

Trinity College

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Associate Vice President for Alumni Engagement Trinity College

THE SEARCH

Trinity College, one of the nation's preeminent historic liberal arts colleges, seeks an enterprising and experienced advancement professional to serve as its next associate vice president for alumni engagement (AVP). This opportunity comes at a defining moment as the College recently welcomed a new leader in President Daniel G. Lugo and introduces a new vice president for advancement (VP), to whom this role reports. Ben Anderson will join the College as VP from Boston College, where he most recently served as associate vice president for principal giving and campaign director, on September 2, 2025. In addition to welcoming new institutional and advancement leadership, the College recently completed *All In*, a \$425 million comprehensive campaign effort, on June 30, 2025. As Trinity embarks on its next chapter of excellence, growth, and innovation, the College seeks an innovative leader to expand upon the depth and breadth of alumni engagement opportunities and contribute to elevating a culture of philanthropy in support of the College's mission and aspirations.

Reporting to the incoming VP and serving as a member of the advancement senior leadership team, the AVP is responsible for providing leadership and strategic vision to all aspects of Trinity's alumni programs in an effort to significantly and steadily increase alumni participation. Following a year-long assessment, the Board of Trustees is eager to implement a transformational approach to alumni engagement and philanthropy. Embracing the overarching vision of "Trinity for Life," a concept that requires investment in the Trinity experience from the moment of enrollment through an alum's potential journey with the College, the goal is to change the trendline of both gifts to the College and alumni participation. Recognizing that engagement is foundational to investment, the College has elevated this leadership role as it seeks to modernize and transform alumni engagement efforts, capturing the mindshare and commitment of Trinity's 30,000 alumni. As such, the AVP will formulate and implement comprehensive and creative programs that utilize the rich and varied resources of the College and offer value to Trinity's alumni who are geographically diverse and have a wide array of personal and professional interests. With the opportunity to significantly build the alumni engagement operation, the AVP will establish a culture of high achievement, accountability, and collaboration, and further integrate alumni programs into the College's broader advancement efforts.

As part of this transformation, the AVP will be expected to lead with innovation and curiosity, leveraging technology to enhance alumni connections in new and meaningful ways. This includes exploring the

strategic use of artificial intelligence to personalize outreach, leveraging data and analytics to inform decision-making, and amplifying Trinity's presence across digital and social media platforms. The AVP will identify and implement emerging tools and trends that elevate alumni engagement, increase visibility, and foster a sense of community among Trinity's diverse and growing alumni networks. With a deep appreciation for both tradition and innovation, the AVP will position Trinity as a leader in innovative alumni engagement among its peers in the liberal arts landscape.

The ideal candidate will be a strategic and creative thinker, a persuasive communicator, and an excellent team player eager to work in close partnership with academic and administrative leadership and colleagues across campus. With a data-driven mindset and strong business acumen, the AVP will have a solid track record of successfully implementing change and building programs that have transformed overall alumni engagement efforts at an institution and will possess experience recruiting and mentoring a high-performing team capable of meeting ambitious goals. In addition, the AVP will bring a thoughtful, entrepreneurial, and strategic approach to transforming new ideas into executable, measurable, and enduring programs that lead to greater involvement of and service to alumni.

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 an 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 widely recognized 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. **President**

Daniel G. Lugo began his service as Trinity College's 23rd president on July 1, 2025. Lugo, who comes to Trinity after serving as president of Queens University of Charlotte since 2019, is driven by a lifelong passion for the mission of higher education and has centered his career on leadership that enhances institutions and their profiles.

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.

Ben Anderson

Incoming Vice President for Advancement

Trinity College has appointed Ben Anderson as the next vice president for advancement. He will join the Trinity community on September 2, 2025.

Anderson has worked in advancement at Boston College (BC) for 13 years. Since 2022, he has served as associate vice president (AVP) for principal giving and campaign direction of *Soaring Higher: The Campaign for Boston College*, an initiative with goals of raising \$3 billion and 60 percent alumni participation. Under Anderson's direction, the campaign has reached \$1.8 billion so far thanks to the participation of more than 82,000 alumni. In the decade prior to his current position, he was promoted to several roles at BC including AVP for major gifts and director of parent development.

Before his time at BC, Anderson was a leadership giving officer at Habitat for Humanity International from 2010 to 2012. Stewarding more than 120 donors, he enjoyed bringing philanthropy to bear on the growth and impact of the organization. From 2006 to 2010, he worked at Skidmore College, serving as a gift officer and coordinator of the Friends of Skidmore Athletics.

