



Dean  
Michael Neidorff School of Business  
San Antonio, TX

## THE SEARCH

Trinity University (“Trinity”), a private, top-ranked liberal arts and sciences university located in the heart of San Antonio, Texas, seeks a visionary and collaborative leader to serve as the next dean of the Michael Neidorff School of Business (“NSB”). This is a rare opportunity to lead an AACSB-accredited business school within a liberal arts university experiencing an impressive rise in national prominence. The Neidorff School of Business is a crucial part of the overall fabric of Trinity, and the next dean will build upon the University’s already strong reputation and contribute significantly toward its mission of preparing graduates to pursue lives of meaning and purpose.

Trinity is on a strong upward trajectory, with a 19-point leap in the *U.S. News & World Report* rankings from 2024 to 2025 (currently ranked #40), and the University is poised to continue this path, showing strength in key areas including enrollment, graduation and employment rates, experiential learning and undergraduate research opportunities, financial stability, and connections with community and industry leaders. Trinity has a \$1.9 billion endowment and received the largest gift in its 155-year history, \$26.5 million by the Semmes Foundation, in February 2024. The new dean will join Trinity at a pivotal moment as the University announces its next strategic plan, *Ready. Set. Rise.*, in early 2025.

The Neidorff School of Business embraces its connection with the liberal arts and attributes this platform to many of its accomplishments. The School prides itself on academic excellence, a commitment to the undergraduate student experience, exceptional interdisciplinary work, and outstanding career preparation. The School is comprised of three departments including Accounting, Business Administration, and Finance and Business Analytics, and is home to 31 full-time faculty and 331 students. The School offers seven undergraduate majors as well as a Master of Science in Accounting program.

Trinity seeks a dean who will raise NSB’s regional and national profile through the implementation of a clear and strategic vision for its future, enhance and promote the student experience through expanded

experiential learning and undergraduate research opportunities, and support and foster professional development opportunities for NSB faculty and staff. The dean will be a coalition builder and a natural collaborator across the University while also serving as an external ambassador for the School, engaging with alumni, stakeholders, the San Antonio community, and corporate partners to increase the School's resource base and further its reach and impact.

The successful candidate will be a champion for teaching and scholarship, possess outstanding communication and interpersonal skills, political astuteness, high energy, a deep commitment to diversity and inclusion, and an authenticity that engenders trust and respect. The dean will be a visible presence on campus and have a commitment to undergraduate education and an appreciation for the liberal arts.

Trinity University has retained Isaacson, Miller, a national executive search firm, to assist in this search. All applications, inquiries, and nominations should be directed, in confidence, to the search firm as indicated at the end of this document.

#### **ABOUT TRINITY UNIVERSITY**

Trinity University is rooted in the liberal arts and sciences and is guided by a mission that places the student experience at its core. Trinity's history began in 1869 when Cumberland Presbyterians sought to create a "University of the Highest Order." Its founders built upon a bedrock of resilience, innovation, and a passion for student well-being, and the University is proud to uphold those values today. Trinity's curriculum blends the liberal arts and sciences with business and pre-professional programs, enriching students' writing, speaking, critical thinking, and problem-solving skills. The University prepares its students through a myriad of experiential learning, undergraduate research, and international engagement opportunities, equipping them to be global stewards for change.

Trinity is home to approximately 2,600 undergraduate students and 175 graduate students across four schools: the School of Arts and Humanities, the School of Social Sciences and Civic Engagement, the D. R. Semmes School of Science, and the Neidorff School of Business. The Neidorff School of Business was created in 2013, with the other three schools being formally defined in 2023 when Trinity transitioned to a four-school academic system to further cultivate the University's commitment to the liberal arts. Trinity offers 57 undergraduate majors, 63 minors, and several interdisciplinary programs. Graduate degrees are offered in Accounting (M.S.), Health Care Administration (M.S.), School Psychology (M.A.), Teaching (M.A.), and School Leadership (M.Ed.). Trinity emphasizes close interaction between students and faculty members and is proud of its 9:1 student-to-faculty ratio. Trinity has 288 full-time faculty members, approximately 98% of whom hold a Ph.D. or other terminal degree in their field.

