

Trinity College

HARTFORD • CONNECTICUT

Vice President for Advancement Trinity College

THE SEARCH

Trinity College, one of the nation's preeminent historic liberal arts colleges, seeks an innovative, forward-thinking, and deeply experienced vice president for advancement. Partnering with incoming President Daniel G. Lugo early in his tenure, the vice president will join Trinity at a defining moment. In addition to welcoming new leadership, the College will complete the *All In* campaign in June 2025, and has raised \$417 million to-date toward a \$425 million goal. This is an outstanding leadership opportunity to lead and further develop a high-quality advancement team, aligning the philanthropic vision for Trinity's next chapter of excellence, growth, and innovation.

Reporting to President Lugo, the next vice president will leverage college, trustee, and philanthropic leadership to raise sights and grow philanthropy, assessing institutional needs, framing opportunities for philanthropic impact, and planning and executing the College's next comprehensive campaign. The vice president will have a deep understanding of and passion for the history, mission, and goals of this outstanding liberal arts college. The successful candidate will exemplify and embody Trinity's mission and values and will be able to champion the college to a committed alumni constituency. Working closely with the president, senior staff, and the board of trustees, the vice president will lead Trinity's advancement enterprise to new levels of excellence.

Located in the capital city of Hartford, Connecticut, Trinity College offers students and faculty an unrivaled opportunity to gain a broad learning experience on the campus and in its neighborhood. With a deeply engaged faculty and an increasingly talented student body, Trinity continues to evolve its strong liberal arts program by integrating more experiential learning to meet the changing needs of today's students. Trinity's accomplished faculty are dedicated mentors and recognized scholars who foster intellectual curiosity, creativity, and civic responsibility in their students. This is a campus where students curate their learning and experiences to meet the ambitious mission of the College. Their passion for the institution carries through as a highly engaged alumni community, continually championing the ambitions of Trinity.

Trinity College has retained Jack Gorman of the national executive search firm, Isaacson, Miller, to assist in this important recruitment. Confidential inquiries, nominations, and applications should be directed to the search firm as indicated at the end of this document.

ABOUT TRINITY COLLEGE

Founded in 1823 in Connecticut's capital city of Hartford, Trinity College is the preeminent liberal arts college in an urban setting. The second oldest institution of higher education in Connecticut, Trinity prepares students to be bold, independent thinkers who lead transformative lives.

Trinity's vibrant and historic campus is home to approximately 2,150 students who represent 49 states and 86 countries. The campus has been recognized widely for its iconic architecture and was named one of "[The 64 Most Beautiful College Campuses in America](#)" by Architectural Digest in 2024. To complete the yearlong [Bicentennial](#) celebration, Trinity announced that the historic Long Walk district, which includes buildings surrounding the main quad and the Chapel, was named to the National Register of Historic Places in April 2024.

Now in its third century, Trinity carries forward an enriched liberal arts tradition with a forward-looking focus on educating students to lead with passion and to turn ideas into actions. For more information on the College, please see the addendum of this document and visit www.trincoll.edu.

LEADERSHIP

Daniel G. Lugo, J.D. **Incoming President**

In December 2024, Trinity College announced the appointment of Daniel G. Lugo as its 23rd president. Currently president of Queens University of Charlotte, Lugo brings with him a wealth of expertise and years of academic leadership. He will assume his new role on July 1, 2025.

Under Lugo's presidency since 2019, Queens University developed an ambitious strategic framework with goals to deepen its connection with the local community of Charlotte, to reshape and develop new multidisciplinary academic programs, to support the holistic wellness and well-being of the university community, and to create an integrated approach to diversity, equity, and inclusion that begins on campus and extends into the surrounding area.

Most notably, Lugo led efforts to strengthen Queens' branding and enrollment efforts, which have yielded a 50 percent increase in undergraduate applications; executed a \$25 million capital improvement plan to address long-standing deferred maintenance opportunities; and reclassified the university's 25 NCAA sports to Division I competition. He was nominated by Queens employees and selected in 2021 as one of Charlotte's "Most Admired CEOs" by the *Charlotte Business Journal*. The same year, he received a Distinguished Achievement Award from the Carleton College Alumni Association. Prior to his tenure at Queens, Lugo served in key leadership roles at three prominent liberal arts colleges—Colby, Franklin & Marshall, and Carleton.

