

# DEAN PROFILE

**UNIVERSITY OF HARTFORD**

THE HARTT SCHOOL

# THE HARTT SCHOOL

## MUSIC • DANCE • THEATRE

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The University of Hartford (UHart) seeks a strategic and collaborative leader to serve as dean of The Hartt School (Hartt). Hartt, a 100-year-old institution with a distinguished history, offers pre-professional training in the performing arts characterized by artistic and academic rigor, informed consideration of classical and contemporary approaches, and close personal attention. This is an opportunity to lead a proud institution by embracing the opportunities and realities of today's artistic landscape and guiding Hartt into the future.

Hartt (then the Hartt College of Music) was founded in 1920 by Julius Hartt and Moshe Paranov. It was one of three founding colleges that came together to form the University of Hartford in 1957. In 1994, the Dance Division (formerly associated with Hartford Ballet/Dance Connecticut) became part of Hartt, and in 1996, the Theatre Division was established. Today, Hartt is a first-rate conservatory embedded within the University of Hartford. Hartt offers highly selective majors in instrumental and vocal performance, jazz, musical theatre, actor training, and dance, as well as demanding programs in music education, composition, music history, music theory, music management, performing arts management, ballet pedagogy, and music production and technology. Hartt also participates in the unique interdisciplinary B.S.E. Acoustical Engineering and Music program offered by the University's College of Engineering, Technology, and Architecture.

The 2020 calendar year marked the 100th anniversary of Hartt's founding and served as a liminal moment for the School. Hartt is at a crossroads—recent years have seen the development of new curricula, degree offerings, and interdisciplinary programs that provide students with multiple pathways for careers in the performing arts. The University's president, Gregory S. Woodward, is now in his third year at UHart and has energized the campus with a focus on student success and enrollment. As one of the oldest and best-known schools at the University, Hartt has been called on to further develop and implement an innovative, distinctive approach to 21st-century conservatory preparation.

Working closely with faculty, staff, and students, the dean will craft a bold vision that attracts students; prepares them for successful and fulfilling lives in the performing arts; enlarges the School's competitive market share; and enhances the School's reputation and reach. The successful candidate will possess a record of professional achievement in the arts; an ambitious and strategic sense of the role of a performing arts school in a university setting; a record of courageous and transparent organizational leadership and citizenship; financial acumen and insight; and a history of successful fundraising. For serious consideration, candidates must possess a professional record that will support a faculty appointment at the rank of associate or full professor.

In keeping with the commitment of The Hartt School—and of the University—to uphold a diverse, inclusive, equitable, and just community for all of its members, Black, Indigenous, and People of Color and individuals from other marginalized communities are especially encouraged to apply.

A search committee has been formed and Isaacson, Miller, the national executive search firm, has been selected to assist in this search. Confidential inquiries, nominations, and applications can be directed to the search firm as indicated at the end of this document.



# DEAN SEARCH



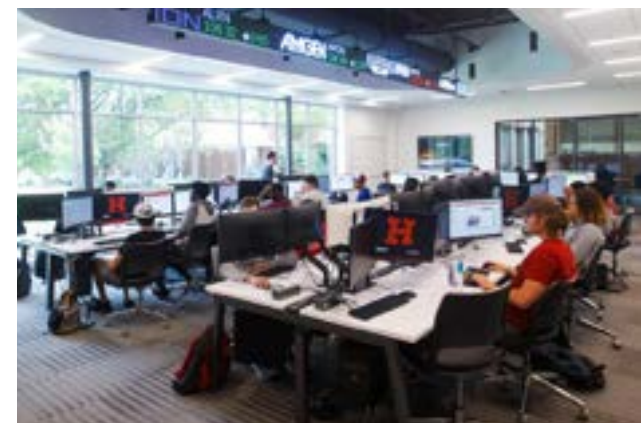
## UNIVERSITY PROFILE

The University of Hartford is at an important moment in its history. In its seventh decade, it has built a reputation for a dynamic integration of liberal arts education and specialized or professional studies; outstanding and innovative teaching; 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.

