



PROVOST PROFILE

**UNIVERSITY
OF HARTFORD**

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THE OPPORTUNITY



The University of Hartford (UHart) in Connecticut, a four-year, private, residential, comprehensive university with seven dynamic schools and colleges invites inquiries, nominations, and applications for the position of provost. Reporting to President Gregory S. Woodward, who has led UHart since 2017, and serving as a member of the president's Cabinet, the provost is the chief academic officer of the University. The provost is responsible for visionary leadership, and must be committed to the University culture of academic excellence to ensure an innovative, sustainable, and impactful future.

The next provost will work collaboratively with dynamic teams in the president's Cabinet, among the collegiate deans, and with a faculty and staff deeply committed to students and shared governance. The successful candidate will provide leadership and stability and, ultimately, make decisions to ensure that the University delivers a strong and relevant educational experience for a diverse student body.

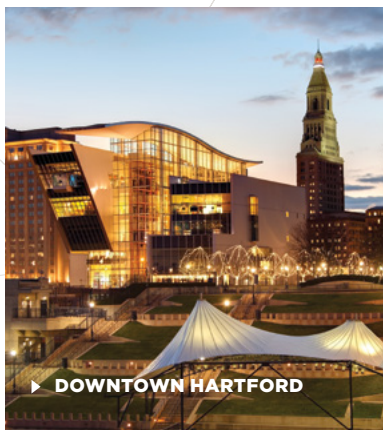
Hartford, Connecticut

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.

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

ABOUT THE UNIVERSITY OF HARTFORD



100+

ACADEMIC PROGRAMS

90%

OF STUDENTS RECEIVE
FINANCIAL AID

8:1

STUDENT-TO-FACULTY RATIO

Now 65 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 the University, 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.

As an institution, we are 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 faculty-to-student 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.

Our students 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.

Education is the most powerful way to a better future. Our graduates will enter the world ready to pursue their dreams and to help create this future. What we do as a university 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: 346

Part-time Faculty: 456

Student-Faculty Ratio: 8:1

ALUMNI

Living Alumni: 94,670

Alums in Connecticut: 38%

Countries with Most Alumni (outside North
America): France, Malaysia, Thailand, India

CAMPUS LEADERSHIP

Gregory S. Woodward became the University of Hartford's sixth president in July 2017. In his tenure, he has energized the UHart community to embrace his commitment to ensure that every enrolled student is successful and graduates.

Woodward has led UHart to take a holistic approach to student success, recognizing that it is based on a blend of academic, social, personal, and professional needs. To that end, the former Division of Student Affairs was transformed into the Division of Student Success, incorporating all units related to student life and academic services. This strategy quickly paid off with first- to second-year retention numbers reaching new highs.

A composer, musician, and scholar, Woodward has spent nearly four decades working in almost every conceivable role in higher education. From 2012 to the end of the 2016–17 academic year, he served as president of Carthage College in Kenosha, Wisconsin, where he strengthened campus-wide engagement and collaboration, thereby fostering a college culture that values collegiality and a spirit of hospitality toward others.

He also added a number of scholarship opportunities with a particular focus on underrepresented groups and created new positions for experienced professionals to coordinate student internship opportunities, other experiential learning pathways, and grant funding for campus programs. Under his leadership, Carthage College enjoyed the highest retention and graduation rates in its history, received its largest philanthropic gift, enrolled the highest number of students from underrepresented groups, and funded its largest-ever endowment.

Prior to his time at Carthage, Woodward was at 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. He joined Ithaca's Department of Music Theory, History, and Composition as a composer in 1984, becoming a full professor in 2000. At Ithaca, he created the first general education core in the college's long history, built 19 new graduate programs, led the creation of the 10-year strategic plan, and grew both



the music school and graduate programs to their all-time highest enrollments.

While earning his Doctor of Musical Arts from Cornell University, Woodward was a student of Pulitzer Prize-winning Czechoslovakian composer Karel Husa. He earned his bachelor's degree from the University of Connecticut and master's degree from Ithaca College, having also studied composition with Donald Martino, Steven Stucky, and Charles Whittenberg.