As the vice president of college advancement at Colby from 2015 to 2019, Lugo oversaw the ambitious and successful \$750 million *Dare Northward* comprehensive campaign, the largest of its kind for any liberal arts college. Colby subsequently has increased the campaign goal to \$1 billion. Lugo led strategies to build alumni engagement and to deepen connections between the campus and alumni, including introducing technology and programs for alumni to mentor students and to enhance philanthropy for the student experience. Lugo also co-chaired the diversity, equity, and inclusion task force, partnering with faculty members on the college's inclusivity efforts.

Lugo brings deep expertise in enrollment and admissions. As the vice president and dean of admissions and financial aid at Franklin & Marshall from 2011 to 2015, Lugo led a global talent strategy that resulted in a 45 percent increase in applications that yielded a more academically talented and diverse class. While at Carleton earlier in his career, Lugo supervised the admissions process and enrollment marketing strategy as associate dean of admissions and helped to develop cultivation and solicitation strategies for leadership donors.

A first-generation college graduate, Lugo earned a B.A. in political science from Carleton and a J.D. from the University of Minnesota Law School, where he was an editor of the *Minnesota Journal of Law & Inequality*.

Formerly an intellectual property and entertainment attorney, Lugo changed his professional trajectory because he believed strongly in the transformative power of higher education. He serves on the boards of the Charlotte Executive Leadership Council, North Carolina Independent Colleges & Universities (NCICU), New American Colleges and Universities (NACU), and the Charlotte Regional Business Alliance. He and his wife, TinaMarie, are the proud parents of two adult children, Michael and Amanda.

ADVANCEMENT AT TRINITY

The Trinity College community has a rich tradition of philanthropy, powered by generous donors. Every gift, large or small, helps to shape the future of the College. Trinity's 47-person advancement team supports these efforts through alumni and parent engagement; frontline fundraising (principal, leadership, planned, family giving, and the Trinity College Fund, including reunion fundraising); donor relations and events; advancement operations and research. In Fiscal Year 2024, the College raised \$42 million. As of June 30, 2024 its endowment stood at more than \$800 million.

All In Campaign

Trinity has made substantial progress towards completing the *All In* campaign, scheduled to close on June 30, 2025. Trinity has already raised \$417 million toward a \$425 million goal, the most ambitious campaign achievement in the College's history. Trinity's campaign supports growth in endowed financial aid, including a new middle-income initiative and resources that continue to bolster academic distinction.

Construction is nearing completion on a \$30 million Wellness and Recreation Center, an addition to the College's Ferris Athletic Center. The ribbon cutting is set for April 26, when a naming donor for the Wellness and Recreation Center will be announced.

VICE PRESIDENT FOR ADVANCEMENT

The vice president for advancement will report to President Lugo and serve as a key member of the executive leadership team that sets the strategic direction of the College. This position requires visionary and aspirational leadership, exceptional judgment, strong communication skills, and the ability to work collaboratively with many constituencies, both on and off campus.

KEY OPPORTUNITIES AND CHALLENGES

Strategic Leadership & Change Management

- Develop an ambitious strategic and operational advancement plan to meet short- and long-term College goals; craft a multi-year advancement strategy that aims for aggressive, sustainable growth in philanthropic contributions and planned gifts.
- Foster a culture of constant assessment and innovation with respect to personnel and programs. Monitor and track new industry trends, explore new and modern approaches, and encourage bold data-informed risk-taking across Advancement.
- Embed throughout Advancement an understanding of the difference between strategy and tactics and an understanding of and appreciation for the academic mission.
- Teach the team how to leverage College, Trustee, and philanthropic leadership to raise sights and grow philanthropy to the College.
- Work with senior College leaders in developing strategic objectives, assessing institutional needs, framing opportunities for philanthropic impact, and planning and executing the College's next comprehensive campaign.

Fundraising Leadership

- Guide and support the president in his role as chief fundraiser; ensure that the president is briefed and that his time is highly productive; serve as a thought partner and co-strategist on cultivating and soliciting transformational gifts.
- Be a role model for the team in raising large annual, reunion, and capital gifts, sharing best practices in prospect strategy, sight-raising and solicitation and in educating the team about institutional objectives and opportunities.
- Elevate the operations of the Trinity College Fund, running it like a capital campaign and integrating it with reunion giving.
- Grow planned gift commitments, including through reunion gift campaigns, by utilizing modern best practices for engagement and solicitation.

Engagement & Marketing

- Create an alumni and parent engagement strategy that will result in a significant step change for Trinity and that will utilize creative and relevant techniques for capturing mindshare and involvement; build alumni career services and networking.
- Deepen donor relationships through targeted “insider” communications and stewardship; ensure that capital gifts are thoughtfully stewarded on a regular basis, setting the stage for future investments.
- Create a stronger marketing program highlighting alumni achievement and philanthropic role models through College communications and all advancement programs.
- Play a key role in framing College communications that are sent to alumni and parents to ensure messages are appropriately tailored to the audiences.
- Partner closely with colleagues in the Office of Communications and Marketing.