Inclusive excellence is central to the University's institutional identity and mission. Trinity students come from 50 states and 58 countries. African American, Asian, Hispanic/Latinx, and multiracial students represent 48% of the University's undergraduate enrollment and 52% of its graduate student body. For

the entering class of Fall 2024, Admissions received 12,506 applications, and the entering class consisted of 650 students, with a 26% admit rate.

The 2025 *U.S. News & World Report* has ranked Trinity University 40<sup>th</sup> among National Liberal Arts Colleges, 37<sup>th</sup> in Best Value Schools within Liberal Arts Colleges, and 30<sup>th</sup> for Most Innovative Schools within Liberal Arts Colleges. In the spring of 2022, the University successfully petitioned the Carnegie Classification of Institutions of Higher Education for reclassification as a Baccalaureate Arts & Sciences institution, which resulted in Trinity moving to the National Liberal Arts category for national rankings beginning in Fall 2022. The new classification better reflects the core of Trinity's mission and positions the University for better national recognition. Additionally, the result positions Trinity as the No. 1 National Liberal Arts College in Texas, and it is the only National Liberal Arts College in San Antonio.

### **University Leadership**

#### *President Vanessa Beasley*

Vanessa B. Beasley, Ph.D., was named Trinity's 20<sup>th</sup> president in the summer of 2022. She is the first female president of the institution. Dr. Beasley came to Trinity from Vanderbilt University, where she served as vice provost for Academic Affairs, dean of Residential Faculty, and associate professor of communication studies. At Vanderbilt, Dr. Beasley's numerous honors and awards included the Thomas Jefferson Award, which recognizes distinguished service by a faculty member to the University.

She attended Vanderbilt as an undergraduate and earned a Bachelor of Arts in speech communication and theatre arts. She also holds a doctorate in speech communication from the University of Texas at Austin. Dr. Beasley's scholarly expertise is in the history of U.S. political rhetoric with an emphasis on the relationship between the presidency and the mass media. She is sought out by the media to provide commentary on presidential rhetoric and has been quoted in stories by *Time*, *Newsweek*, the *Associated Press*, and *USA TODAY*, among others.

Dr. Beasley's vision for Trinity is to reinvent liberal arts education for the 21st century and beyond, demonstrating the lifelong impact of learning and discovery in a rapidly changing world.

#### *Provost Megan Mustain*

Megan Mustain, Ph.D., serves as the provost and vice president for Academic Affairs at Trinity and assumed her role in the summer of 2021. Dr. Mustain came to Trinity from Saint Mary's College of California where she was the vice provost for Student Academics and dean of the Core. At Trinity, Dr. Mustain is the chief academic officer and co-chief operating officer of the University and serves as first among equals on the president's cabinet. She is responsible for advancing and sustaining the academic mission of the University. Originally from San Antonio, she received a bachelor's degree in genetics from Texas A&M University before pursuing her master's and doctorate in philosophy at Southern Illinois

University. A professor of philosophy specializing in classical American philosophy, Dr. Mustain's research focuses on the work of philosopher and psychologist William James, the social philosophy of John Dewey, and the intersections of scientific, religious, and public thought.

Dr. Mustain oversees all academic programs as well as the academic budget and contributes significantly to Trinity's vision and strategic goals. She oversees the development and mentorship of faculty and professional staff in Academic Affairs, including the Coates Library, Trinity University Press, and the Registrar.

### **Finances**

Trinity is well positioned financially. The University benefits from an endowment of approximately \$1.9 billion, which supports the University's strategic plan, campus master plan, and student needs. Approximately 99% of full-time undergraduate students receive financial aid with an average package totaling \$42,064 per year. Fifty-two percent of Trinity students graduate with no debt.

As of May 31, 2024, the University's unrestricted operating pool assets, representing the University's core working capital funds, including cash and cash equivalents, was \$64.1 million. Tuition revenues were \$134.6 million, which increased 4.9% from the prior year. Total scholarships and grants were \$79.9 million, resulting in net tuition revenues of \$54.7 million. The source of funding for these scholarships includes operating funds, endowment funds, external grants, and contribution revenue. Overall, net tuition revenue increased \$1.1 million, or 2% for the year.

