

PROVOST AND VICE PRESIDENT FOR ACADEMIC AFFAIRS

LEADERSHIP PROFILE



UNIVERSITY OF HARTFORD

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INTRODUCTION



The University of Hartford (UHart), a comprehensive private university founded more than 60 years ago and focused on advancing the public good through meaningful connections within our communities, is seeking an innovative and accomplished leader to serve as its next provost and vice president for academic affairs (the provost). Under the leadership of and reporting to UHart's president, Lawrence P. Ward, the provost serves as the chief academic officer of the University of Hartford and provides strategic vision and direction inclusive of academic, administrative, and financial leadership for six schools and colleges as well as administrative service units that support the academic mission.



OPPORTUNITY

The University of Hartford seeks a visionary and highly engaged provost to lead a transformative new era in higher education—one defined by the strategic integration of technology to enhance teaching, learning, and student success. The University is reimagining its programs to meet the rapidly evolving needs of industry, attract a diverse and dynamic student body, and prepare future leaders who are discerning consumers of information and skillful navigators of emerging digital technologies that are reshaping every discipline.

As the chief academic officer, the provost will lead and inspire a collaborative academic leadership team to design and implement innovative strategies that advance new programs and strengthen existing

ones, ensuring alignment with student aspirations for intellectual development, personal growth, and a vibrant campus experience. The provost will play a central role in shaping the academic vision of the University through active engagement in strategic planning and fundraising initiatives—driving academic excellence and positioning the University of Hartford to build on its relentless commitment to student success—learning, experiences, and outcomes. The provost will champion UHart’s commitment to meet potential with intentional preparation so every student can put their purpose to work.



GOALS AND EXPECTATIONS FOR LEADERSHIP



The provost serves as the chief academic officer of the University, responsible for establishing and advancing the academic agenda in alignment with institutional goals and priorities. Working collaboratively with committees of the University's governing board, president, and members of the executive leadership team, the **provost provides strategic direction and ensures that academic excellence, innovation, and integrity** remain central to the University's mission. In partnership with the president, the provost plays a key leadership role in the strategic planning process and its implementation—ensuring that academic priorities are clearly communicated, reflected, and embraced throughout the campus community. Inherent within these roles is the ability for the provost to **communicate effectively and transparently shared interests among diverse campus communities**.

As the leading advocate for academic programs across all decision-making domains—including budgeting, staffing, and enrollment management—the **provost operates with a deep understanding of academic financial planning and resource allocation**. Partnering closely with the chief financial and administrative officer and financial leadership, the provost develops and manages budgets for each academic unit through

a cohesive, data-informed, and strategic approach that supports the long-term success of the University's schools and colleges.

The provost leads the Council of Deans—comprising the deans of schools and colleges, directors of programs, and administrative unit heads within the Office of the Provost—in a **collaborative and transparent manner**. Through this work, the **provost fosters an engaged academic leadership team** dedicated to advancing the University's academic vision, promoting interdisciplinary collaboration, and ensuring that the University of Hartford's educational offerings continue to prepare students to put their purpose to work.

The provost supports shared governance and **serves as the key point of interaction with the Faculty Senate and members of the faculty to improve, promote, and enhance faculty development**.

The provost will partner with the Vice President of Inclusive Excellence and Belonging to advance programs that strengthen the University's commitment to equity, inclusion, and belonging. Together, they will identify and support initiatives that foster a diverse, inclusive, and collaborative academic community

that reflects the richness of perspectives essential to innovation and learning. The provost is dedicated to cultivating a welcoming and supportive environment where all members of the University community can thrive and contribute meaningfully to its mission.

The provost will oversee the **development and implementation of strategic and equitable assessment processes across all six schools and colleges** to support effective portfolio management. These efforts will ensure the integration of clear, university-wide assessment standards alongside tailored evaluation methods that reflect the unique programs, disciplines, and priorities of each academic unit—reinforcing that, together, these distinct strengths contribute to one cohesive and interconnected university.

