



**Search for the Vice President for Finance and Administration
St. Lawrence University
Canton, NY**

THE SEARCH

St. Lawrence University, a private, liberal arts university located near the St. Lawrence River in the foothills of the Adirondack Mountains, seeks a collaborative, operationally minded, and financially savvy leader to serve as its next Vice President for Finance and Administration (VPFA). The VPFA will have the distinct opportunity to leverage the university's unique mission, location, and positive momentum on campus to help this esteemed institution continue to achieve its mission *"to provide an inspiring and demanding undergraduate education in the liberal arts to students selected for their seriousness of purpose and intellectual promise."*

St. Lawrence is a nationally recognized, independent, private, non-denominational, predominantly undergraduate university serving 2,175 students. The oldest continuously coeducational institution of higher learning in New York State, the University has a vaunted history of delivering highly personalized and meaningful college experiences for motivated students from all backgrounds and particularly those from rural upstate New York, exposing them to new opportunities; developing a holistic sense of self; and providing a path toward independence, personal and professional resilience and nimbleness, preparation for global citizenship, and intellectual breadth. The powerful student experience produces impactful and fiercely committed alumni and contributes to a strong sense of community for Laurentians on campus and beyond.

The Vice President for Finance and Administration will be a motivating and inspiring change agent who will work with senior leadership and financial stakeholders across the institution's breadth to continue shaping St. Lawrence's strategic, financial, and operational visions and goals. They will be one of the main drivers leading the institutional community to operationalize and internalize a newly crafted financial vision predicated on long-term financial stability, a vision that will allow for continued programmatic innovation and institutional development.

St. Lawrence University has retained Isaacson, Miller, a national executive search firm, to assist in conducting this important search and to help identify outstanding candidates. All inquiries, applications, and nominations for this opportunity should be directed to the search firm as indicated at the end of this document.

ST. LAWRENCE UNIVERSITY

Ranked among the top national liberal arts colleges, [St. Lawrence University](#) is a vibrant, collaborative community of learners who value thought and action. Students tap their full potential as they embrace the natural environment, engage with global challenges, and experience the relevance and adventure of a liberal arts education in a complex and changing world. St. Lawrence University inspires students and prepares them to be critical and creative thinkers; to find a compass for their lives and careers; and to pursue knowledge and understanding for the benefit of themselves, humanity, and the planet. Through its focus on active engagement with ideas in and beyond the classroom, a St. Lawrence education leads students to make connections that transform lives and communities, from the local to the global.

History and Trajectory

In 1856, St. Lawrence University was chartered as a Universalist seminary and a college of letters and science. It was the brainchild of Thomas Jefferson Sawyer, an influential, progressive Universalist minister from Massachusetts, who served as its first leader. The college became today's liberal arts university when the seminary closed in 1965 with the merger of the Universalists and Unitarians and no longer maintains a religious affiliation. St. Lawrence's Universalist roots and founding ideals of equality for all branch out into all aspects of the modern university mission, culture, and programming.

In the years since, St. Lawrence has grown and evolved into a well-regarded institution known for its dedicated faculty and world-class education. In 2011, the Board of Trustees approved a Strategic Map which has provided a vision and course of action for the past decade with several key objectives:

- Advance an innovative and distinctive liberal arts curriculum that will empower students to engage their world by focusing on courses, programs, and teaching that build on the University's commitment to reflective thinking, scholarship, and learning;
- Expand admissions' reach and enrollment to enhance quality and diversity and advance the University's financial strength;
- Engage alumni more deeply to enrich University connections and expand participation and support of all kinds;
- Foster a cohesive, effective governance structure that engages faculty with students, staff, and trustees in collaborative, creative, and proactive stewardship;
- Foster a culture of strategic planning, assessment, and communication; and

- Launch a new facilities master plan to protect, develop, and enrich the learning and living environment and support St. Lawrence's vision.

St. Lawrence has made significant progress toward these goals: increasing enrollment, diversifying the student body, growing the endowment, improving shared governance, and implementing a new general education curriculum. In support of this strategy, St. Lawrence completed a six-year comprehensive campaign in 2021 that raised \$232 million in gifts and commitments, setting a record for the University's largest fundraising initiative in its history.