### **Location**

With a population of more than 1.5 million people, San Antonio is the seventh-largest city in the United States. It is a modern, vibrant city, rich in heritage forged across three centuries. Its unique mixture of Mexican, German, and Spanish influence is noticeable in the city's distinctive architecture, music, arts, and cuisine. The city is home to the Alamo, the San Antonio Spurs, the Fiesta celebrations, and offers close access to the Texas Hill Country.

San Antonio prides itself on building the economy of the future. The area is already home to a thriving business community, including the headquarters for two Fortune Global 500 firms and seven Fortune 1000 companies. Through the city's SA2020 initiative, it is focused on aggressively growing its distinctive business assets that attract talent and foster innovation in key industries including aerospace, biosciences/healthcare, defense, energy, information technology and cybersecurity, and manufacturing.

San Antonio is a picturesque city with a relaxed atmosphere, and it offers an affordable housing market with a growing economy. With no state income taxes in Texas, the cost of living is relatively low. The city also has a low unemployment rate with annual job growth of 3%.

## **ABOUT THE MICHAEL NEIDORFF SCHOOL OF BUSINESS**

### Mission Statement

*The Neidorff School of Business (NSB) offers an integrated, innovative undergraduate and graduate program for students who are well-grounded in the liberal arts. Building on a firm understanding of the fundamentals of business and rigorous discipline-specific instruction, students continue to learn and apply advanced concepts experientially. The School's programs produce globally aware, ethically sensitive, technologically proficient graduates who think critically, communicate effectively, and understand business as a consequence of both field and classroom involvement.*

Trinity University was initially accredited by AACSB International in 1996, with an extension to the master's degree in accounting in 2002. The School of Business was created in 2013 by dividing the former Department of Business Administration into the Departments of Accounting, Business Administration, and Finance and Decision Sciences (later renamed Finance and Business Analytics). In 2021, Trinity University received a \$25 million gift from Michael Neidorff '65 and the Neidorff Family Trust for its business school. This transformational donation was the single largest in the University's history at the time. In appreciation of this gift, Trinity's business school was named the Michael Neidorff School of Business.

### **Academic Programs**

The Neidorff School of Business is comprised of three departments including Accounting, Business Administration, and Finance and Business Analytics. NSB offers Bachelor of Science degrees in accounting, business analytics (STEM-designated), finance, human resource management, international business, and marketing, as well as a Bachelor of Arts in business. The School also offers a STEM-designated Master of Science in Accounting (MSA) as its signature graduate program and offers six minors, many of which are in collaboration with other schools and attract enrollees from across the institution.

NSB's programs make it distinct from its peers. In finance, selected students manage more than \$12 million of the University's endowment through the Student Managed Fund program. In business analytics, students complete numerous hands-on experiential learning projects and are highly sought after by organizations that have instituted internship and full-time hiring pipelines with the program. Human resource management students participate in a capstone consultation course and complete projects for small nonprofit organizations without full-time human resource managers. Marketing majors graduate with an extended portfolio of collaborative and experiential projects, proposing and leading strategic initiatives among local and regional organizations to improve their business performance. International business students must complete a study-abroad experience, an international internship, and demonstrate command of a second language before graduation. The accounting program includes a paid internship with the Big Four for many students—an opportunity that rarely exists at small universities.

The School also works closely with three centers on campus: the Center for Experiential Learning and Career Success, the Center for International Engagement, and the Center for Entrepreneurship. Collaborations with each of these centers help students engage in learning outside the classroom from internships, community services, research, study away programs, and course projects.

#### *Department of Accounting*

The School offers a five-year accounting program consisting of a four-year Bachelor of Science in accounting and a STEM-designated Master of Science in Accounting (MSA) for an additional year. The department has seven full-time faculty members and approximately 92 undergraduate students and 24 graduate students. Student engagement with the accounting profession begins during junior year, with a series of firm-to-student events and special topics courses that acquaint students with opportunities in the profession. Most accounting students who intern with the Big Four and other national firms during their course of study accept permanent employment offers prior to applying for and beginning their fifth year of study. Ninety-seven percent of MSA students have secured employment by the time of graduation. Trinity's CPA exam pass rates have historically been approximately 20% higher than the national average. In addition, the University's pass rates typically rank it in the top 20 nationally among almost 300 medium-sized accounting programs. Trinity graduates rank second in CPA exam performance out of 14 AACSB peer and aspirant schools.