The goal is to promote transparent, data-informed decision-making that ensures learning and development outcomes, reflects best practices, and supports continuous improvement. Establishing consistent and meaningful assessment practices is essential to advancing institutional excellence, aligning outcomes with the principles of shared governance, and fostering a consistent framework for strategic decision-making across the University.

The provost, as the University's chief academic officer, **leads the promotion and tenure process to ensure that faculty evaluation is rigorous, equitable, and aligned with the University's commitment to academic excellence.** This process supports the cultivation of a

dynamic and engaged faculty who inspire innovation in teaching, research, and creative practice, and who motivate students to achieve their fullest potential.

To further enhance faculty and program development, the provost will foster and strengthen partnerships across campus that promote the continual renewal of undergraduate and graduate programs. These initiatives will emphasize teaching excellence, research, scholarship, professional practice, and creative activity. Aligned with UHart's common General Education strategy, the provost will also **encourage cross-collegiate collaboration in curriculum development, student services, program review, international education, general education, and honors programs—**ensuring that academic opportunities are cohesive, forward looking, and designed to enrich the educational experience of all University of Hartford students.

The provost partners with the vice president for enrollment management to develop and implement strategies that attract highly qualified and motivated students to each academic program. As a strategic collaborator, the provost ensures that programs are positioned for long-term success through the recruitment of students whose goals and abilities align with the University's academic strengths. The **provost also provides leadership** to build strong, diverse cohorts and **to enhance student retention, persistence, and graduation outcomes across all academic units.**



The provost **collaborates with the vice president and dean of student success to assess, develop, and implement programs** that strengthen the student experience and enhance retention and persistence through graduation. The provost maintains a comprehensive understanding of the broader student experience, recognizing that academic success is closely connected to a vibrant and supportive campus environment. In this role, the provost champions initiatives that enrich both curricular and co-curricular engagement—including residential life, student services, and academic support programs—ensuring that all students are positioned to achieve their academic and personal goals, ready for a pluralistic world.

The provost is an **active partner with the vice president for institutional advancement in fundraising activities** and an important guide for deans who support university fundraising efforts. The provost will lead the University's academic support for institutional advancement by developing a transparent approach, working with critical constituencies on campus

to identify key programs and specific needs. The provost works collaboratively with the institutional advancement team to align university needs with a specific approach to fundraising, including establishing priorities and supporting communication with prospective donors.

The provost is a **key partner with the University of Hartford Board of Regents, actively supporting and providing thought leadership to relevant committees including the executive, student experience, and university resources committees**. The provost will work with the advisory boards of each school and college, as well as with other academic programs, to foster and support the University's educational mission.



PROFESSIONAL QUALIFICATIONS AND PERSONAL QUALITIES

The provost must be a strong and visible academic leader who will provide effective academic, administrative, and financial leadership. Beyond this, leading candidates for the position of provost will have a distinguished record of accomplishment in higher education and will have demonstrated significant leadership skills.

Successful documented experience in the following areas is desirable:

Academic

- Earned doctorate or terminal degree, and a record of teaching and scholarly achievement consistent with the rank of full professor
- Commitment to excellence in teaching, research, scholarship, practice, creative activity, and service
- Strong commitment to the mission of a comprehensive university serving both undergraduate and graduate students, including liberal arts and sciences as well as professional and technical education
- Strategic academic leader of UHart's six schools and colleges who can balance standardization, recognize

uniqueness, and display complex organizational leadership to achieve the University's educational strategic plan

- Support academic innovation, both in providing leadership for the University moving forward and in supporting work already underway. This work will include a focus on new methodologies in teaching and learning, and other critical academic initiatives

Administrative

- Record of successful administrative achievement at or above the school/division level, with experience in planning and management in a decentralized environment, coupled with intellectual leadership
- Well-developed patterns of respecting and consulting faculty, both individually and through established shared governance processes