Financial Strength

As a tuition-driven institution facing challenging demographic trends in the college-aged population and given the recession, St. Lawrence has been fairly frugal over the past decade, actively seeking out efficiencies and making some cuts while also investing strategically in admissions and new academic, co-curricular, and career-focused programming to attract students. The University has been well-managed financially and proactive in addressing the external financial pressures facing not only St. Lawrence but higher education broadly. Most faculty and staff understand the financial reality facing St. Lawrence and its peers and have been partners in thinking creatively about how to fulfill the institutional mission in the face of financial constraints.

The University's operating budget for the 2022-23 fiscal year is approximately \$127 million. Net tuition revenue remains the greatest source of operating income, constituting nearly 69% percent of total revenue in FY22. St. Lawrence's endowment currently sits at approximately \$360 million and the University has a planned spending rate of five percent per year. The university currently holds an A2 bond rating from Moody's Analytics, Inc.

Academics

Drawing on the best of the liberal arts tradition, St. Lawrence provides a personally and intellectually challenging education. It pushes students to ask deep questions from multiple perspectives and be responsible for how they move through the world. At the same time, the University surrounds them with a supportive community as they engage in complex processes of personal and intellectual discovery. By cultivating an atmosphere that is both intellectually rigorous and attentive to the whole person, St. Lawrence excels at helping students reach their full potential. From the nationally recognized First-Year Program to the many opportunities for advanced research, St. Lawrence is known as an innovative leader in the liberal arts. The core of the mission is critical inquiry, pursued through the dynamic collaboration of students, faculty, and staff.

St. Lawrence offers 75 majors and 42 minors embedded both in academic departments and as interdisciplinary programs of study, which reflects a breadth consistent with the University's liberal arts mission and attempts to meet the needs of contemporary college students. Perhaps more than peer

schools, St. Lawrence has a long tradition of encouraging the exploration and development of new combinations of disciplines. Examples of more recent curricular innovations include a public health minor and the popular business in the liberal arts major, which is not a typical business major but aims to place business within the range of human understanding and endeavor.

The [First-Year Program \(FYP\)](#) is one of the oldest living-learning programs in the country, helping students make successful transitions from high school to college, intellectually and socially, since 1987. FYP is required and has three main components: academic, residential, and advising. In their first semester, students live in one of the current 32 residential colleges with all other students enrolled in their FYP seminar course. These interdisciplinary courses focus on helping students develop the writing, speaking, and research skills they will need during and after college. Students continue to develop these skills in a spring First-Year Seminar.

Beyond on-campus instruction, St. Lawrence offers a wide range of experiential learning programs. Of particular note are the many study abroad programs available to students. The University operates seven of its own study abroad programs in England, France, Kenya (at its University-owned and -operated suburban campus in Nairobi), Spain, and New York City, and participates in another 25 approved partner programs in 20 countries around the world. Over 60 percent of students take advantage of study-away options, mainly for a semester in their junior year. Additionally, students can participate in numerous community-based learning opportunities that connect students with the surrounding North Country region and the unique geography of the Adirondacks.

In addition to its primary focus on undergraduate liberal arts, St. Lawrence also offers masters-level programs in leadership. The graduate program currently enrolls 30 students, most of whom are professionals earning further credentials, including a sizeable cohort working as assistant coaches in the University's athletic programs.

St. Lawrence is accredited by the Middle States Commission on Higher Education, most recently reaffirmed in November 2018. The next accreditation cycle is slated for 2026-2027.

Faculty and Staff

The core faculty at St. Lawrence is characterized by a longstanding and deep commitment to the institution, its liberal arts values, and, most importantly, its students. Faculty are true teacher-scholars who, in collaboration with a robust advising program, create a personalized and supportive environment for students to thrive. The faculty body is comprised of 175 full-time and 31 part-time and adjunct teaching faculty. Over half the faculty identify as female and 19 percent identify as BIPOC. The average class size is 17, with a student-to-faculty ratio of 11:1. The Faculty Council serves as the governing body of the faculty.

The University is also home to 540 staff, who are integral members of the St. Lawrence community and support all critical functions of the institution. Their relationships with students, faculty, and alumni are

enduring and connect members of the Laurentian community to the surrounding region. The University considers staff critical partners in its educational mission.

