

Trinity College
Vice President and Chief Financial Officer

Trinity College

HARTFORD • CONNECTICUT



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The Vice President (VP) and Chief Financial Officer (CFO) at Trinity College serves as a pivotal strategic partner and trusted adviser to the president, the senior leadership team, and the board of trustees. The CFO is the chief financial, business, and administrative officer of the College, providing guidance and leadership to ensure the efficient and effective stewardship of Trinity's resources. With multiple direct reports, the CFO is a highly visible leader managing all finance functions, including fiscal planning, forecasting, and reporting, as well as endowment investment oversight and treasury operations (including credit facilities and related rating agencies interactions). Additionally, the CFO oversees essential operational and administrative areas such as facilities management, human resources (HR), auxiliary enterprises (including outsourced services), and risk management, ensuring alignment with both short- and long-term strategic objectives of the College. As a key institutional leader and advocate for the College's mission, the CFO will inspire bold and creative thinking, provide wise counsel, make tough decisions, and demonstrate an unwavering commitment to the value of a liberal arts education.

KEY TRINITY COLLEGE FACTS

General

- Instructional faculty: 282
- Alumni: 30,000+
- 2,100+ undergraduate students; 30+ graduate students
- 9:1 student-to-faculty ratio
- 100-acre campus located in an urban setting between the Frog Hollow and Barry Square neighborhoods of Hartford, CT

Key Financial Data

- Annual Operating Budget: \$146 million, with gifts in support totaling \$14 million (FY 2024)
- Endowment: \$835 million (FY 2024)

IDEAL EXPERIENCE

The ideal candidate will be an accomplished finance and operations leader with notable executive experience. They will have had positive, sustained impact where collaboration, influence management, and change management were critical to success. In addition, they will have a track record that includes:

Senior Finance and Administrative Experience

10+ years of experience providing strategic financial and operational leadership in a complex organization. Experience managing significant financial resources within higher education is preferred.

Technical and Analytical Acumen

Strong analytical skills, technical capabilities, and in-depth knowledge of a broad range of financial, operational, and risk management principles and practices, including enterprise-wide systems.

Strategic Partnerships

A strong strategic orientation coupled with the ability to effectively collaborate and communicate with the president, other senior administrative leaders, the board of trustees, and the College community, as well as others.

Faculty and Staff Collaboration

A commitment to collaboration, dialogue, and creative problem solving with faculty and staff.

Leading a Talented Team

Experience as an effective manager with the confidence to delegate, empower, and mentor a talented team, including best-in-class professional development opportunities for staff.

Strong Credentials

Strong academic credentials required, including a preference for an M.B.A. or a related graduate degree.

CRITICAL LEADERSHIP CAPABILITIES

Strategic Leadership

In a climate where fiscal constraints exist and clear priorities need to be set, the CFO will work collaboratively to:

- In partnership with the president, develop a sustainable financial and business model that supports the strategic priorities of the institution, including the continued evolution of organizational structures and the expansion of resources and alternative revenue streams.
- Lead the financial function including the annual budget process in collaboration with the president and senior leadership team; oversee the College's third-party investment partner and its treasury function; and oversee capital planning and facilities operations.
- Explore innovative solutions for financial and operational challenges and opportunities facing the College, and partner closely with the president to develop collaborative, transparent processes for setting priorities, allocating resources, and communicating with the community.
- Implement sophisticated financial and performance management tools to enable better decision making and ensure clarity on financial implications.
- Develop and sustain a strong sense of community and service across functional teams.

Leading Change

In a period of time in higher education when institutions will be required to evolve and change, the next CFO will:

- Establish business practices and implement systems to support, measure, and reinforce planning and decision making.
- Consult broadly, question assumptions, and create an environment where continuous improvement, process assessment, and change are expected.
- Develop a high-performing team that values data, dynamic discussions, and collaboration, and that communicates clearly and effectively.
- Rigorously assess key campus-wide operational decisions and processes and be bold and strategic in considering multiple ways to meet objectives.
- Oversee a range of operational units with a focus on efficiency and effectiveness.
- Maintain and enhance a proactive, client-focused culture.

Collaborative Partnerships

In an institution with a strong sense of shared governance, the CFO, as a key member of the senior leadership team, will:

- Develop relationships and interact effectively with people at all levels of the organization—be both empathetic and motivating.
- Be accessible and responsive, listen carefully, make tough decisions, and communicate with honesty and transparency.
- Demonstrate a commitment to being a collaborative, solutions-oriented individual who will lead and communicate change.
- Actively engage in mentorship and the development of financial and operational talent.
- Set high standards, assess performance, and establish a high bar of excellence.
- Model personal integrity and high ethical standards at all times.

THE SEARCH PROCESS

Trinity College has retained Spencer Stuart to support the search. If you wish to submit your own application materials or nominate someone to serve as the next Vice President and Chief Financial Officer of Trinity College, please send an email message with supporting materials to TrinityCFO@SpencerStuart.com.

Trinity College prohibits discrimination on the basis of race, color, national origin, ancestry, religion or religious creed, gender or sex (including pregnancy), gender identity or expression, sexual orientation, disability, age, genetic information, marital status, veteran status, or any other characteristic protected by federal or state law.

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 year-long [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: Incoming President

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

Under Dan 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, Dan 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, Dan Lugo served in key leadership roles at three prominent liberal arts colleges—Colby, Franklin & Marshall, and Carleton.

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