degree, candidates must have a demonstrated record of successful executive leadership and comparable credentials and/or experience sufficient to warrant the respect and confidence of the academic community.

The ideal president will be further distinguished by the following competencies:

## LEADERSHIP, STRATEGY, AND VISION

- Strategic, visionary, inclusive, and transparent leadership style
- Ability to forge and implement a bold and purposeful vision for the University's potential
- Proven experience driving effective change
- Ability to build buy-in and balance focus on near-term and long-term strategic priorities
- Natural inclination and ability to build a talented, high performance, collaborative leadership team

## ADMINISTRATIVE EXPERIENCE AND COMPETENCIES

- Expertise with financial and budgetary models
- Deep understanding of the financial challenges facing higher education
- Ability to make difficult choices
- Facility with data-based decision making
- Creative approach to problem solving
- Ability to capitalize on opportunities to generate fresh revenue streams

## TRANSPARENT COMMUNICATION AND CULTURE

- Ability to inspire a culture by effectively conveying mission and core values
- Evidence of fostering a culture of mutual trust, transparency, and collaboration
- Understanding of and ability to successfully achieve mutual goals in a shared governance environment

## DONORS AND ALUMNI RELATIONS

- Experience with and ability to advance a robust culture of philanthropy among UHart donors
- Experience cultivating relationships, securing philanthropic resources, and practicing effective stewardship
- Ability to effectively use and involve the University's vast alumni network, both locally and nationally
- Expertise and skill to engage in a comprehensive capital campaign

## PERSONAL QUALITIES

- Impeccable character, accountability, integrity, ethical behavior, honesty, forthrightness, authenticity, and humility
- Commitment to and ability to advocate for academic excellence and student success
- Genuine curiosity about and willingness to engage with a broad range of individuals
- Personal courage and conviction to lead a campus through challenges
- Motivation and dedication to institutional success
- Outstanding relationship-building skills
- Experience working closely and collaboratively with a governing board and establishing a partnership of mutual trust and communication

# PROCEDURE FOR CANDIDACY

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*The Hartford HealthCare Immersive Simulation Center simulates a hospital floor, with rooms for practicing different health care scenarios – intensive care, obstetric, pediatric and medical/surgical. The suite also has an operational nurses' station and communication system.*

All applications, nominations, and inquiries are invited. Applications should include, as separate documents, a CV or résumé with a letter of interest addressing the themes in this profile.

WittKieffer is assisting the University of Hartford in this search. For fullest consideration, candidate materials should be received by December 8, 2023.

Application materials should be submitted using WittKieffer's **candidate portal**.

Nominations and inquiries can be directed to:

Lucy A. Leske, Amy Crutchfield, and Luis Bertot  
**[UHartPresident@wittkieffer.com](mailto:UHartPresident@wittkieffer.com)**

*The University of Hartford is an open and welcoming community, which values diversity in all its forms. In addition, the University aspires to have its faculty and staff reflect the rich diversity of its student body and the Hartford region. Candidates committed to working with diverse populations and conversant with multicultural issues are encouraged to apply.*

**UNIVERSITY  
OF HARTFORD**

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