Students

St. Lawrence embraces its North Country location and works hard to serve local students and provide them opportunities for upward mobility and global exposure while also seeking geographic reach and other forms of diversity in its campus community. The small, supportive environment and personalized touch provide a truly well-rounded, transformational experience for motivated students from all backgrounds.

St. Lawrence enrolls a total student population of 2,175, the vast majority at the undergraduate level (2,145) hailing from 39 states and 78 countries. The undergraduate student body identifies as 54 percent female, 13 percent US BIPOC, 10 percent international, 21 percent are Pell Grant recipients, and 17 percent first-generation. 68.5 percent of all undergraduate students have financial need and receive gift aid from St. Lawrence.

Campus Life

St. Lawrence has an active and engaged student body characterized by an outdoorsy and sporty, adventurous spirit and intellectual drive. Typically, 98 percent of students live on campus, contributing to a strong sense of community and vibrant campus life. The Thelomathesian Society (Thelmo) is the governing entity of the student body and serves as a forum for students to voice their opinions on campus issues and policies. It also allocates the Student Activities Fund to campus groups and organizations, of which there are over 140.

The Saints Athletics Department includes 35 varsity programs spanning both NCAA Division I (men's and women's ice hockey) and Division III, in addition to a few non-divisional and non-NCAA programs. Roughly one-third of students are varsity athletes and two-thirds are involved in intramural or club sports.

Theme houses play an important role in the student experience at St. Lawrence by providing a social outlet and sense of community among upper-class students. The houses are located on or adjacent to campus and reflect student interests. St. Lawrence is also home to Greek life, including four sororities and two fraternities, accounting for 15 percent of the student body. Laurentians are community-minded, with 81 percent participating in volunteer work.

Campus and Location

St. Lawrence University's campus is sprawling, comprised of 94 buildings on 1,000 acres. A facilities master plan was adopted in 2012 to guide campus renewal, renovation, and adaptation over the coming decades. Recent major capital projects include a significant renovation of Appleton Arena (Division I hockey rink),

completed in winter 2020 (and a [forthcoming expansion](#)); LEED-certified Kirk Douglas '39 Residence Hall, built in 2014 (81 rooms, 45,000 square feet); renovation of many of the other 16 residence halls; and refurbishment of Richard F. Brush '52 University Quad, the central green space on campus. Starting in the summer of 2023, St. Lawrence will begin a \$30 million investment in facilities across campus to support students' academic and residential experiences.

Located in the North Country, Canton, NY is an active and welcoming college community at the nexus of the St. Lawrence River, the Adirondack Mountains, and the Canadian border. The region is marked by a rich intellectual life due to the proximity of four institutions of higher education: St. Lawrence University, Clarkson University, SUNY Canton, and SUNY Potsdam. It is also home to world-class North Country Public Radio, a licensee of St. Lawrence University and governed by its Board of Trustees. Canton boasts a high quality of life, low cost of living, strong public schools, a vibrant downtown, safe and comfortable neighborhoods, and thriving natural beauty. Opportunities for outdoor enthusiasts abound in all four seasons, from water sports on the many rivers and more than 360 lakes; to hiking one of the 46 high peaks in the Adirondack Park, the largest state park in the United States; to popular winter sports such as skiing and ice hockey. While the region is primarily rural in character with a tight sense of community, there is ready access to major metropolitan cultural centers, most notably Ottawa, Ontario, the Canadian capital city, which is just over an hour's drive away.

LEADERSHIP AND GOVERNANCE

President Kathryn Morris

On July 1, 2021, Kathryn A. Morris became the 19th president of St. Lawrence University. President Morris has dedicated her life to higher education and chose to become a professor because she understood the impact of teaching and mentoring on students' lives. She arrived at St. Lawrence following a distinguished career at Butler University, where she had most recently served as the Provost and Vice President for Academic Affairs for nine years. In her first year at St. Lawrence, President Morris developed a bold and dynamic strategic framework to guide the institution into the future. The plan supports the institutional mission through a series of initiatives to foster a strong institutional foundation as well as three strategic priorities for focused attention: post-college impact, community well-being, and launching an environmental center. The framework has resonated with donors, resulting in significant support in the past year.

President Morris earned both her master's and PhD degrees in social psychology from the University of Texas at Austin and her bachelor's degree in psychology from Gettysburg College. She has served as a member of the board of trustees at her undergraduate alma mater since 2015.