Seven schools and colleges provide an array of opportunities for developing core competencies and career preparation: 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 360 full-time faculty, 439 part-time faculty, and 592 staff members. The University subscribes to a teacher-scholar model and is proud of its teaching excellence and the scholarly and creative achievements of its faculty. Central to the University's mission is the belief that a rigorous educational program and support of dedicated faculty and staff lead to student success. Accordingly, UHart offers an array of programs available at few universities of its size, while at the same time fostering individual attention. With 6,500 students, 4,100 of whom are full-time undergraduate students, the campus is large enough to achieve the goals of a university while maintaining the feel of a small, residential college. The student-faculty ratio is 8:1.





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

We are committed to the power of small classes, active learning, and a low student-faculty ratio. We believe education is enhanced through deep experiential learning and therefore intentionally connect the classroom to our community, and the community to our classrooms. We are committed to the ongoing and expanding utilization of evolving technological and pedagogical tools and techniques. We value 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, we are deeply committed to providing our students with the tools to live full, balanced, and engaged lives. They will be the skilled, empathetic, and multifaceted professionals, citizens, and leaders our world demands. We 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.

# UNIVERSITY MISSION







## STRATEGIC PLAN

The University of Hartford's strategic action plan, adopted by approval of the Board of Trustees in 2020, sets forth six ambitious goals:

- 1 Realize our student commitments**
- 2 Commit ourselves to to the success of all students**
- 3 Promote a vibrant, diverse, inclusive, and socially just community**
- 4 Achieve and maintain a sustainable budget**
- 5 Revitalize the physical plant**
- 6 Elevate brand identity, positioning, and strategy**

## UNIVERSITY FINANCES

The total gross operating budget for FY 2021 is estimated at \$253 million. Approximately 96 percent of the budget is funded from student tuition, room, board, and fees revenues.

The University has accumulated an unrestricted net asset total in excess of \$40 million.

## UNIVERSITY LEADERSHIP

### **PRESIDENT GREGORY S. WOODWARD**

Under the guidance of its sixth president, Gregory Woodward, the University of Hartford has embraced a commitment to ensure that every enrolled student is successful and graduates.

A composer, musician, and scholar, Woodward has spent nearly four decades in higher education. Prior to his 2017 arrival at UHart, he served as president of Carthage College in Kenosha, Wisconsin, a private liberal arts college on the shores of Lake Michigan. He moved to Carthage from Ithaca College, where he led one of the premier undergraduate music conservatories in the country as dean of the School of Music, served as interim provost/vice president for academic affairs, and created and served as the inaugural dean of the Division of Graduate and Professional Studies.

Woodward earned his bachelor's degree from the University of Connecticut, master's degree from Ithaca College, and doctorate from Cornell University.

### **PROVOST H. FREDERICK SWEITZER**

H. Frederick Sweitzer joined the University of Hartford in 1985 to lead the undergraduate program in Human Services in the College of Education, Nursing and Health Professions (ENHP). He then became chair of the Division of Education in ENHP, and subsequently served as associate dean; acting dean of the College; assistant provost and dean of faculty development; and associate provost and dean of graduate studies. In 2017, he was named provost of the University.

Sweitzer has received the Harry Jack Gray Award for Outstanding Teaching and the University's Roy E. Larsen Award for Excellence in Teaching. He holds both a doctorate and master's degree in education from the University of Massachusetts Amherst, and a bachelor's degree in American Civilization from the University of Pennsylvania.





