Dean of the Barney School of Business

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 strong, forward-thinking leadership in recent years, a recently completed, broad-based strategic plan, and a number of new programs and initiatives underway, the AASCB-accredited School is poised to refine and differentiate its position as a leader in business education.

The Dean will lead the continued ascent 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 raise further 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 Barney 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, Barney’s well-established, industry-connected centers and institutes 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 Barney’s faculty and students, working tirelessly to ensure their success.

In keeping with the Barney School’s and the University’s commitment to upholding a diverse, inclusive, and equitable community for all its members, individuals from underrepresented communities are especially encouraged to apply.

University Profile

Now in its sixth decade, the University has emerged as a vibrant and dynamic force in higher education and finds itself at an important moment in its history as a private institution. The University has built a reputation for an innovative integration of liberal arts education and 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 health professions, engineering, and the performing and visual arts, the University, which has a Carnegie classification of doctoral university research 3, has also achieved national and regional prominence in business, technology, and STEM education. Comprising seven distinctive schools and colleges, the University of Hartford is a dynamic, comprehensive,
independent institution known for the diversity, breadth, and imagination of its academic programs.

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 7,000 students, 4,600 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 62 graduate-level degree programs.

The University's roughly 360 full- and 500 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 approximately 650 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.

University Mission

*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.*

University Academic Promise

*We provide our students with the opportunity to channel their passion and guide their purpose. Through their own exploration and engagement with our dedicated faculty, staff, diverse academic programs and enriching extra-curriculars, they will receive a transformative education. They will be changed as learners and as human beings. They will be the skilled, empathetic, and multifaceted professionals, leaders, and citizens our world demands. 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.*

Strategic Planning

*Titled Celebrating our Tradition, Engaging our Future, the Strategic Plan reaffirms the University's commitment to the highest standards of learning, personal development, and community engagement. Launched in 2013, a system-wide strategic planning process resulted in unanimous approval by the Board of Regents of the 2014-2019 Strategic Plan. Employing a strategic planning committee that was chaired by the president and included representatives from the Board of*
Regents, administration, faculty, staff, and students, this effort was supported by consultants from the Napa Group.

The Plan calls for the implementation of five goals:

- **Goal I.** Challenge and support students in a vibrant educational environment that integrates disciplinary focus, broad knowledge of the wider world, and exposure to experiences that prepare students for career success and personal development.
- **Goal II.** Position the University as a valued partner with business, industry, government, and nonprofit organizations in order to use these partnerships to maximize the career, entrepreneurial, and intellectual preparedness of students.
- **Goal III.** Promote a culture of innovation, creativity, and agility that facilitates responsiveness to evolving demands from internal and external constituents.
- **Goal IV.** Broaden our reputation as a first-choice university leading to enhanced enrollment, alumni engagement, and philanthropic support.
- **Goal V.** Develop a sustainable economic model in order to achieve and then maintain a budget that is in equilibrium.

**Diversity, Inclusion, and Equity**

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. President Gregory Woodward recently announced the formation of the President’s Committee on Diversity, Equity, and Inclusion. The University’s 2017 census shows 34 percent minority undergraduate student representation and 26.5 percent minority graduate students, up from 21.1 percent and 16.4 percent, respectively, in 2006. Current undergraduate minority representation includes 14.5 percent African Americans, 3.6 percent Asians, 12.5 percent Hispanics, and 3.7 percent who report they identify with two or more races.

Additionally, 5.4 percent of the undergraduate population is composed of international students who come to the University from 48 different countries. Graduate minority representation includes 7.6 percent African Americans, 5 percent Asians, 8.1 percent Hispanics, and 1.5 percent who report they identify with two or more races. Additionally, 8 percent of the graduate population is composed of non-resident aliens who come to the University from 24 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 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.
University Leadership

Appointed in 2017, Gregory Woodward currently serves as the University of Hartford’s sixth president. A composer, musician, athlete, and scholar, Dr. Woodward has spent nearly four decades in higher education. From 2012 to the end of the 2016-17 academic year, 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. He joined Ithaca’s Department of Music Theory, History, and Composition as a composer in 1984, becoming a full professor in 2000. 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.

University Finances

The University of Hartford, through its focus on long-term revenue growth and a continued emphasis on prudent fiscal management, has enjoyed over two decades of financial stability. The University has invested heavily in strategic initiatives during these years, and has also held steadfast to a conservative philosophy that seeks to promote budgetary equilibrium through the careful management of operating expenditures. Through conservative budgetary practices, including the establishment of various operating contingencies, the University has accumulated an unrestricted net asset total in excess of $55 million.

The total gross operating budget for FY 2018 is estimated at $254 million, and the budget net of financial aid is $170 million. Approximately 93 percent of the budget is funded from student tuition, room, board, and fees revenues. The University spends approximately 62 percent of the budget on salaries and benefits and 4.9 percent on annual debt service. The endowment available to support scholarships and programs is valued at $164 million, and long-term debt is approximately $103 million.