Governance

The formal governance structure of St. Lawrence University is traditional, with on-campus participation and representation from students, faculty, staff, and senior administrators. The Faculty Council, Thelmo, and the Alumni Council represent their constituents through a well-defined shared governance system. Shared governance at St. Lawrence ensures that the University is well-positioned to make difficult decisions in the current higher education climate and continues to innovate and grow as an institution.

St. Lawrence is ably governed by a highly engaged and accessible Board of Trustees. The 38-member board has a fiduciary responsibility for the welfare of the school. The trustees largely have personal experience with the University, as alumni and parents, and understand its mission and history well. The president is also a trustee. One alumnus, two faculty, and two student delegates also participate in most aspects of board meetings. The board is characterized by a culture of transparency and realism, deep commitment to the University, a willingness to innovate, and a collegial and collaborative working relationship with the president and senior staff.

THE ROLE: VICE PRESIDENT FOR FINANCE AND ADMINISTRATION

Reporting to the president and playing a key advisory role to the president and Board of Trustees, the Vice President for Finance and Administration (VPFA) is the chief financial officer of the University and provides strategic and operational leadership for all financial and most administrative areas of university life. The VPFA oversees a total staff of more than 200 via six direct reports, including the Executive Director of Business Services & Environmental Health Services, Executive Director of Finance, Controller, Associate Vice President of Information Technology & Chief Information Officer, Associate Vice President & Chief Facilities Officer, and the Director of Dining & Conference Services. They also have shared supervisory authority over contracted services for the Elsa Gunnison Appleton Riding Hall (with Athletics) and Health Services (with Student Life). Areas of oversight for the VPFA include all business and finance functions, Dining Services, Enterprise Risk Management, Environmental Health and Safety, Facilities Management, and Information Technology. They are responsible for the strategic and operational oversight of financial planning, revenue and expenditure analysis for financial decision-making, and all accounting and controls. They manage and oversee the development, execution, and stewardship of the operating and capital budgets and they hold oversight of debt financing, management of banking relationships and payroll, financial audits, insurance programs, and oversight of the bookstore, including purchasing. Serving the Investment Committee of the Board of Trustees, the VPFA is also responsible for managing St. Lawrence's approximately \$360 million endowment and overseeing the University's investment portfolio.

Working closely with the Board of Trustees, the VPFA staffs and serves as a liaison to five committees: Audit; Budget & Finance; Compensation; Investment; and University Properties. The VPFA also serves as a resource person to Laurentian Properties, LLC, a University subsidiary that governs the contract for the Best Western University Inn, golf course, Pub 56, Canaras (camp and conference center in the

Adirondacks), and beverage service. Trustees, alumni, and community members make up the executive committee of this LLC.

Additionally, the VPFA will:

- Serve as a key and trusted member of the President's Senior Staff, providing expert counsel to the President, Board of Trustees, and fellow members of senior leadership on all matters related to finance, risk management, and operations;
- Oversee enterprise risk management assessments to assure legal and regulatory compliance in all fiscal operations, as well as identify risks and develop appropriate policies and contingencies;
- Develop financial analysis reports and scenarios that will inform University-wide strategic priorities and planning;
- Lead transparent, inclusive budget and financial processes;
- Manage, recruit, and mentor staff and ensure ongoing training and development;
- Provide salary, wage, and benefit plans as part of maintaining a progressive working environment for faculty and staff;
- Develop, implement, coordinate, and oversee new programs to diversify revenue sources and identify expenditure savings to improve the University's fiscal operations consistent with the mission. These areas may include auxiliary enterprises such as the bookstore, hotel, and properties; and enterprise risk management, among other opportunities.
- Along with the VP for Enrollment Management and Dean of Admissions and Financial Aid, determine financial aid award plans and develop net revenue models;
- Oversee and manage the work of outside professionals who provide support to the VPFA's functions, such as the University's accountants; and,
- Work collaboratively with appropriate tripartite (faculty, student, and staff) committees on campus.