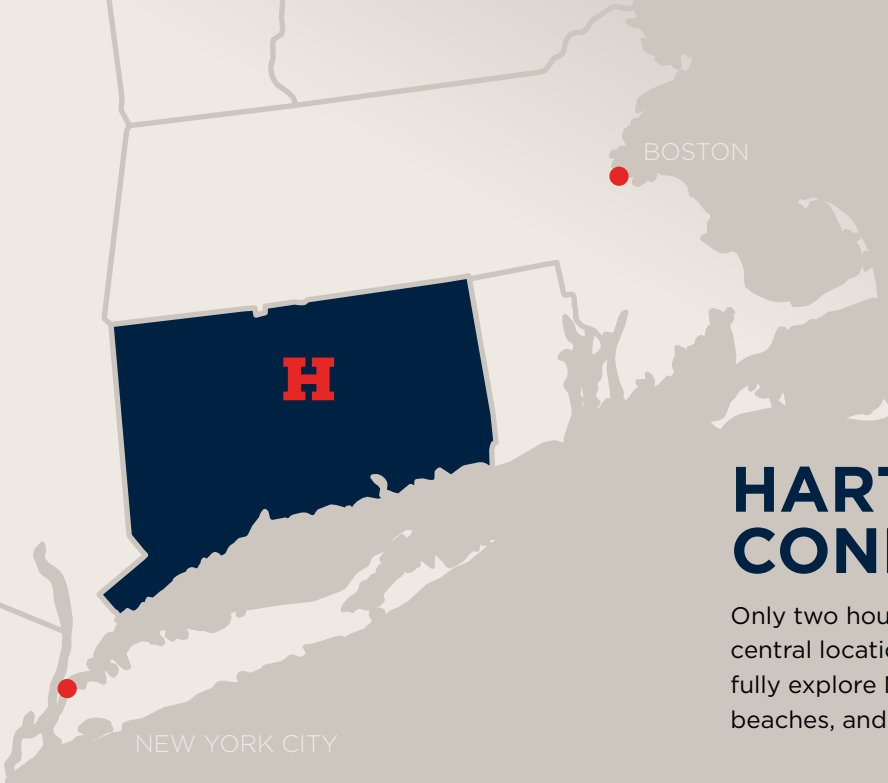


## DIVERSITY, EQUITY, AND INCLUSION

A commitment to diversity, equity, access, and inclusion 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 2020 census shows 42 percent students of color among undergraduates and 34 percent among graduate students. The current representation of students of color among full-time undergraduates includes 15.9 percent Black or African American, 13.8 percent Hispanic of any race, and 4.2 percent Asian. International students make up 5.6 percent of the University's full-time undergraduate population. Students come to the University from 47 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 the City and the surrounding communities together. The Hartt Community School provides performing arts instruction to children from our 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.



Surrounded by green spaces and wooded trails, our 350-acre campus runs alongside Connecticut's capital city of Hartford at its crossroads with the vibrant towns of West Hartford and Bloomfield.

## HARTFORD, CONNECTICUT

Only two hours from 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.

**WEST HARTFORD: AMONG THE TOP 100 BEST PLACES TO LIVE IN AMERICA (*Money, Livability*)**

Our proximity to the capital means big possibilities. We've forged relationships with many different companies and organizations, making internships and other professional options readily accessible to our students.

**JUST A FEW OF OUR PARTNERSHIPS INCLUDE:**

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





## THE HARTT SCHOOL

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Hartt occupies a special position at the University of Hartford. It was one of the founding schools of the University, and it is a driving and animating force on campus, with world-class programs.

A Hartt education is comprehensive and inspiring. It combines world-class conservatory training and liberal arts education; historical and contemporary insights; and deep engagement and collaboration. Hartt is especially notable for its supportive approach to arts instruction. Over 150 artists-scholars-teachers, 75 staff, 465 undergraduates, and 185 graduate students claim Hartt as their home, and together they make for an energetic, creative, and purposeful learning environment. Hartt boasts one of the highest retention rates at the University.



Hartt's strengths, and its place of leadership at the University and among conservatories, position it well to confront the challenges found in the field. Higher education and conservatories must contend with declining enrollment; the high costs associated with conservatory-based instruction; student demand for contemporary approaches to the performing arts; and urgent calls to strengthen diversity, equity, and inclusion. Hartt is inspired and called on to grapple with these issues; the dean must lead in this effort. In this work, the dean will have powerful and supportive allies: Hartt denizens, University colleagues, and trustees all appreciate the special role Hartt has played in the life of the institution—and are invested in its success.



# HARTT



## THE MISSION OF THE HARTT SCHOOL

The Hartt School believes in an education that:

- Promotes a contextual understanding of the arts from historical, cultural, and theoretical perspectives
- Is rich in performance and collaboration opportunities within the School, University, community, and professional world
- Cultivates broadly educated individuals and performing artists of vision, depth, and confidence through unique opportunities available throughout the University
- Is connected with the professional world and the evolution of the field
- Fosters and develops teaching excellence, which equips and inspires future teachers to positively impact the field
- Underscores the essential role of the arts in enriching society and the human experience



## THE HARTT COMMITMENT

The Hartt School stands against inequity, discrimination, oppressive behavior, and systemic racism, and is committed to:

- Equitably diversifying its staff, faculty, and student body
- Deepening curricular and educational offerings to support diversity across all programs
- Working strategically with the University of Hartford to cultivate and implement diversity initiatives, anti-racism training, and intentional community building experiences
- Enhancing its connections with the people and organizations in our greater community and beyond
- Providing intentional opportunities to celebrate our diversity through all that we do



# HARTT



## HARTT COMMUNITY SCHOOL

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The Hartt Community School (known until recently as the Community Division), is the non-degree-granting community extension of The Hartt School. It was founded in 1920 and developed concurrently with the Hartt College of Music. Today, the Hartt Community School provides music and dance instruction to more than 2,800 students of varying ages and levels. With locations in West Hartford, Hartford, and Simsbury, the Hartt Community School serves students from around the state and beyond. In addition to diverse academic-year programming, it operates summer activities that attract talented students from around the globe.