#### *Department of Business Administration*

The Department of Business Administration has 13 full-time faculty and approximately 121 students and focuses on integrated, interdisciplinary themes of fundamental importance to every aspect of business decision-making. The department is dedicated to instilling the critical thinking skills necessary to succeed in business and offers Bachelor of Science degrees in marketing, international business, and human resource management, and a Bachelor of Arts in business administration. In addition, the department houses the highly popular minor in sport management as well as the minors in business and business administration legal studies. Experiential learning being a hallmark of its programs, the department offers students outstanding opportunities to learn and apply decision-making, teamwork, socially responsible business practices, and organizational skills. As part of this pedagogical emphasis, students participate in multiple consulting projects with businesses and nonprofit organizations. Past clients include San Antonio Sports, Ancira Auto Group, the McNay Art Museum, the San Antonio Stock Show and Rodeo, the San Antonio Book Festival, the San Antonio Food Bank, and Goodwill Industries. Leadership opportunities in student-led organizations include the American Marketing Association's Trinity Chapter and the student chapter of the Society for Human Resource Management (SHRM).

#### *Department of Finance and Business Analytics*

The Department of Finance and Business Analytics seeks to provide students with the knowledge required to succeed in quantitative careers in finance or business analytics. The department has 13 faculty and

approximately 115 students. The department offers a Bachelor of Science degree in finance and a Bachelor of Science degree in business analytics. The finance major is a CFA Institute University Affiliation Program, and it offers two concentrations in corporate finance and investment management. A third concentration in real estate is currently being developed. The business analytics program is one of the country's first undergraduate programs specifically designed for analytics and has grown exponentially in eight years of operation, graduating six cohorts of majors since its inception. This STEM-designated major provides students with a variety of quantitative, technological, and analytical skills that are necessary to succeed in careers in operations management, supply chain management, analytics, and "big data." Business analytics majors are connected to a powerful pipeline of local, state, and national internship opportunities, with major companies such as Toyota, Amazon, Dell, and Walmart.

### **Faculty and Staff**

Trinity attracts and retains an exceptional faculty committed to the University's ethos. NSB is home to 31 full-time faculty and 21 part-time faculty members, as well as 5 staff members. Faculty are teachers and scholars, conducting research on a broad range of topics related to accounting, information systems, operations management, finance, international business, human resource management, and marketing. Their core research informs and impacts academic theory, business practice, and public policy. Their pedagogical research focuses on helping university professors deliver high-quality educational experiences for their students. NSB faculty are distinct from most of their peers at other universities in that they choose to be personally engaged with teaching and to work with students not only as close advisers but also as collaborators and peers in curiosity, learning, and discovery. Since 2018, NSB has welcomed 16 new faculty members and has added three endowed professorships. Junior faculty hired during this period have demonstrated support for undergraduate research, emerging academic fields, experiential learning, and other educational practices, complementing the talent and expertise of senior faculty.

### **Students**

Trinity students share an intellectual curiosity, a desire for engagement, and an interest in the broader world that is palpable on campus. The University is committed to providing a campus environment that supports them in these pursuits. NSB has 331 undergraduate students and 27 graduate students. NSB students collaborate in a variety of project-based courses that utilize real-world data for analysis, valuation, and strategic planning. Students act as consultants for nonprofits, small businesses, corporations, Trinity University, and the City of San Antonio on projects relating to marketing, economics, human resource management, and business analytics and serve in paid internships with a wide range of local, national, and international companies. Employers in San Antonio and across the country benefit by hiring Trinity graduates because of the well-rounded leadership skills and problem-solving abilities they develop through a liberal arts education and the experiential learning opportunities they were afforded as students.

