The University of Hartford invites nominations and applications for the position of dean of the Barney School of Business. The next dean will join the Barney School at an exciting moment of growth and momentum. With new facilities; a recently completed, broad-based strategic action plan; and several new programs and initiatives underway, the AACSB-accredited School is poised to refine and differentiate its position as a leader in business education.

The dean will lead the continued development of the School and work collaboratively with faculty, staff, and students to deepen investment in its distinctive strengths and ensure continued success in a competitive marketplace. Working closely with the president and provost, the dean will further raise the visibility of the School and its achievements on the local and national levels. In championing the Barney School’s core strengths and differentiators, the dean will have the opportunity to build even more distinguished partnerships on the School’s behalf, allowing it to attract and engage a diverse group of first-rate students and faculty. The dean will also build close rapport with the Barney School’s many successful alumni, as well as industry leaders, to foster continued collaboration and financial support for the Barney School in support of its mission.

As the Barney School continues to carve out its place of distinction within the region and the nation, it will simultaneously serve as an example for academic excellence and interdisciplinary collaboration within the University. Under the dean's visionary and entrepreneurial leadership, the Barney School will continue to be a focal point for bringing together the University’s broad range of strong programs and departments. The dean will be a highly visible and engaged presence on campus and will serve as an advocate for the Barney School’s faculty and students, working tirelessly to ensure their success.

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

DEAN SEARCH
The University of Hartford is at an important moment in its history. In its sixth decade, it has emerged as a vibrant and dynamic force in higher education. 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.

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.

The University of Hartford offers an array of academic 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 University’s array of academic opportunities includes 84 baccalaureate, 11 associate, and 64 graduate-level degree programs.

The University’s 360 full- and 439 part-time faculty savor the opportunity to mentor, challenge, and support students. They excel in this primary function while also advancing their scholarship and creativity in distinctive ways. Together with 592 staff members, they provide outstanding learning opportunities, service, and professional support to the University community and its mission.

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. Hillyer offers the first two years of the baccalaureate to students whose chances for academic success can be improved by a structured environment with small classes and enhanced academic advising. Hillyer students can take courses that keep them on track to transfer into one of the University’s other schools and colleges, assuming admission requirements are met. In addition, University Studies offers programs designed for nontraditional-age undergraduates to earn degrees.
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 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. 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.
STRATEGIC PLANNING

The University of Hartford’s strategic action plan is a living document that guides the University’s long-term strategic actions as well as its annual goals.

This carefully framed collection of goals and objectives, connected by a shared understanding of who the University is and what it does, are at the core of enabling UHart to fulfill its true potential. The strategic action plan is organized around six goals, many of which are well underway:

1. Realize our core academic commitments to all students

2. Commit ourselves to a high-quality experience and the success of all students

3. Promote a vibrant, diverse, inclusive, and socially just community

4. Achieve and maintain budget equilibrium

5. Revitalize the physical plant

6. Elevate brand identity, positioning, and strategy
DIVERSITY, EQUITY, AND INCLUSION

A commitment to diversity, inclusion, and equity 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 minority representation among undergraduate students and 34 percent among graduate students. The current minority representation for 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; the Microbusiness Incubator, which connects University of Hartford students with small businesses in the adjacent neighborhood; the Entrepreneurial Center, which provides support to new and expanding small businesses in Connecticut and focuses on serving women, minority-owned businesses, and other underserved constituents; 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 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.
UNIVERSITY LEADERSHIP

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. To that end, the former Division of Student Affairs has become the Division of Student Success, incorporating all units related to student life and academic services. This holistic approach recognizes that student success is based on a blend of academic, social, personal, and professional needs. And this strategy is paying off with first- to second-year retention numbers reaching new highs this past year.

A composer, musician, athlete, 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.
INSTITUTIONAL ADVANCEMENT

The University of Hartford’s fundraising efforts in recent years have been focused on endowment support for student scholarships and several capital projects. Successful completion of a five-year scholarship initiative yielded just over $16 million. Capital projects included extensive renovations to the Harrison Libraries and Millard Auditorium.