The Hartt Community School's mission is to "enrich lives through innovative and unparalleled performing arts education." It is committed to the development of the whole artist through a complement of instruction, collaboration, performance, outreach, and creative exploration.



## PROFESSIONAL AFFILIATIONS

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The Hartt School is an accredited institutional member of the National Association of Schools of Music, the National Association of Schools of Dance, and the National Association of Schools of Theatre. Its programs in music education are accredited by the Council for the Accreditation of Educator Preparation. Hartt shares the University of Hartford's accreditation by the Commission of Higher Education of the State of Connecticut and the New England Commission of Higher Education.

## ORGANIZATIONAL CAPACITY

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Hartt's annual operating budget, including the Community School, is \$13.65 million. Hartt benefits from monies from restricted funds amounting to \$920,000 in financial aid and \$685,000 in operating expenses annually.

Over 6,900 alumni around the world claim The Hartt School as their alma mater. During the 2019-20 academic year, annual giving to the School topped \$1 million.



# HARTT

## ROLE OF THE DEAN; KEY OPPORTUNITIES AND CHALLENGES

The dean, in collaboration with the faculty, staff, and University leadership, charts the future of The Hartt School. As its chief academic and administrative officer, the dean is responsible for overall strategic leadership and operational oversight. The dean reports to the provost of the University and is assisted in these efforts by the School's faculty leadership and administrative staff.



### The next dean will be empowered to:

- **Develop a vision and outlook for innovation in the 21st century.**

Hartt is embarking on an exciting new chapter. In recent years, its faculty have developed cross-disciplinary and interdisciplinary curricula and degree programs. These developments represent a programmatic “refresh” across the School. What was formerly a traditional and prescriptive curriculum is being examined in favor of a more inclusive approach to conservatory education that provides options and access to multiple avenues of professional possibility.

The dean will champion and extend this work, developing a collaborative vision with a particular eye to innovation. The dean will work with the faculty and community to cultivate curiosity about—and engagement with—emerging trends in conservatory education, such as new technologies to encourage the work of faculty and students; foster conversations within the School that spark creativity and exchange of ideas; and seek, with Hartt faculty, to balance the traditional, the contemporary, and the future. Providing more contemporary and globally conscious learning experiences will maintain Hartt's relevance and leadership in the field.

- **Ensure the operating model of The Hartt School is modern, sustainable, and transparent.**

Across the country, conservatories are confronted with the difficult reality that performing arts education and training are extremely expensive. The next dean must work assiduously with others within Hartt and the University to reimagine Hartt's financial model. University leadership will be looking to—and supporting—the dean in efforts to build financial strength and sustainability.

A critical area of attention for the next dean will be enrollment. Hartt has always been the target of interest from potential students, and in earlier years, this led to high enrollment. However, in the face of changing demographics, the vagaries of student interest, and competition from other institutions for the best students, enrollment, especially in music programs, has been an area of particular challenge. The moment calls for a leader with the proven ability to develop a comprehensive, modern enrollment plan that is organized, sustainable, and achievable. The dean must have a deep interest in, and commitment to, recruiting and enrollment, and possess the business insight and sense to develop an effective admission and financial aid strategy.

- **Grow support and increase visibility of the School within the Hartford community and beyond.**

Hartt's abundant strengths notwithstanding, the School remains somewhat of a hidden gem. Its record of engagement with the city of Hartford is substantial but could always be extended; its footprint beyond the Northeast corridor could also be enlarged.

The dean will serve as Hartt's principal broadcaster and ambassador, devoting considerable time and energy to build partnerships, deepen existing ties, and increase philanthropic support. In this work, the dean will find able and enthusiastic partners in the Office of Institutional Advancement and the Office of Marketing and Communication.