## **Business Advisory Council**

The [Business Advisory Council](#) (BAC) for the Neidorff School of Business includes 20 executives and industry leaders. BAC members serve as a valuable resource by participating in school events, giving guest lectures, offering guidance on curriculum, and providing internship opportunities for NSB students. BAC members also contribute financially throughout the year through their assistance in corporate fundraising efforts. The BAC has been an important resource for the School in fulfilling its mission of advancing rigorous, relevant, and practice-oriented business education and student careers.

## **ROLE OF THE DEAN**

Reporting to the provost and vice president for Academic Affairs, the dean is the chief academic and administrative officer of the Neidorff School of Business and is responsible for the strategy, operations, and finances of the School. The dean is responsible for leading and coordinating the work of department chairs and program directors to support faculty and student success and for strengthening the sense of shared purpose and community among the School's faculty, staff, and students. As a member of the Provost's Council, the dean collaborates with other deans and Academic Affairs leaders and represents the School in academic administrative matters. The dean will have experience with the AACSB accreditation process and oversee the School's reaccreditation. The dean facilitates the forging of administrative and intellectual connections to foster interdisciplinary work between faculty and students from various departments, programs, and schools at Trinity. The dean develops and supports faculty leadership, empowering and supporting department chairs as they help faculty to develop as teachers, scholars, and participants in the life of the University.

The dean oversees a budget of approximately \$6 million and a team of direct reports, including the associate dean of Research and Strategic Initiatives, three department chairs, an administrative manager, and a senior administrative support specialist.

## **KEY OPPORTUNITIES AND CHALLENGES FOR THE DEAN**

### **Create and implement a strategic vision that aligns with Trinity's university-wide initiatives.**

In close collaboration with NSB faculty, staff, and supporters, the dean will refine a strategic vision that capitalizes on NSB's many strengths and supports its continued goal of being a premier business school within a top-ranked liberal arts institution. The dean's vision must reflect the strategic priorities of Trinity University, which are currently being finalized through a deeply detailed strategic planning process. The Dean will build upon the School's existing assets by promoting academic excellence and innovation, and by fostering a shared sense of community within NSB and across Trinity's campus.



**Raise the School's profile regionally and nationally.**

Trinity University enjoys an ever-growing reputation on the national stage, aided notably by its historic 19-point jump in the *U.S. News & World Report* rankings. To support Trinity's momentum as a liberal arts college on the rise, the next dean at NSB must promote the qualities that set the School apart from the competition and develop and strengthen its own regional and national reputation as a leader in business education. The dean will expand efforts to elevate the profile of the School by promoting its program offerings, celebrating the impact of NSB faculty research, and broadcasting its students' drive for excellence—all while leveraging its location in a rapidly growing city.

The Neidorff School of Business has been thoughtful and strategic in its program development and curriculum design efforts in recent years, which has resulted in an increase in student demand. The popularity of the Business Analytics program, the new Human Resources Management program, the innovative marketing curriculum, a growing interest in real estate finance, and high CPA pass rates have positioned the School for more success in the future. To further advance its standing, the dean will work closely with faculty and other stakeholders to ensure that existing programs and curricula reflect, and are responsive to, the dynamic and fast-paced global business needs.

**Further strengthen interdisciplinary partnerships across Trinity, and champion the value of a residential liberal arts education.**

The School's position as a business school within a top-ranked liberal arts and sciences university is a distinct part of its identity. For over a decade, NSB has prioritized building relationships across campus and leveraged the diverse strengths of a liberal arts college for the benefit of all Trinity students. The four deans at Trinity collaborate closely to ensure their partnerships are effective for students and transcend traditional boundaries, and this must continue to ensure all students thrive from a well-rounded and holistic Trinity education. The dean will embrace what it means to be part of a liberal arts college and the incredible benefits Trinity provides its students by pursuing mutually beneficial opportunities and encouraging continued collaborations, including the support of pathways for students in the other schools to enroll in NSB courses or add one of their many minors.

**Proactively engage in external fundraising, and operationalize alumni engagement.**

The School has seen tremendous philanthropic successes in recent years, highlighted by the transformative \$25 million naming gift from Michael Neidorff in 2021. To continue this trajectory, the new dean must invest time in philanthropic efforts and work effectively with the University's high-achieving development team to foster relationships with current donors and connect with new ones. The dean will be an engaged leader in San Antonio and the broader Texas business community to grow connections with industry partners across the state. They will be the public face of the School—NSB's chief ambassador—enthusiastically telling its story and articulating the uniqueness of an NSB education.