Talent Management

- Lead, motivate, and inspire a high-quality Advancement team that is prepared to meet the challenge of broadening and growing Trinity’s philanthropic support ambitiously, with a keen eye for identifying and recruiting talented advancement professionals.
- Set clearly defined and measurable goals; establish metrics to assess performance.
- Create an environment of respect, accountability, motivation, professional growth, and high productivity.

Business Standards and Practices

- Ensure Trinity adheres to the highest standards in gift documentation, acceptance, gift recording, and pledge tracking; elevate the quality of alumni data, taking advantage of the implementation of the new Slate computer system.
- Adopt best practice in annual evaluations of results throughout the division and in setting objectives for the coming year.

QUALIFICATIONS AND CHARACTERISTICS

The vice president for advancement will bring many, if not all, of the following professional qualifications, skills, and experiences:

Strategic Thinking

- Adept at visualizing the bigger picture, analyzing complicated circumstances, and making informed decisions and choices about strategies to achieve objectives.
- Demonstrated ability to assess the strengths and weaknesses of an advancement program through use of data and assessment tools.

Leadership & Organizational Building

- Ability to articulate a vision, the rationale for it, and what it will take to make it a reality.
- Demonstrated ability and experience building upon an existing advancement program, resulting in a transformative increase in philanthropic revenue for an organization.
- Courage to make difficult decisions and take responsibility for the outcome.
- Exceptional judgment and the ability to work collaboratively with many internal and external constituencies.
- Knowledge of and comfort with the intricacies of college finances.
- A sharp eye for operational efficiency and the best use of resource.

Fundraising

- A deep level of comfort and effectiveness working with high-net-worth individuals and business leaders, both domestic and international.
- Experience working with institutional leadership to assess aspirations and needs, consider feasibility and donor interest, and then craft aspirational objectives to move the institution forward in measurable ways.
- Demonstrated success in personally cultivating, soliciting, and stewarding gifts of seven figures or more from individual alumni and parents.
- The credibility, maturity, and sound judgment required to effectively engage and leverage Trinity leadership and volunteers in the cultivation, solicitation, and stewardship of key prospects and donors.

Personal Attributes

- Exemplary interpersonal and listening skills; strong personal integrity, charisma, and work ethic coupled with a sense of humor and perspective.
- A commitment to innovation and willingness to pursue bold new approaches and data-informed risks.
- Superior written and oral communication skills; the ability to understand and translate information for all audiences; clarity, crispness, and elegance in writing and speaking.
- The political savvy to navigate a complex academic community; the desire and ability to build bridges and strong collaborative relationships across the college and a diverse body of alumni and constituents.

Other Qualifications

- At least 15 years of progressively responsible fundraising and managerial experience in advancement, preferably within higher education. Depth of knowledge in all key areas of advancement; a demonstrated ability to plan, manage, and close a comprehensive campaign.
- The flexibility to travel and work evenings and weekends as required.
- Bachelor's degree required; advanced degree preferred.

LOCATION

This position is based in Hartford, Connecticut.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and resumes should be sent via the Isaacson, Miller [website](#).

Jack Gorman, Partner
Grace Zakim, Managing Associate
Sandeep Kaur, Senior Search Coordinator

Trinity is a highly selective, independent, nonsectarian liberal arts institution located in the capital city of Hartford, Connecticut. The college maintains a rigorous academic profile complemented by a vibrant co-curricular program. With more than 2,100 full-time undergraduate students, representing forty-three states and ninety-one countries, we consider our location in a culturally and socioeconomically diverse capital city to be among Trinity's most distinctive assets; and we cultivate strong connections with our surrounding neighbors and with institutions and organizations throughout Hartford and the region. As a preeminent liberal arts college in an urban setting, Trinity College prepares students to be bold, independent thinkers who lead transformative lives.

ADDENDUM

Trinity Principles

Trinity supports its mission through three core principles:

Engage. Trinity fosters critical, reflective engagement with scholarship and the creative arts, as well as with one another and the wider world. The College's location in Connecticut's capital offers excellent opportunities for engagement beyond the classroom in internships, student research, and community learning.

Connect. Trinity places students in the company of world-class faculty and staff to form a diverse campus community. The connections of Hartford and the College engage students as global citizens in the wider world and a network of devoted alumni provides lifelong opportunities for Trinity graduates.

