



Chief Human Resources Officer  
Trinity University  
San Antonio, Texas

## THE SEARCH

Trinity University (Trinity or the University), a private, top-ranked liberal arts and sciences university located in the heart of San Antonio, Texas, seeks a dynamic, innovative, and seasoned leader to serve as its next Chief Human Resources Officer (CHRO). Trinity is on a strong upward trajectory, with a 22-point leap in the *U.S. News & World Report* rankings from 2024 to 2026 (currently ranked #37), 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.

The CHRO, a cabinet-level position that reports to the university's President, will oversee the tactical and strategic growth of Trinity's HR function in line with the University's trajectory, which balances tradition with innovation. This leader will work in the service of Trinity's 959 employees across the entire portfolio of human resources, including talent acquisition, talent management and development, employee relations, compensation and benefits, change management, records management, compliance, and reporting, as well as human resources technology (Workday).

To effectively guide HR at Trinity, this leader must be knowledgeable across the entire breadth of HR operations and bring a modern approach with strong foundations in HR best practices. The CHRO will form and refine HR policies and develop new programs and initiatives that are responsive to the community's needs and bolster employee morale and engagement. They will work to ensure that the HR team has the support, training, and skills to be proactive in their roles and continue to cultivate a service-oriented team. Additionally, the CHRO will collaborate across campus with other university leaders on a diverse range of university-wide plans, projects, and initiatives, and will serve on various committees and working groups. Advising and guiding administrative leadership, the CHRO will ensure that HR practices align with institutional goals and values, fostering a workplace where all employees, including faculty and staff, can

thrive. This is an incredible opportunity to join Trinity at a time of growth and potential, supported by a dedicated group of staff, faculty, students, alumni, and community members.

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 165 graduate students across four schools: the Carlos Alvarez 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 284 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 46% of the University's undergraduate enrollment and 48% of its graduate student body. For the entering class of Fall 2025, Admissions received 11,927 applications, and the entering class consisted of 601 students, with a 24% admit rate.

The 2026 *U.S. News & World Report* has ranked Trinity University 37<sup>th</sup> among National Liberal Arts Colleges, 40<sup>th</sup> in Best Value Schools within Liberal Arts Colleges, and 16<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. 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.

## 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.

### Location

Trinity University is nestled in the heart of vibrant San Antonio, Texas between the Monte Vista Historic District to the west and Alamo Heights and Olmos Park to the North. 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 influences are 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. Since 2020, the city has 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 had a low unemployment rate with annual job growth of 3%.

## KEY RESPONSIBILITIES OF THE CHRO

### Strategic Leadership and Planning

- Serves as the University's senior human resources expert, advising the president and her executive leadership team on workforce strategy, organizational development, institutional culture, and change management.
- Leads the design, development, consistent implementation, and compliance of human resources policies and programs that support Trinity's strategic plan.
- Provides executive direction for HR budgets and resource allocation to advance strategic priorities.

### Talent Acquisition, Management, and Development

- Oversees and continuously improves a robust talent acquisition function, including position design, recruitment strategies, interviewing and selection, and comprehensive onboarding and offboarding processes.
- Supports professional development, career mapping, and performance management frameworks that foster growth and accountability, including supervisor and leadership development pathways that build institutional capacity.
- Oversees performance management, including employee feedback and performance evaluations.
- Partners across institutional units to embed learning into the employee experience, providing professional development opportunities that range from skill-building workshops to strategic training.

### Total Rewards

- Directs the development and implementation of a compensation system that aligns with market data and ensures ongoing benchmarking and internal equity reviews to foster fair and transparent pay practices for all employees.
- Evaluates, administers, and communicates comprehensive benefits, time off, and wellness programs. Further, Oversees benefits programs, including medical, disability, retirement, life insurance, employee assistance programs, and other offerings, ensuring compliance with legal requirements and institutional needs.

- Guides the Health and Wellness and Retirement Plan Committees, providing strategic direction to enhance employee well-being and retirement benefits, while supporting committee chairs in agenda development and discussions.

### **Employee Experience and Culture**

- Enhances employee engagement through transparent communication, recognition, and feedback systems.
- Oversees complex personnel, employee relations, or disciplinary matters; provides conflict resolution guidance where appropriate.

### **Compliance, Operations, and HR Systems**

- Ensures compliance with federal and state employment laws, regulations, and University policies, typically in collaboration with the Office of General Counsel.
- Leads the development of human resources dashboards and analytics to support strategic planning, compliance, and workforce insights.
- Partners with the Office of Institutional Research and Information Technology Services to enhance data governance and reporting.
- Oversees institutional human resources reporting (e.g., IPEDS, EEO, Affirmative Action, VETS-4212) and ensures data integrity across systems.

## **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:

- Bachelor's degree and Master's degree in human resources, business administration, or a related field required. J.D. preferred. Advanced study in HR, employment law, or a related field highly preferred.
- Minimum of 10 years of progressive HR leadership, preferably in higher education or a similarly complex organization. Understanding of higher education challenges and workforce needs.
- Proven success leading HR modernization initiatives, including technology and process improvements.
- Expertise in employee engagement, organizational development, and culture transformation.
- Experience managing human resources with employees in both traditional office settings and a flexible/hybrid work environment.

- High proficiency in the interpretation, oversight, and interaction of employment laws and HR best practices.
- Ability to design innovative HR strategies that balance institutional needs while enhancing employee experience.
- Exceptional interpersonal, communication, and consensus-building skills.
- Demonstrated success in building and leading high-performing HR teams.
- Unwavering commitment to integrity, confidentiality, and ethical leadership
- Technology Proficiency: Strong working knowledge of Workday HCM Modules.
- Strategic Agility: Anticipates workforce needs and aligns HR strategies with long-term goals.
- Change Leadership: Guides transformation with resilience, empathy, and clarity.
- Collaborative Partnership: Builds strong, trusted relationships across the University and with external partners.
- Results Orientation: Uses data and metrics to drive accountability and demonstrate impact.
- Conflict Resolution and Mediation: Strong interpersonal skills to resolve conflicts and mediate sensitive situations.
- Previous experience or knowledge of Texas state employment law and workforce culture.
- Skilled in tailoring messaging for a varied audience and navigating sensitive or high-stakes conversations.

## COMPENSATION

The compensation for this role will be commensurate with experience and qualifications, or as mandated by a U.S. Department of Labor prevailing wage determination.

## APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website [linked here](#). Electronic submission of materials is strongly encouraged.

Dan Rodas, Partner  
Angelo Alexander, Senior Associate  
Rachel Banderob, Senior Search Coordinator  
Isaacson, Miller  
Boston, MA

Trinity University is an equal opportunity employer and as such provides equal opportunity for employment and advancement of all employees without regard to race, color, religion, sex, age, national origin, disability, military/veteran status, sexual orientation, gender identity, gender expression, or any status protected by Federal, State, or Local Laws.

*This document has been prepared based on the information provided by Trinity University. The material presented in this leadership profile should be relied on for informational purposes only. While every effort has been made to ensure the accuracy of this information, the original source documents and information provided by Trinity University would supersede any conflicting information in this document.*