Institutional Advancement

The University of Hartford’s fundraising efforts over the past five 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, Millard Auditorium, and Gengras Student Center. Additionally, the University is at 100% of goal for a $5.2 million renovation and expansion to the Barney School of Business, located in Auerbach Hall.

Over the past five years, philanthropic giving has experienced steady growth. In fiscal year 2012, the University received $5.4 million in gifts and pledges. During fiscal year 2017, the University received $8.5 million in gifts and pledges. Efforts have been concentrated on increasing the size of cash gifts and multi-year pledge commitments as well as focusing on impactful long-term legacy giving strategies.
Currently, the University is in a capacity-building stage, laying the foundation for its next comprehensive campaign. Current initiatives are focused on enhancing the University’s academic reputation, increasing access to the University for all students through increased financial aid, and several specific restricted capital projects.

About the Barney School of Business (“Barney”)

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, CT, 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, Barney is uniquely positioned for collaboration and partnerships with industry leaders. In service to its community and region, Barney offers over 20 programs at the bachelor’s and master’s levels. The Barney School has also 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. Barney has developed partnerships with companies such as Stanley Black and Decker, The Hartford, and KPMG. In addition, Barney has launched an exciting partnership with Cigna, providing the MBA to cohorts of Cigna employees on campus, on site, and on-line.

To serve students with a diverse array of backgrounds and needs, Barney offers MBA and MSAT courses that can be taken entirely online, entirely in the classroom, or in any combination of the two formats. The Master of Science of Management program is completed 100% 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 at Barney and 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.

The School is currently expanding its facilities to include new learning and trading spaces and allow students and faculty to connect and collaborate. Expected to be complete in winter 2019, the project will add 10,000 square feet of space to Auerbach Hall and renovate 1,300 square feet to create a state-of-the-art, high-tech learning environment as well as a café. Four new learning-focused spaces provide homes for program elements that will enhance recruiting and preparing students for today’s business challenges.

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
2016” ranking and in the prestigious *U.S. News and World Report* “Best Graduate Business Schools — Part-time MBA” ranking for 2018, in competition with 300 business schools. Additionally, Barney 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 recently created through a process that resulted in four 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. 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 Undergraduate Program:** 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 extra-curricular activities must all be evaluated and enhanced.

- **Strategic Priority 4: Expand Support:** A key enabler of the first three strategic priorities is expanding alumni and other external support. All stakeholders, including the dean, faculty, staff, and Board of Visitors must strive to engage alumni and other external constituents to support our strategic priorities.

The School will be up for AACSB reaccreditation during the 2019-2020 academic year.

**Undergraduate Majors**

- Accounting
- Economics and Finance
- Entrepreneurial Studies
- Insurance and Finance
- Management
- Marketing
Undergraduate Minors
- Accounting
- Actuarial Science
- Business Administration
- Data Analytics
- Economics and Finance
- Entrepreneurial Studies
- Insurance
- Insurance and Finance
- Management
- Marketing
- Project Management

Graduate Programs
- MBA
- MSM
- Accounting and Taxation
- Dual MSAT/MBA
- Dual Masters in Engineering/MBA

Certificates
- Business Analytics
- Finance
- Insurance
- International Business
- Management
- Marketing
- Project Management
- Supply Chain Management

Centers and Institutes
- Risk and Disruptive Technology Institute
- R.C. Knox Center
- Entrepreneurial Center
- Upper Albany Main Street
- Leadership Development Center

Role of the Dean of the Barney School of 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 in order 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 39 full-time and 25 part-time faculty, 636 undergraduate and 398 graduate students, and 6 full-time staff. The Dean’s Office staff currently includes:

- Associate Dean of Administration
- Associate Dean of Academic Affairs
- Chair, Accounting and Taxation Department
- Chair, Economics, Finance and Insurance Department
- Chair, Management, Marketing and Entrepreneurship Department
- Director of Undergraduate Program
- Director of MSAT Program
- Director of MBA Program

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.

Opportunities and Challenges:

The next Dean of the Barney School of Business will be asked to lead the following efforts:

- **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+i 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 continues 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.

- **Promote diversity 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 community and ensure a climate in which all are welcome and can thrive.

- **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 with 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.

- **Oversee at a high level the process of AACSB reaccreditation:** The next Dean will successfully lead the School through the upcoming reaccreditation process, ensuring that the School’s current programs, methodologies, partnerships, and outcomes are in line with AACSB standards and the University’s shared values of engagement, innovation, and impact. The Dean will engage all members of the Barney community in this process, uniting them around a shared desire for the School’s continued recognition for excellence and distinction in business education.

- **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;
• 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; and
• A personal presence that embodies the best characteristics of the Barney School; engaged, entrepreneurial and focused on continued success.

Contact
Please send nominations, applications, and queries in confidence and electronically to:

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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.