Trinity's strong sense of community breeds loyal alumni/ae who treasure their experiences on campus and are eager to be involved with the University. The next Dean will continue to grow and systematize alumni engagement within NSB, taking advantage of the School's current momentum and increasing and adding structure to alumni outreach and participation opportunities.

**Increase student opportunities for experiential learning and undergraduate research.**

Experiential learning is one of the hallmarks of a Trinity education and a big reason why students choose to attend the University and why they are so successful after graduation. The Neidorff School of Business prides itself on a holistic and student-centric approach, focusing on the development of its students through academic excellence, immersive experiences outside the classroom, and research opportunities with faculty. The next dean will work closely with faculty and staff to ensure they are given the time and incentives to put effort towards these endeavors, with the goal of ensuring that NSB is at the forefront of extracurricular innovation. The dean will engage NSB's Business Advisory Council and other industry leaders to identify, develop, and offer an expanded set of experiential learning opportunities, while also supporting and encouraging NSB faculty to seek research opportunities with undergraduate students proactively.

**Advocate for and retain faculty and staff.**

The Neidorff School of Business is a tight-knit community and enjoys a culture with passionate engagement from its faculty and staff, who are indispensable to its mission. The new dean will benefit from a talent-rich environment and must support and foster professional development opportunities for both faculty and staff and invest in employee retention efforts to ensure the long-term success of the School. The Dean will be an enthusiastic and vocal supporter of NSB faculty in particular, celebrating their achievements across campus and to external audiences, while at the same time, clearly communicating their aspirations and concerns to Trinity leadership. Through this work, the dean will inspire dedication to the School's mission and further boost the morale of faculty and staff at all levels.

**QUALIFICATIONS AND CHARACTERISTICS**

While no one person may possess all of the qualities enumerated below, the ideal candidate will have many of the following professional and personal characteristics:

- A deep commitment to Trinity University's mission and core values;
- An understanding of, and deep appreciation for, a liberal arts education;
- An ability to work collaboratively with campus leaders in charting the course for business education in alignment with the University's strategic plan;
- A demonstrated understanding of and experience with the AACSB accreditation process;

- An unwavering commitment to the undergraduate student experience with a focus on academic quality, experiential learning, community engagement, technology, and global perspectives;
- Experience with graduate programs and working with high-achieving graduate students;
- Experience developing new revenue streams, including private fundraising, solicitation of grants and contracts, and alumni and corporate outreach;
- A demonstrated commitment to recruiting and retaining a talented and diverse faculty and staff, and to supporting their academic and professional aspirations;
- Strong financial management skills, including the ability to manage finances, communicate the relationships between academic priorities and budgeting, and transparently align strategic initiatives with long-term budget planning;
- Respect for individuality and a commitment to promoting inclusion and belonging as an important component of academic excellence;
- An energetic, entrepreneurial, and collaborative leadership style that inspires faculty, staff, and students and builds pride in and commitment to the Neidorff School of Business;
- The ability to be a passionate and tireless external advocate for the School to drive brand awareness and differentiate Trinity and the NSB in a competitive market;
- A compassionate, inspiring leader who possesses emotional intelligence and can foster an environment that values respect, collegiality, and open communication;
- An academic or professional record of success that would support an appointment to the rank of tenured professor at Trinity University.

#### **APPLICATIONS, INQUIRIES, AND NOMINATIONS**

Confidential inquiries, nominations, referrals, and applications with CVs and cover letters are being accepted for the position and should be sent electronically to:

Micah Pierce, Partner  
Kristen Andersen, Senior Associate  
Marlyn Desire, Senior Search Coordinator  
Isaacson, Miller

<https://www.imsearch.com/open-searches/trinity-university-michael-neidorff-school-business/dean>

Trinity is committed to providing equal employment and educational opportunities for all qualified persons without regard to sex, gender, sexual orientation, gender identity, gender expression, religion, race, color, ethnicity, national origin, age, disability, genetic information, veteran status, or citizenship status.