Gengras Student Union was renovated in 2018 to include a new Center for Student Success, Office of Student Engagement and Inclusion, and Career and Professional Development Center.

A new state-of-the-art, high-tech learning and collaboration addition to Auerbach Hall for the Barney School of Business was dedicated in September 2019. The 10,000-square-feet expansion, including an innovation center, networking spaces, and Bloomberg Terminals, positions the Barney School—and its students—for greater success in a fast-moving, fiercely competitive world.

Currently under construction, and slated to open in fall 2021, is a 60,000-square-foot academic building that will house specialized and technology-rich classrooms and labs for growing programs in the College of Engineering, Technology, and Architecture and the College of Education, Nursing and Health Professions. The project also includes renovations to two existing academic buildings to further accommodate the most in-demand academic programs.

UNIVERSITY FINANCES

The University has accumulated an unrestricted net asset total in excess of $40 million. The total gross operating budget for FY 2021 is estimated at $253 million, and the budget net of financial aid is $150 million. Approximately 96 percent of the budget is funded from student tuition, room, board, and fees revenues. The University spends approximately 63 percent of the operating budget on salaries and benefits and 4.2 percent on annual debt service. The endowment available to support scholarships and programs is valued at $165 million, and long-term debt is approximately $133.6 million.
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 WAS NAMED #15 IN THE NATION AS A BEST PLACE TO LIVE (TIME.COM).

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 Barney School of Business was established in 1958 as an independent college within the newly formed University of Hartford to provide business education and business graduates to firms in the greater Hartford area. Today’s Barney School strives to become a national leader in career-focused business education as it prepares leaders and decision makers who are globally aware and socially responsible. The Barney School’s Career Ready programming ensures that students become competent, confident, and connected. Located adjacent to the insurance and financial services centers in Hartford, Conn., the Barney School is accredited by the Association to Advance Collegiate Schools of Business (AACSB). Through its extensive degree and certification programs and its successful engagement with the business community, the Barney School is uniquely positioned for collaboration and partnerships with industry leaders. In service to its community and region, the School offers over 20 programs at the bachelor’s and master’s levels. It recently implemented the 3+1 Program that allows students to complete their BSBA and MBA in four years and offers a number of post-graduate certificate programs for working students looking to enhance their skills and advance their careers. The Barney School has developed partnerships with companies such as Stanley Black & Decker, The Hartford, and KPMG. In addition, the School has launched an exciting partnership with Cigna, providing the MBA to cohorts of Cigna employees on campus, on site, and online.

To serve students with a diverse array of backgrounds and needs, the Barney School offers MBA and MSAT courses that can be taken entirely online, entirely in the classroom, or through a combination of the two formats. The Master of Science of Management and Master of Science in Business Analytics programs are completed 100 percent online. Classroom courses are scheduled in the evenings so working adults can pursue their degrees as part-time students. Additionally, students are supported by a number of student and academic services to ensure success after graduation.

The Barney School of Business also houses several academic centers that have been established to expand knowledge and understanding of business and business practices. The centers support undergraduate and graduate study; encourage faculty and student research; and sponsor symposia, seminars, and workshops on a variety of critical topics.
Amidst all of this momentum, the Barney School is proud to have earned a number of accolades in recent years, including a spot in the Bloomberg Businessweek “Best Undergraduate Business Schools” ranking and in the prestigious U.S. News and World Report “Best Graduate Business Schools—Part-time MBA” ranking, in competition with 300 business schools. Additionally, Barney School faculty and alumni are consistently recognized for their contributions to their fields.

Looking ahead to the future of the Barney School, a strategic plan was created and recently updated through a process that resulted in three strategic priorities set for achievement by 2022. These priorities are closely aligned with the School’s mission and vision, and consistent with the AACSB mandate for engagement, innovation, and impact. They are also organized around five core values:

- Adaptive and Ethical Leadership
- Life and Career Readiness
- Diversity, Equity, and Inclusion
- Global Engagement
- Social and Community Impact

The broadly conceived strategic priorities for the Barney School of Business include:

**STRATEGIC PRIORITY 1**
Establish and Grow Partnerships: The recent growth in corporate partnerships has generated many student benefits, including the creation and support of innovative Career Ready personal and professional development programming, internship and placement opportunities, and MBA student pipeline programs. We will continue to grow existing partnerships and establish new ones with potential employers in the greater Hartford, Connecticut, New York, and Boston areas.