# HARTT





- **Attend to and strengthen cultural health at Hartt.**

Conservatories are hotbeds of creativity, artistic passion, and personal commitment; they bear witness to the richness and variety of human expression and interaction. These qualities can unite conservatories, but they can also give rise to silos and undermine organizational cohesion. The next dean must provide an effective counterbalance to these centrifugal influences, nurturing a sense of shared identity and mutual respect. In other words, the next leader of Hartt will create a space where conversations can be open, supportive, and informed by common purpose.

Hartt has been wholeheartedly committed to examine all aspects of the School through the lens of diversity, equity, and inclusion. The dean will fully embrace and extend these efforts. In particular, and in addition to vision and curriculum renewal, the dean will work with Hartt colleagues to continue to foster a culture of mutual respect, transparency, open communication, and collaborative decision making.

- **Promote diversity, equity, and inclusion at all levels within The Hartt School.**

The next dean of The Hartt School will be a tireless supporter of diversity, equity, and inclusion in curricula, faculty, students, and staff—developing and supporting programs that enable students to thrive in and work towards an inclusive and equitable society. The dean will support success for all members of The Hartt School community, especially those from underserved groups, and ensure a climate in which all are welcome and can thrive.

Currently, the total student population at UHart is 13.6% Black, 11.7% Latinx, 4.6% Asian, 2.4% two or more races, and 54.6% White. Another 6.5% are classified as non-resident aliens. The student population of The Hartt School is 6.3% Black, 6.9% Latinx, 3.8% Asian, and 58% White. Of UHart's 360 full-time faculty, 5.5% identify as Black, 3.3% as Latinx, 13% as Asian, and 77.5% as White. In The Hartt School, 11.3% of the faculty identify as Black, 5.7% as Latinx, 3.8% as Asian, and 79% as White.

- **Act as a conduit for community involvement within the University of Hartford.**

The Hartt School is among the most popular schools on campus, inspiring strong student loyalty and, as noted earlier, giving rise to the highest student retention rates at the University. Its programs are not widely accessible to other UHart students, however, and non-majors are keen to have more exposure to Hartt faculty and experiences. With a new University strategic plan in place, there is a sense that this might be the time to strengthen the degree of cross-unit collaborations and build more institutional bridges to and from Hartt. University leaders strongly support this increased collaboration among schools. The dean will identify and welcome ways to foster such collaborations by looking to share knowledge and experience, create incentives for collaboration, and develop educational programs that cut across unitary borders and redound to mutual benefit.

# HARTT

## QUALITIES AND QUALIFICATIONS

The University of Hartford and The Hartt School seek a collaborative leader with a strong personal commitment to the performing arts who is able to engage and inspire others. A terminal degree in a relevant discipline is preferred, with a notable record of scholarly and/or creative accomplishment and leadership experience.

The search committee seeks candidates with the following experiences, characteristics, and abilities, understanding that no single candidate will meet every ideal qualification:

- Deep understanding of excellence in the arts, coupled with an appreciation of the gravity of the shifting conditions in higher education and among conservatories
- Demonstrated capacity for strategic visioning; a track record of innovation, imaginative problem solving, and impeccable judgment; willingness to take calculated risks to achieve great ends
- Administrative and operational smarts; a record of success managing a significant staff and budget, and experience leading a complex, multifaceted organization or unit during a time of dramatic change
- Significant and tested financial acumen; experience tackling and surmounting budgetary challenges through carefully crafted enrollment strategy; strong stewardship of fiscal, capital, and human resources; and creative revenue generation
- A confident, transparent, and engaging leadership style and a deep respect for community input and collective action; evidence of the ability to work collaboratively with faculty, staff, and administrative colleagues to enact significant institutional change
- Deeply rooted commitment to diversity, equity, inclusion, and social justice
- Proven and engaging relationship-building and fundraising skills; a clear, persuasive, and effective communication style with external audiences
- Personal commitment to supporting the role of the performing arts in society
- Emotional intelligence, including warmth, approachability, and empathy; integrity of the highest order; a record of institutional citizenship and collaboration





## APPLICATIONS, INQUIRIES, AND NOMINATIONS

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Confidential inquiries, nominations, referrals,  
and résumés with cover letters should be sent to:

**Anita Tien, Partner**

**Ashton Lange, Senior Associate**

**Isaacson Miller, Inc.**

[imsearch.com/7696](http://imsearch.com/7696)

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 in multicultural issues are encouraged to apply.

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hartford.edu