Woodward was a fellow in higher education at Harvard University's Graduate School of Education and is a graduate of Harvard's New President Institute. He previously served on the music faculty at Cornell and at Valparaiso University, and was an ongoing guest lecturer in the School of Music at Yale University.

Recently appointed to the New England Board of Higher Education, Woodward served on the board of directors for United Way of Kenosha County (Wisconsin) and was awarded the organization's 2017 Legacy of Leadership Award for his tremendous support for two vital United Way programs—Readers Are Leaders and VITA. In 2016, he served as chair of the Council of Independent College's Partnership in Education with The New York Times.

He was married to Penelope Woodward, a lifelong and beloved music educator, for 34 years. Penny made significant contributions to advancing the research and treatment of leptomeningeal carcinomatosis before her passing in 2021. Woodward and their three adult children proudly carry her legacy.

UNIVERSITY MISSION AND VALUES



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

Other guiding documents and statements support these core mission and vision statements, including our Values Statement and Civility Statement, which highlight the diversity of our campus community and the importance that we place 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.

OUR STRATEGIC PLAN: UHART START

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.



ACADEMICS AT UHART



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

UHart offers 83 undergraduate majors, 46 graduate-level degree programs, eight associate degree programs, and 40 certificate and diploma programs. That represents a breadth of offerings you expect to find only at a large state school, not at a private university with a 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 346 full-time faculty and 456 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 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.

A CLOSER LOOK AT UHART'S SCHOOLS AND COLLEGES

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, Master of Science in Business Analytics, and a Master's program in Accounting and Taxation.

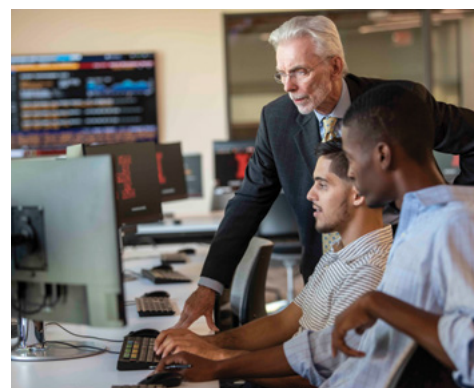
The College of Education, Nursing and Health Professions has a customized curriculum that prepares students for a wide range of careers and post-baccalaureate programs in the education and health professions. Students are actively engaged in their field well before graduation, as actual classroom and 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, Hartt offers comprehensive undergraduate and graduate degree programs and pre-professional training in music, dance, and theater. 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, integrated media arts, 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 as a part of Hillyer College and one of UHart's other schools through our dual admission program.



LEADERSHIP AGENDA FOR THE PROVOST

The provost provides comprehensive and visionary leadership for implementation of the University's mission and priorities, specifically regarding academic and financial leadership of the seven schools and colleges and the administrative functions within academic affairs. This position serves as the chief academic officer responsible for working collaboratively and cooperatively with University and academic leadership to create a transformative and interdisciplinary educational experience for current and future students of the University of Hartford.