The VPFA will also represent and promote St. Lawrence's consortia relationships:

- The New York Six, a Mellon-funded consortium of liberal arts institutions that includes: Colgate, Hamilton, Hobart and William Smith, Skidmore, and Union Colleges
- The Associated Colleges of the St. Lawrence Valley: Clarkson University, SUNY Potsdam, and SUNY Canton
- The Consortium of Liberal Arts Colleges (CLAC)
- The Annapolis Group of Liberal Arts Colleges

KEY OPPORTUNITIES + CHALLENGES

The successful Vice President for Finance and Administration will join St. Lawrence University at a moment of great promise. They will be looked upon to contribute to attaining St. Lawrence's strategic goals by encouraging and ensuring sound stewardship of the university's financial resources and a service mindset

to academic and administrative units. The VPFA will bring a track record of success in complex financial and administrative environments and adeptness and affinity for collaboration. The VPFA will have the ability and enthusiasm to develop and implement financial plans and lead a multifaceted organization while also playing a strategic role in advancing St. Lawrence's goals and vision for the future.

Specifically, the VPFA will address the following opportunities and challenges:

Work with senior leadership, stakeholders, and the Board of Trustees to address current financial pressures

The VPFA will collaborate closely and transparently with senior leadership, the Board of Trustees, finance and administration staff, and stakeholders from across the institution to operationalize a comprehensive and future-oriented financial strategy predicated on addressing the current structural budget deficit. This plan is already in the development stages. The VPFA will be looked upon to effectively partner with stakeholders to finalize and operationalize a sustainable plan that enables the community to come together to pursue new, creative opportunities and programming while staying grounded in sound financial fundamentals and the University's liberal-arts mission. The VPFA will need to lead, collaborate, and engage university leadership and the wider campus community in challenging conversations and decision-making processes to eliminate the deficit through creativity, resource reallocation, and revenue generation.

Be a trusted advisor to the President, leadership team, and Board of Trustees

As the chief financial officer of the university and a trusted, critical member of the Senior Staff, the VPFA will be a strong, strategic partner to the President, Vice President of the University and Dean of Academic Affairs, fellow members of senior leadership, and the Board of Trustees, bringing an optimistic orientation toward financial challenges and a creative problem-solving approach to the financial and operational management of the university. The VPFA is relied upon to provide expertise and support, including in the staffing and administration of relevant Board committees.

The VPFA will anticipate and provide the information required for decision-making, laying out alternatives, options, and comparisons. They will be able to identify problems and offer new approaches to advance the institution over the short and long term. Given the rapidly evolving higher education landscape and business model marked by changing demographic trends, competitive pressures, and inflation, it will be essential that the VPFA evaluate St. Lawrence's current programs to ensure the best use of resources. To that end, they will build on the University's strengths and identify opportunities for offerings that can provide new revenue streams and strengthen St. Lawrence's identity as a top liberal arts college. In addition to possessing the financial acumen to make strategic budget decisions, the VPFA will also have the capacity to articulate the impact of major programmatic decisions on St. Lawrence's future in a matter that is clear and easy to understand by the campus community.

Provide operational leadership and management

St. Lawrence's campus requires considerable oversight of diverse functions across operations, facilities, infrastructure, and services. To begin addressing deferred maintenance and as part of the future vision, the university recently worked with the St. Lawrence County Industrial Development Agency to [issue \\$30 Million in financing](#) to invest in student spaces, including residential halls, the Sullivan Student Center, and the Owen D. Young Library. Given the age and complexity of the campus, the VPFA will need to remain attuned to and prioritize deferred maintenance needs of existing facilities and bring best practices in relation to space utilization, all while intentionally planning for future capital projects. They will rely on senior leaders as subject matter experts and empower them to take ownership and move forward with initiatives.

Promote Diversity, Equity, and Inclusion

St. Lawrence is committed to building a community that celebrates and respects diversity in all forms. The University strives to engage a multitude of voices and intentionally develop spaces where everyone can teach and learn from one another to create a culture where every Laurentian's ideas are welcomed, valued, considered, and respected. The VPFA must be aligned with these values and bring an understanding of the educational value of a diverse and inclusive community, as well as the ways that DEI is central to St. Lawrence's mission, culture, and goals. Working with senior leaders, the VPFA will lead and prioritize practices that expand and support DEI efforts that benefit the University. In particular, the VPFA will be proactive and intentional about embedding DEI into all their work, including procurement, hiring, retention, promotion, safety, external partnerships, accessibility, and resource transparency.