**STRATEGIC PRIORITY 2**
Innovate and Differentiate the Undergraduate Core, Functions, Industry Specific Skills, and Career Ready Programs: Many business schools have developed innovative business core models and the Barney School needs to explore the same. Our current source of differentiation, the Career Ready program, must keep our career and professional development programming ahead of our competition. Across the undergraduate curriculum, we must continue to enhance and develop innovative high-impact practices that will lead to essential learning outcomes.

**STRATEGIC PRIORITY 3**
Enhance Graduate Programs: In response to increased competition and shifts in employer reimbursements, all facets of the MBA and MSAT programs must be evaluated to ensure we offer and deliver an innovative program that adds value to students and the organizations in which they work. Marketing, recruiting, student support, curriculum structure, course delivery, and extracurricular activities must all be evaluated and enhanced.
RISK AND DISRUPTIVE TECHNOLOGY INSTITUTE
Students from business, computer science, engineering, health professions, and statistics engage together in innovative projects, research, and other coursework.

R.C. KNOX CENTER
The Center expands knowledge and understanding of insurance and risk management.

ENTREPRENEURIAL CENTER & WOMEN'S BUSINESS CENTER
The Entrepreneurial Center & Women’s Business Center provides hands-on coaching and business training for new and expanding small-business owners and aspiring entrepreneurs.

UPPER ALBANY MAIN STREET
Each year, students gain valuable entrepreneurial experience assisting small businesses through supervised micro-business incubator consulting projects.

WOMEN'S BUSINESS CENTER
WBC training and advising are focused on the learning styles, qualities, and particular needs that women bring to business.
The dean of the Barney School of Business will provide creative vision and leadership for the School while also serving as a leader across the University, throughout the city and region, and on the national stage. The dean will create collaborative opportunities on behalf of the School, both internally and externally, to engage students and faculty, further the educational mission of the School, and ensure its continued positive momentum and growth.

The dean will report to Provost Fred Sweitzer, work closely with President Greg Woodward, and serve as a collaborative and creative colleague on the provost's Council of Deans, working together to advance the strategic objectives of the University as a whole. The dean will oversee a School comprising approximately 47 full-time and 25 part-time faculty, 550 undergraduate and 717 graduate students, and six full-time staff. The Dean's Office staff currently includes:

- Associate Dean of Administration and Accreditation
- Associate Dean of Academics and Services
- Assistant Dean for Collaborative Initiatives
- Chair, Accounting and Taxation Department
- Chair, Economics, Finance and Insurance Department
- Chair, Management, Marketing and Entrepreneurship Department

The Barney School has created several valuable and effective advisory boards in recent years. Each board includes executives and business leaders representing the diverse industry clusters in and around the greater Hartford area. Many are Barney School alumni and all offer important counsel and resources to the dean and the School in pursuit of its mission.
• **Further raise the School’s visibility and lead collaborative School-wide efforts to sharpen its differentiation within the competitive market for business education:** With new partnerships and programs recently developed and introduced, including the collaboration with Cigna, the 3+1 MBA program, and online program development, the Barney School stands on firm footing. The next dean has the opportunity to work with faculty, students, staff and business leaders to further refine and differentiate the School in keeping with its values and particular strengths. Serving as an advocate for the quality and talents of Barney’s faculty, students, and alumni, the next dean will ensure that the Barney School reputation and resources continue to evolve and grow.

• **Build even more productive and mutually beneficial partnerships with leading businesses:** Having already established a number of strong partnerships in recent years, the Barney School is poised to expand its reach even further with new and varied forms of engagement with outside organizations. The incoming dean will be expected to explore new avenues for collaboration, seeking out regional, national, and global industry leaders to allow both the School and the community to strengthen through the engagement of Barney students and faculty alongside practitioners and leaders in a wide array of fields, as well as attract additional resources.