A graduate of Bates College, Anderson majored in economics with a concentration in Spanish and served as captain of the men's lacrosse team.

Please click [here](#) to read Trinity's full press release.

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

On June 30, 2025, Trinity concluded its \$425 million [All In](#) campaign, the most ambitious campaign achievement in the College's history. Trinity's campaign supported growth in endowed financial aid, including a new middle-income initiative and resources that continue to bolster academic distinction. This summer, Trinity will also complete construction for a \$30 million state-of-the-art Wellness and Recreation Center, named the [Scully Center](#) in honor of Marlynn GP'28, '29 and Bill Scully '61, H'18, GP'28, '29, lead donors to the project and lifelong supporters of the College.

Alumni Engagement

Alumni participation, the most accurate reading of alumni commitment, is currently 25 percent among Trinity's more than 30,000 living alumni. As the data below shows, the participation rate was significantly higher 15 years ago, as it was at many comparable institutions.

- 2009: 47%
- 2010: 55% (\$5 million challenge)
- 2015: 28%
- 2024: 25%
 - 7% of alumni attended an on- or off-campus, or a virtual event, in Fiscal Year 2024

Trinity believes the College can move the rate to 35 to 40 percent over the next five years with a more strategic approach to alumni engagement and the leadership of a professional who has strong marketing expertise and the business acumen to create a data-driven alumni engagement program with ambitious goals, metrics, and proven engagement strategies.

Trinity College Alumni Association

The [Trinity College Alumni Association](#) (TCAA) provides a framework by which alumni can preserve and strengthen their relationship with the College. Its stated purpose is to promote a positive image of Trinity, to establish programs that develop a close working relationship between the College and its alumni, and to represent the alumni on issues affecting the traditions of excellence at the College.

To help provide an effective bridge with the College, the TCAA nominates a minimum of 14 alumni to serve as representatives of the alumni body with attention paid to class year, region, profession, and diversity. Their continuing link with the College and its programs offers many rewards for both the institution and alumni.

ASSOCIATE VICE PRESIDENT FOR ALUMNI ENGAGEMENT

Reporting to the incoming Vice President for Advancement, the Associate Vice President for Alumni Engagement serves as Trinity College's chief alumni engagement officer, providing strategic vision, leadership, and direction to strengthen alumni connections and enhance their lifelong relationships with the College.

KEY OPPORTUNITIES AND CHALLENGES

Strategic Leadership

- Serve as one of Trinity's leading, visible representatives to the alumni body, in partnership with the Vice President for Advancement and Trinity's President.
- Serve as a thought partner to the Vice President for Advancement, the Vice President for Marketing and Communications, and the President of the College on a communications strategy aimed at improving alumni connectivity and pride.
- Participate as a key player on the advancement senior leadership team and commit to the broad goals of advancement in engagement and philanthropy.
- Develop a portfolio approach to alumni engagement and investment that embraces the "Trinity for Life" vision, considers the need to invest for short-term return and long-term growth, and closely aligns with Trinity's philanthropic objectives.
- Champion the strategic use of emerging technologies – including artificial intelligence, automation, and advanced analytics – to personalize alumni outreach, predict engagement trends, and refine long-term engagement strategies.
- Serve as a thought leader in digital innovation, identifying opportunities to integrate new platforms and tools that advance the College's alumni engagement and philanthropic goals.
- Develop data-informed knowledge of the alumni constituency to identify areas of strength, weakness, and opportunity.
- Design communication strategies to support the goals and work closely with the College's marketing and communications division to provide critical input to institutional messaging that has an impact on alumni views.
- Serve as the primary liaison to the Trinity College Alumni Association and guide the TCAA's work in support of the transformational approach to alumni engagement.

- Steward the human and financial resources of alumni engagement to ensure they are focused on activities known to generate positive returns.

Alumni Programs and Engagement

- Oversee and enhance alumni engagement programs that foster connections through affinity and identity-based groups, intellectual and regional initiatives, and professional networks. In doing so, determine if there are existing programs that need to be retired or imagined new.
- Choose key strategies for alumni engagement and set multi-year goals for each, tracking annual progress and holding the engagement team responsible for outcomes (i.e., reunion giving focus or career networking).
- Ensure that such strategies make effective use of staff and budget resources, yielding maximum alumni engagement.
- Lead strategy and execution of signature events – such as Reunion, Homecoming, regional gatherings, and milestone celebrations – to meet strategic and annual goals.
- Lead student-alumni programs to foster early affinity and support lifelong engagement across generations, geographies, and alumni groups.
- Explore and implement innovative, technology-enabled alumni programs that utilize digital tools to foster community, including virtual experiences, personalized content delivery, and scalable engagement opportunities.
- Stay abreast of digital engagement trends and integrate cutting-edge practices to meet alumni where they are – online, on-demand, and across channels.