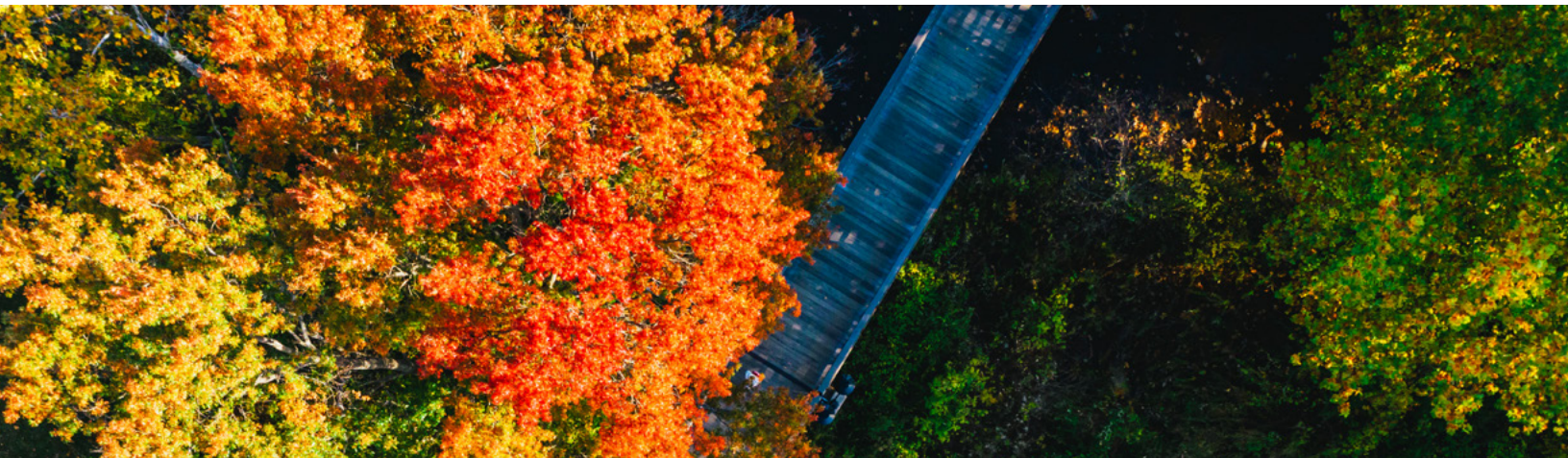
The provost is a leader and a scholar, dedicated to fostering the intellectual life of the University and student success, who is forward thinking and has a deep understanding of national and regional higher education trends, especially as they relate to private, residential institutions in a post-COVID climate.

The provost must possess the financial acumen necessary to guide the financial decision making of the University's academic functions, while balancing the need for innovation and progress with respect to the history and traditions of the University. UHart, like many private institutions, has faced enrollment challenges in recent years. The next provost will bring knowledge of best practices in retention and persistence, and collaborate with leaders at the executive level, in academic programs, and in the areas of student success and support services to strengthen enrollment and implement creative strategies for recruiting and retaining a diverse student body.

It is essential for the provost to be approachable and collaborative, inviting conversation and engagement with all campus and community stakeholders, and to build a culture in which all feel valued, respected, and inspired—a culturally responsive and inclusive leader who fosters an environment that encourages curiosity, care, and collaboration for student success.

Serving as a senior leader at the University, the provost will have responsibilities that include:

- Promote collaboration among the schools, colleges, and departments to fulfill the University's mission to engage students in acquiring the knowledge, skills, and values necessary to thrive in and contribute to a pluralistic, complex world; and to educate and support a diverse student population on their path to graduation.
- Serve as a change management leader who seeks to identify collaborative opportunities within and across the University's seven schools and colleges to provide a dynamic and robust educational experience.
- Support and advance the University's strategic action plan, UHart Start 2020–2025.
- Oversee faculty and academic staff recruitment and development activities.
- Recommend to the president and Board of Regents all academic appointments, tenure, and promotion matters. Establish priorities and plans for program development, faculty recruitment, and development.



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- Supervise all matters relating to curriculum and instruction, including online and summer courses, scheduling, and overloads.
 - Oversee the development and implementation of a fair, strategic, and equitable set of assessment tools and activities for each school/college.
 - Collaborate with faculty and administrators to engage in educational technology planning initiatives, serving on and/or leading committees as appropriate.
 - Represent the University at public events in the absence of the president and definitively and articulately promote the academic mission of the University to internal and external communities.
 - Demonstrate a commitment to inclusive and collaborative leadership by encouraging programs that support the University's diversity, equity, inclusion, belonging, and justice (DEIJB) efforts.
 - Identify programs and opportunities to increase the number of women and people of color among the faculty and in senior administrative positions. Commit to providing a welcoming and supportive environment for all members of the University community.
 - Demonstrate a deep understanding and commitment of co-curricular aspects of student life, such as a quality residential experience and the educational value of student leadership opportunities; and support new programs and initiatives that will complement student academic goals and objectives.
 - Partner closely with the president's Cabinet to effectuate change and position the University of Hartford strongly within the region, nationally, and internationally.
 - Lead efforts to build specific and sustained partnerships with business, industry, and key employers in the region, including championing efforts that establish clear pathways to careers.
 - Coordinate and compile data as needed and required; monitor compliance with federal/state/program accreditation, and standards of academic accountability.