Personal and Leadership Characteristics

- Approachable and empathetic leader who is a highly visible presence on campus;
- A broad intellectual perspective and strong administrative abilities are required for effective leadership and management



- Eager, with a sense of possibility and vigor, to take on the challenge of a university poised to reach a new stage in its journey
- Imaginative, innovative, entrepreneurial, and persuasive in the pursuit of the University's academic goals and objectives
- Able to motivate others, delegate authority, and develop trust in the ability of others

Fiscally Aware

- Skill in budgetary and financial management, and the ability to work creatively and effectively with Finance and Administration

Culture and Climate

- Deep sense of responsibility to Inclusive Excellence and Belonging, committed to a campus community that welcomes and celebrates diversity in all its forms
- Strategic leader able to listen closely, hear all sides, and be approachable to the many different constituencies involved in the academic work for the University, and then use what is learned to formulate and communicate a clear academic and organizational vision

AREAS OF RESPONSIBILITY FOR THE PROVOST

- Institutional Effectiveness
- Graduate and Professional Studies
- 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
- Hillyer College of Arts and Sciences
- Barney School of Business
- The Hartt School
- Hartford Art School
- College of Education, Nursing and Health Professions



ABOUT THE UNIVERSITY OF HARTFORD

11:1 STUDENT
TO
FACULTY
RATIO

100+
ACADEMIC
PROGRAMS

MORE THAN
90%
OF UNDERGRADUATE
STUDENTS RECEIVE
SOME FORM OF
FINANCIAL AID AND
SCHOLARSHIPS



Now 68 years young, the University of Hartford has emerged as a vibrant force in higher education. It has built a reputation for a dynamic integration of liberal arts education and specialized or professional studies; service to and partnership with local, regional, national, and global communities; and high standards of scholarly and creative excellence. Recognized, in particular, for excellence in the performing and visual arts, the health professions, and business, the University has also achieved national and regional prominence in science, engineering, and technology education.

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

The University subscribes to a teacher-scholar model and is proud of its teaching excellence and the scholarly and creative achievements of its faculty. Close student-faculty relationships are a hallmark of UHart, which has a student-faculty ratio of 11:1. Faculty choose to come to the University of Hartford because teaching is their priority, and students know they can turn to their

professors for a deeper understanding of their areas of interest and of life in general. The University has 316 full-time faculty and 482 part-time faculty among its approximately 1,250 total employees.

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

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

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

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



FAST FACTS

Full-time Undergraduates: 3,958

Part-time Undergraduates: 306

Total Undergraduates: 4,264

Graduate Students: 1,719

States Represented: 42

Countries Represented: 53

Minority Representation/Undergraduates: 41%

Including international students: 44%

Minority Representation/Graduate Students: 29%

Including international students: 41%

Gender Breakdown/Undergraduate Students: 58% female

Gender Breakdown/Graduate Students: 64% female

BELOW APPLIES TO FULL-TIME UNDERGRADUATES:

Residents of Connecticut: 50%

International students: 3%

Black or African American: 16%

Hispanic of any race: 19%

Asian: 3%

ACADEMICS

Undergraduate Majors: 85

Graduate-Level Degree Programs: 46

Associate Degree Programs: 7

Certificate and Diploma Programs: 40 (33 graduate, 7 undergraduate)

Degrees Awarded (2023-24 academic year): 1,632
70 professional certificates/diplomas,
53 associate, 803 bachelor's, 698 master's,
78 doctoral

Full-time Faculty: 316

Part-time Faculty: 482

Student-Faculty Ratio: 11:1

ALUMNI

Living Alumni: 80,000+

Alums in Connecticut: 38%

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

More enrollment data can be found [here](#).

ACADEMICS

With six distinctive schools and colleges, the University of Hartford's academic profile offers students a rich, diverse, and comprehensive educational environment.