Transform. Trinity combines the liberal arts with life in a diverse city, enabling students to learn what they love, to build confidence, and to become leaders and innovators.

Faculty

The core of Trinity's liberal arts education is its connected community. Trinity's 9:1 student-to-faculty ratio enable faculty members to teach closely and to provide meaningful mentorship that fosters deeper learning. With many notable experts in their fields and often pushing the boundaries of current knowledge for the greater good, the faculty is dedicated to student success and is passionate about the synergies between teaching and research. Each year, faculty receive numerous national and international recognitions, from prestigious grants and fellowships to teaching and career awards from professional societies.

Faculty-student research, both on and off campus, plays a crucial role in the College's academic, student-centered mission. Emphasizing quality and excellence, research opportunities span various disciplines, including distinctive programs such as engineering, neuroscience, and urban studies. Notably, the College is home to the first human rights program at a liberal arts institution in the United States. Across programs, Trinity's faculty enacted in 2023 [core learning goals](#). The College today offers more than 900 courses and 41 majors, enabling students to pursue what interests them most, often finding interdisciplinary approaches to learning and problem-solving.

Student Experience

Trinity teaches students to grow intellectually and to cultivate leadership skills as determined doers. Stewarded by the faculty, the Trinity Plus curriculum pairs the core liberal arts education with

opportunities for real-world learning experiences, many of which count for credit through [30 experiential certificates](#).

Built for the 21st century, Trinity Plus strongly supports learning through internships, research, community engagement, and practical coursework. A [wellness requirement](#) also encourages students to balance their personal well-being with care for social, cultural, and world matters. Additionally, the College offers a portfolio of study-away programs located in urban and global sites in key locations around the world, including Cape Town, New York City, Shanghai, Vienna, and its signature Rome campus.

As one of the only liberal arts colleges in an urban setting, Trinity's dynamic location offers students opportunities to engage differently with the world. The city of Hartford plays a vital role in the Trinity experience and fosters academic collaborations through local partnerships. Programs include civic engagement opportunities through the Center for Hartford Engagement and Research and the long-standing Legislative Internship Program at the State Capitol. The Center for Urban and Global Studies helps to advance urban and global education at Trinity, in Hartford, and across the world.

Trinity launched the Entrepreneurship Center in 2022 to provide students with opportunities to learn about design thinking, to practice techniques of innovation, and to gain confidence in how to turn ideas into businesses. The center provides connections to faculty, alumni, and world-class entrepreneurs and innovators from around the globe. It also increases Trinity's visibility and allows the college community to partner more effectively with Hartford's innovation and entrepreneurship ecosystem.

The student experience is supported and strengthened by talented, hardworking staff who are skilled in their craft. Students engage in extracurricular activities that matter most to them by participating in more than 155 student clubs and organizations, including Greek life. With 30 varsity sports, Trinity competes in Division III and in the New England Small College Athletic Conference. More than one-third of Trinity students compete as Bantams as varsity scholar-athletes, and many teams compete at the top of their league. During the 2023–24 academic year, 13 teams qualified for national championship tournaments.

Trinity is deeply invested in student success. To support student wellness, Trinity partners with Hartford HealthCare to provide expanded access to a coordinated system of high-quality care and resources, including general care, counseling and psychological wellness services and support, sports medicine, and athletic training services. Trinity's postgraduation success rate is high; data from the Class of 2023 showed that within six months of graduating, 96 percent of alumni report that they are either employed full-time, accepted to graduate school, or have entered into another service program that's tied to their professional development. Students enter a prominent alumni body, which include Fulbright and Watson Scholars, MacArthur Fellows, and Pulitzer Prize winners, among other renowned leaders across industries and disciplines.

Trinity's commitment to fostering an inclusive and welcoming campus community is a critical component of achieving academic excellence and of enhancing learning through diverse perspectives and a supportive

campus culture. In 2023, Trinity proudly earned its first [Higher Education Excellence in Diversity](#) (HEED) award, further illustrating its commitment to equity and leading an inclusive, intellectually rigorous learning environment that prepares students for the diverse and interconnected world they will enter after graduation.

Governance

While the Trinity charter vests the legal authority and responsibility for the College in the Board of Trustees, the College believes in shared governance among many constituencies. Faculty and staff have important roles to play in planning and decision-making, and their work, together with that of the administration and the Board, moves Trinity steadily toward its vision for the future of the College. This work is premised on a strong shared commitment to academic freedom and free expression as core values.

With a focus on elevating its reputation and expanding its national profile, Trinity College is poised to lead its third century with an unwavering commitment to excellence.

For more information about Trinity, please visit www.trincoll.edu.