AREAS OF RESPONSIBILITY FOR THE PROVOST

- Institutional Effectiveness and Continuing Education
- Graduate Studies and Research
- Graduate Admission
- Undergraduate Studies
- University Honors Program
- University Libraries
- Faculty Development
- Academic Finance, Administration, and Planning
- Registration and Records
- Center for Teaching Excellence and Innovation
- Collegiate Deans
- College of Engineering, Technology, and Architecture
- College of Arts and Sciences
- Hillyer College
- Barney School of Business
- The Hartt School
- Hartford Art School
- College of Education, Nursing and Health Professions

REQUIRED QUALIFICATIONS

The next provost shall demonstrate the following required characteristics:

- Earned doctorate or terminal degree, with an exemplary record of teaching and scholarly achievement consistent with the rank of full professor.
- Record of successful administrative achievement at or above the school/ division level, with experience in planning, decentralized management, and intellectual leadership, preferably in an educational setting; ability to build, mentor, and retain strong administrative teams.
- Skill in budgetary and financial management, and the ability to work creatively with Finance and Administration.
- A deep sense of responsibility to DEIJB, committed to a campus community that welcomes and celebrates diversity in all of its forms.

PREFERRED QUALIFICATIONS

The provost may also demonstrate some of these preferred qualifications:

- Strong commitment to the mission of liberal arts and professional education within the context of a teaching research university.
- Demonstrated strategic and operational planning skills in a university environment.
- Excellent administrative, oral communication, written communication, and interpersonal skills.
- Organizational and project management skills with the ability to work effectively, both independently and collaboratively, to achieve goals and deadlines.
- Demonstrated skills in making timely, data-driven decisions and ensuring open, honest communications, as appropriate, to establish consistency and fairness throughout the University.
- Demonstrated success in building and maintaining strategic internal and external partnerships.
- Be a transparent and inspiring leader, working closely with the president and the University community on its strategic goals, with an understanding of and commitment to shared governance and administrative processes used in contemporary higher education.
- Well-developed patterns of respecting and consulting faculty, both individually and through established faculty governance processes.
- Able to formulate and communicate a clear academic and organizational vision within a teaching and research setting.
- Imaginative, innovative, active, and persuasive in the pursuit of the University's academic goals and objectives.
- Able to motivate faculty and administrators, to delegate authority, and to trust in the ability of others.
- Highly visible presence on campus.
- Able to make and explain difficult decisions in a timely manner.
- Demonstrate the highest degree of personal integrity.

NOMINATION AND APPLICATION PROCESS

Academic Search is partnering with the University of Hartford in this search. Those who are considering applying are encouraged to schedule a confidential conversation with Dr. Nancy Crimmin, senior consultant, at nancy.crimmin@academicsearch.org.

To apply, a candidate should submit these three separate documents electronically in pdf format:

- A detailed letter of interest addressing the provost leadership agenda and qualifications as outlined in this profile
- A full curriculum vitae with relevant administrative and scholarly accomplishments and responsibilities
- A list of five professional references, including names, titles, organizations, phone numbers, and email addresses, noting the candidate's relationship for each reference.

References will not be contacted until later in the search process and only with the candidate's permission. A background check (including identity, degree verification, and criminal records check) must be completed satisfactorily before any candidate can be offered this position.

Please send materials in three attachments to UHartProvost@academicsearch.org. Review of materials will begin immediately and continue until the appointment is made. For full consideration, please submit materials by March 7, 2023. Applications will be accepted until the position is filled. Finalists for the position will participate in campus interviews that may include a public presentation.

Please submit nominations to UHartProvost@academicsearch.org. Be sure to include the nominee's full name, position, institution/organization, and email address.

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.