Uhart offers more than 100 undergraduate and 46 graduate-level degree programs, seven 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 an 11:1 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 Hillyer College of Arts and Sciences; the College of Education, Nursing and Health Professions; the College of Engineering, Technology, and Architecture; The Hartt School; and

the Hartford Art School. In addition, University Studies offers programs designed for nontraditional-age undergraduates to earn degrees.

The University subscribes to a teacher-scholar model and is proud of its teaching excellence and the scholarly and creative achievements of its faculty.

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

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



UHART'S SCHOOLS AND COLLEGES

The **Hillyer College of Arts and Sciences**, newly formed after the merger of the College of Arts and Sciences and Hillyer College, is UHart's largest college, offering 21 undergraduate majors and seven graduate programs. Home to world-class faculty including mathematicians, philosophers, psychologists and social scientists, its rich interdisciplinary environment promotes collaboration and engagement across diverse perspectives.

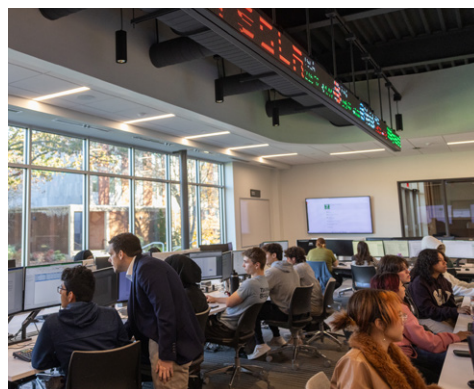
The **Barney School of Business** is recognized for its ever-evolving curriculum, tangible learning opportunities, and innovative Career Ready program. Undergraduate majors span from accounting and finance to management and marketing; graduate programs include an MBA and a master's program in accounting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

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

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

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

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



CAMPUS LEADERSHIP

Lawrence P. Ward

became the University of Hartford's seventh president on July 1, 2024.

A dynamic leader in the national higher education landscape, Ward arrived at UHart after a successful 10-year tenure at Babson College in Wellesley, Massachusetts, where he served as vice president for learner success and dean of campus life.



During his initial year at UHart, Ward furthered the University's deep commitment to student success, including investments in career and professional development, support services, and campus facilities. He has also focused on positioning the University as a strategic partner and leader in the economic and educational vitality of the Greater Hartford region and the state of Connecticut. An engaging and popular speaker and panelist, Ward frequently gives addresses on how to help individuals and organizations reach their maximum potential for success. He says his personal mission as an academic leader is to shine a light on that which makes others feel capable, seen, and heard; to be both a sounding board and a springboard; to help people discover their own stories and identify their own goals, and to compel them to have the courage to speak up and speak out.

Prior to his decade at Babson, Ward served as associate dean for academic programs at American University's Kogod School of Business in Washington, D.C. Previously, he was director at PRS, Inc., an organizational development consulting firm, and a health care account executive for Aetna.

Over the course of the current decade, Ward has received the Distinguished Alumni Award and William B. Castetter Alumni Award of Merit from the University of Pennsylvania Graduate School of Education (2023); been recognized as one of the

Top 50 Most Influential Business Leaders of Color by the Charles River Chamber of Commerce, MetroWest, Massachusetts (2023 and 2020); and been honored with the Pillar of the Profession Award by the NASPA Student Affairs Administrators in Higher Education (2021).

Ward earned his bachelor's degree in business administration from the University of Connecticut, his master's degree in higher education administration from the University of Michigan, and his doctorate in higher education management from the University of Pennsylvania, where he holds a faculty appointment in the Graduate School of Education.

He has also held several higher education leadership positions, including membership on the NCAA Board of Governors, chair of the NCAA Division III Management Council, and trustee at Albertus Magnus College in New Haven, Connecticut.

Donald Allan Jr. '86 began his tenure as board chair in May 2023. He has been a UHart regent since 2015, as well as a past member of the Barney School of Business Board of Visitors.



In 2022, Allan was named president and CEO of New Britain-based Stanley Black & Decker, the world's largest toolmaker, having joined Stanley in 1999 and advancing throughout the years.