Collaborate, engage, and communicate within the St. Lawrence community

St. Lawrence is a tight-knit, residential campus where working relationships are strong and highly valued. It will be critical for the next VPFA to become enmeshed within this community by taking the time to ask questions and learn about the wide-ranging needs and goals of diverse stakeholders across the institution. The VPFA must also create strong, collaborative working relationships with senior leaders, staff, and faculty across the University, serving as a thought partner to develop new and creative strategies around budgeting, resource allocation, revenue generation, enrollment management, recruitment and retention, business processes, programmatic changes, and emerging initiatives. As a key representative of the President's Senior Staff, the VPFA must be a clear communicator and active listener, possessing the approachability and patience to present and explain complex financial information to a wide variety of audiences.

Lead and manage a strong team

The VPFA will provide leadership and supervision to six direct reports and collaborate with other areas of the university to oversee contracted services. As a leader of this large and diverse division, the VPFA will

cultivate effective teams, leveraging the institutional knowledge of seasoned members and building expertise amongst new staff while serving as a willing mentor to all. It will be important that the VPFA instill a culture of communication and collaboration within and across teams, building productive working relationships throughout the campus community. Additionally, the VPFA will cultivate a spirit of innovation, transparency, mutual respect, integrity, and shared accountability, motivating teams to continue to provide a high level of service to units across the University. Given the impact of the COVID pandemic on the world of work, the VPFA will be thoughtful about leadership in a remote or hybrid context and will intentionally put into place best management practices.

EXPERIENCE, SKILLS + QUALIFICATIONS

St. Lawrence University seeks an experienced, entrepreneurial financial professional with a record of achievement in positions of increasing scope. Working with the President, Senior Staff, and other institutional stakeholders, the ideal candidate will be a strategic leader able to lead financial and administrative operations. The next VPFA will ideally hold an MBA or other relevant advanced degree and will demonstrate many, if not most, of the following:

- Track record of success as a senior financial officer of a complex organization;
- High-level financial planning, modeling, and analytic skills;
- Strong background in accounting, information technology, and financing capital projects and improvements;
- Track record of excelling at making difficult, timely, and financially responsible decisions;
- Experience with and knowledge of debt management, risk management, and financial audits;
- Understanding of budgeting and finance models at liberal arts-based institutions;
- Ability to build and maintain relationships with banks, investment managers, and rating agencies;
- Extensive strategic planning experience;
- Experience working effectively with Board members, including providing complex information clearly in support of their fiduciary responsibilities;
- Ability to effectively present complex financial information to varied audiences;
- Experience managing service and auxiliary enterprises;
- Commitment to the mission and values of the University, including sustainability, diversity, and inclusion;
- Ability to identify and strengthen opportunities that benefit the University and surrounding communities;
- Appreciation for the role of shared governance, including the ability to engage with constituents in a consultative and collaborative manner; and,
- Demonstrated understanding of how sound financial and administrative management furthers the quality of education and services provided to students, faculty, staff, and other members of the University community.

APPLICATIONS, NOMINATIONS, AND INQUIRIES

Confidential inquiries, nominations/referrals, and applications (including resumes and letters of interest responding to the opportunities and challenges outlined above) should be sent electronically to the Isaacson, Miller executive search team via the link below.

Dan Rodas, Partner
Katy Ryan, Senior Associate
Isaacson, Miller

<https://www.imsearch.com/open-searches/st-lawrence-university/vice-president-finance-and-administration>

All members of the St. Lawrence University community are valued equally. We are committed to inclusiveness and diversity in our faculty, staff, student body, and curriculum. Awareness training for students, faculty and staff is designed to eliminate all forms of unlawful discrimination. The University is an equal opportunity/affirmative action employer, and subscribes fully to all applicable federal, state, and local laws prohibiting discrimination based on a person's legally protected status, including, but not limited to, Title VII of the Civil Rights Act of 1964, Title IX of the Educational Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act, the Age Discrimination in Employment Act, and the New York Human Rights Law. The University does not discriminate against students, faculty, staff, or other beneficiaries on the basis of race, traits historically associated with race, color, predisposing genetic characteristics, gender/sex, gender identity or expression, religion, creed, age, disability, marital status, protected veteran status, military status, familial status, prior arrest or conviction record, sexual orientation, national or ethnic origin, status as a victim of domestic violence, or any other legally-protected status. Candidates from historically underrepresented groups, women, persons with disabilities, and protected veterans are encouraged to apply for employment with the University.