• **Help to lead undergraduate enrollment success by continuing to attract and retain a bright and diverse student body:** As at most institutions, enrollment of traditional full-time undergraduates is critical to advancing the School’s mission. The dean’s visibility and engagement in School-specific recruiting efforts is key to the School’s success. Boasting a 91 percent employment rate and a distinctive Career Ready focus at the undergraduate level, the School is poised for growth. Additionally, the dean will focus on student retention and success, maximizing the School’s resources to support student engagement and achievement—building on recent momentum. The first-year student retention rate for Barney School students increased from 67.5% to 80.5% for the fall 2019 entering cohort. This is the highest retention rate in the history of the Barney School. The female retention rate for this same cohort increased from 74.5% to 89.5%, again the highest ever. The retention rate for Pell-eligible students at the Barney School increased from 57.6% to 79.5%. Barney first-generation retention increased from 57.1% to 74.4%.
• Promote diversity, equity, and inclusion at all levels within the Barney School: The next dean of the Barney School of Business will be a tireless supporter of diversity, equity, and inclusion among faculty, students, and staff. S/he will develop and support programs that enable success for all members of the Barney School community and ensure a climate in which all are welcome and can thrive. The first-year retention rate for students of color at the Barney School increased dramatically from 52.7 percent to 82.5 percent for the fall 2019 entering cohort.

• Serve as a positive, inspiring leader within the School and a collaborative colleague with fellow leaders and deans across the University: The next dean will be pleased to discover that the faculty, staff, and students take great pride in the growth and success of the Barney School in recent years and are optimistic about its future. The dean will nurture these internal relationships and be accessible and visible to all key stakeholders within the School, particularly students. In addition, the dean of the Barney School will work collaboratively and creatively with fellow deans to imagine and bring to life programs and partnerships that synthesize the best that the University has to offer.

• Continue to promote academic excellence and elevate the Barney School’s academic reputation through the hiring, development, and retention of strong faculty: Amid the strengthening and promoting of the School’s programmatic offerings, the new dean will serve as a champion for faculty, illuminating their many achievements in teaching, research, and service to the local community. S/he will provide support and development opportunities for faculty and will prioritize the recruitment and retention of an excellent and diverse faculty body.
DESIRED QUALITIES AND QUALIFICATIONS

The next dean of the Barney School of Business will ideally possess the experience and credentials required for tenure within the Barney School, as well as a distinguished record of academic and administrative leadership. Additionally, the next dean will possess many of the following characteristics and abilities:

- The strategic vision to perceive the key strengths and opportunities for the Barney School and the entrepreneurial ability to capitalize upon them
- Deep understanding of the national business education landscape as well as a keen understanding of—and experience addressing—the needs and challenges facing industry leaders
- Experience leading an organization toward a shared vision and building consensus among a diverse group of stakeholders
- Ability to work closely and fruitfully with University leadership to build relationships regionally and nationally that will further advance the mission of the School and continue to grow its resource base
- Demonstrated commitment to promoting and supporting diversity, equity, and inclusion at all levels within an institution
- The willingness and ability to tell Barney’s story in a compelling and persuasive way to potential friends, donors, and partners
- Superb written and oral communication skills
- A desire to be visible and approachable to students, engaging in initiatives that will help ensure their success within and beyond the Barney School
- A proactive and realistic approach to the growth and allocation of resources
- A genuine commitment to engaging with faculty and supporting faculty development
- Demonstrated experience advocating on behalf of an institution or organization, serving as its chief marketer and promoter and encouraging others to invest in its success
- Ability to connect meaningfully and credibly with multiple diverse stakeholders, including those within academia and those within the business world, and to bring everyone together around a shared vision
- Knowledge of the AACSB accreditation requirements and process and the ability to lead the School through reaccreditation at a high level
- Experience sustaining and engaging with vital and productive advisory boards
- A personal presence that embodies the best characteristics of the Barney School—engaged, entrepreneurial, and focused on continued success.
Please send nominations, applications, and queries in confidence and electronically to:

Sue May, Partner
Matthew Marsallo, Senior Associate
Storbeck Search
HartfordBusinessDean@storbecksearch.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 in multicultural issues are encouraged to apply.