Communications and Outreach

- Infuse alumni engagement processes with best practice marketing approaches to increase attendance, participation, and satisfaction.
- Develop a multi-channel communications approach that leverages digital outreach, social media, and print vehicles to capture attention, measure it, and strengthen community ties.
- Leverage AI-powered tools and data analytics to tailor messaging, segment audiences, and optimize outreach campaigns for higher alumni responsiveness and participation.
- Expand Trinity's digital footprint through a creative and metrics-driven social media strategy that builds affinity and fosters ongoing dialogue with alumni communities.

Volunteer Management

- Develop clear alumni volunteer opportunities, and then deploy staff to recruit, train, and support these volunteers across class years, affinity groups, and regions.
- Work closely with campus partners to provide meaningful opportunities for alumni to contribute their time, expertise, and resources.

Team Management and Collaboration

- Build, lead, and manage the alumni engagement team; implement a culture of creativity, drive, flexibility, and accountability for the engagement and philanthropic goals of Trinity. Define position responsibilities to meet strategic objectives and develop a highly functioning team.
- Collaborate with colleagues across advancement – especially in annual giving, major gifts, and donor relations – to support engagement strategies that drive philanthropic outcomes.
- Partner with career services, student affairs, and academic departments to enhance alumni involvement in mentoring and providing internships.

QUALIFICATIONS AND CHARACTERISTICS

The AVP will bring many, if not all, of the following professional qualifications, skills, and experiences:

- Minimum of seven years of leadership experience in alumni relations, advancement, or a related field, with a track record of assuming progressive responsibilities.
- Proven success in volunteer engagement and cultivation, with the ability to inspire, mobilize, and grow meaningful alumni participation.
- Superior strategic and leadership skills, with a deep understanding of alumni relations best practices and emerging trends in the field.
- Demonstrated ability to envision, develop, and implement innovative alumni engagement programs that enhance institutional connections and support strategic priorities.
- Proven ability to assess, refine, and elevate alumni engagement programs within a complex institutional environment.
- Exceptional relationship-building skills, with the intellectual depth, confidence, and credibility to engage effectively with alumni, faculty, leadership, and key constituents.

- Demonstrated experience leveraging digital tools, social media platforms, and emerging technologies to increase alumni engagement and expand reach.
- Knowledge of or experience applying artificial intelligence in a communications or engagement context, particularly to personalize outreach and enhance constituent experiences.
- An innovative mindset with a proactive approach to testing new technologies and digital strategies that align with institutional goals.
- Strong collaboration and communication skills, with a track record of working effectively across academic and administrative teams.
- Superb project management skills and keen attention to detail.
- Comfort with fundraising and related activities, with an understanding of how alumni engagement supports philanthropic success.
- A data-driven mindset, with the ability to leverage metrics, analytics, and assessment tools to measure engagement, optimize resources, and manage budgets effectively.
- Adaptability and willingness to travel, maintaining strong connections with alumni nationwide and beyond, and to work some nights and weekends as necessary.
- A collaborative, collegial, and high-integrity leadership style, with a strong work ethic, business acumen, sound judgment, and a sense of humor.
- Familiarity with CRM systems (i.e., Raiser's Edge, Salesforce) and digital engagement tools.
- Deep appreciation for Trinity College's history, mission, and achievements, with the ability to effectively articulate its impact to a broad audience of alumni, students, faculty, and staff.
- A strong desire to engage fully with both the College and the local community.
- A bachelor's degree is required; an advanced degree is preferred.

LOCATION

This position is based in Hartford, Connecticut. Located in the Connecticut River Valley, [Hartford](#) has many cultural gems hidden amid rolling hills and wooded neighborhoods. In the centuries since its founding, Hartford has been home to several notable historical figures, including renowned authors Mark Twain and Harriet Beecher Stowe. Today, Hartford's central business district is home to several historical attractions and entertainment venues, along with nearby vineyards, state parks, and ski slopes, which provide plenty of recreational opportunities throughout the year.

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
Nicole Poe, 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 43 states and 91 countries, Trinity considers its location in a culturally and socioeconomically diverse capital city to be among the College's most distinctive assets; and its constituents cultivate strong connections with their 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.