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

LOCATION

Hartford, Connecticut

Situated in the heart of Connecticut, the Greater Hartford area is a vibrant and diverse community that values education, culture, and connection. Home to world-class universities, renowned arts institutions, and a thriving local food and music scene, it's a place where people can build meaningful careers and fulfilling lives. The region's central location provides easy access to major East Coast cities while maintaining the welcoming feel of New England.

Hartford is more than just a city; it's an adventure waiting to unfold. With scenic riverwalks, lush parks, and nature reserves, there are endless opportunities for residents. The Connecticut River Walk affords stunning views of the city's skyline.

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

The town of West Hartford has the unique ability to blend the charm of a small town with the advantages of modern city living. The town's charming and diverse neighborhoods, along with its active downtown commercial district and wealth of cultural activities, create an ideal place for people of all ages to live, work, and visit. West Hartford's many museums, galleries, and cultural institutions reflect the area's rich history and creative spirit, while the numerous parks, trails, and green spaces provide endless opportunities for both recreation and leisure.



A SMALL SAMPLING OF UHART'S PARTNERSHIPS:

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

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

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

UNIVERSITY MISSION AND VALUES

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

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

MISSION STATEMENT

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

VISION STATEMENT

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

VALUES STATEMENT

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

CIVILITY STATEMENT

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



UHART'S MOMENTUM



While the striking Hursey Center for Advanced Engineering and Health Professions at the heart of our campus is the most visible symbol of UHart's recent momentum, the student experience has been enhanced throughout campus in multiple ways.

The two-year-old Allan Center for Career and Professional Development helps students leverage their academic success into internships, career, and relationship-building opportunities.

The Grant Family Track and Field has transformed the northwest edge of campus with a 400-meter, eight-lane outdoor track surrounding an all-purpose field for intramural and recreational use.

With a new home in the lower level of the Commons, the Zachs Hillel Center for Jewish Life is at a central

location to attract students and build community connections throughout the University.

In response to the times and needs of the region, shifting demographics, the workforce needs of strategic partners, and student demand, UHart has launched more than 20 new academic programs over the last six years, everything from a Bachelor of Science in Nursing—which has quickly become our largest undergraduate program—to aerospace engineering.

The University has strengthened ties across industry with programs like Scholars of Excellence, which recently extended its initial scholarship offers, in partnership with Stanley Black & Decker, to top students from 29 towns in Greater Hartford.

APPLICATION AND NOMINATION PROCESS



Nominations and Applications

Applications for the University of Hartford – Provost and Vice President for Academic Affairs will be received and considered until the position is filled.

For full consideration, submit applications by December 19, 2025.

Interested applicants should submit:

- A letter of interest stating how the candidate's experience and qualifications connect with the desired leadership attributes and themes stated in the profile
- Resume or curriculum vitae
- The contact information (email address and phone number) for five professional references, including their relationship to the candidate. References will not be contacted without prior authorization from the candidate.

All application materials will be received in full confidence and should be submitted electronically in PDF format through the AGB Search portal system at: [University of Hartford - Provost and VPAA](#).

Questions regarding the application process should be directed to Hartford-Provost@agbsearch.com.

Additional information about the University of Hartford may be found at hartford.edu.

Nominations and inquiries should be directed to:

Margaret “Peggy” Plympton, Ed.D.

Principal

AGB Search

Margaret.plympton@agbsearch.com

484.554.4542

Concetta Stewart, Ph.D.

Principal

AGB Search

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The University of Hartford is an equal employment opportunity employer. Faculty and staff are selected on the basis of qualifications and work experience. The University recruits, hires, trains, and promotes the most qualified persons in all job classifications without regard to race, color, sex, age, religion, national or ethnic origin, disability, marital status, sexual orientation, or veteran status, or any other protected class under applicable law.

**UNIVERSITY
OF HARTFORD**
