

Trinity College

Executive Director, Career Center Leadership Profile

Summer 2026



WittKieffer

Executive Summary

Trinity College, one of the nation's leading liberal arts institutions, seeks an ambitious and forward-thinking leader to serve as its Executive Director of the Career Center. This is an exceptional opportunity for an innovative and strategic executive to ensure the Trinity community has a first-in-class career center, building on one of the College's core strengths: a powerful and engaged global alumni network.

Founded in 1823 in Connecticut's capital city of Hartford, Trinity College is the preeminent liberal arts college in an urban setting, with a forward-looking focus of educating students to lead with passion and to turn ideas into actions. The College is recognized for its rigorous academic standards and extensive co-curricular offerings serving over 2,100 full-time undergraduates from 43 states and 91 countries. Trinity values its location in a culturally and socioeconomically diverse capital city as one of its key strengths. The institution actively fosters relationships with local communities, organizations, and institutions throughout Hartford and the surrounding region.

With a mission to cultivate "bold, independent thinkers prepared to lead transformative lives," Trinity is home to faculty who serve as notable experts in their fields, often pushing the boundaries of current knowledge for the greater good, with a deep commitment to student success and to 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. Trinity's commitment to fostering an inclusive and welcoming campus community is a critical component of achieving academic excellence and of enhancing learning through a multiplicity of perspectives and a supportive campus culture.

This is a moment of extraordinary momentum at Trinity College and an exceptional opportunity to join a community poised for its next chapter. With the arrival of President Daniel G. Lugo in 2025 and an institution-wide strategic planning process underway, the Executive Director will play a central role in shaping how Trinity advances its mission. This newly elevated position, now reporting directly to the Provost and expanded from Director to Executive Director, signals the College's deepened commitment to career education as a strategic priority and reflects a clear expectation for leadership, vision, and institutional impact.

The Career Center's alignment within Academic Affairs, its close partnership with Trinity's holistic and experiential Trinity Plus curriculum, and the strength of the College's core liberal arts foundation position the next Executive Director to effectively elevate and redefine the role of career development at a top liberal arts institution. The College has created the conditions for this leader to move beyond incremental improvement toward building a nationally distinctive, best-in-class career ecosystem that integrates academics, experiential learning, alumni engagement, and post-graduate success.

The important role the Career Center plays in the Trinity experience is also reflected in the physical and intellectual placement of the Career Center within the Cornelia Center, a vibrant, student-centered hub designed to foster collaboration, creativity, and innovation. The Cornelia Center will soon be joined by the Elting Center for Innovation and Entrepreneurship next door, a close and complementary partner that amplifies opportunities for students, alumni, and community members to explore innovation, entrepreneurship, and emerging career pathways. Together, these spaces create a dynamic platform for collaboration and impact.

Building on Trinity's exceptionally strong career outcomes, 98% for the Class of 2025, and its national recognition for long-term career outcomes and return on investment, the Executive Director will be charged with ensuring that every Trinity student has access to high-impact internships, robust career preparation, and meaningful connections to alumni and employers. This leader will advance a model that equips students to secure employment, pursue graduate and professional study, and translate the power of a liberal arts education into purposeful and rewarding lives.

This role calls for a leader who is seasoned in facilitating consensus across constituencies, who can operate through influence, navigate a complex academic and external landscape, and translate ambition into execution at scale by using data-informed decision-making. In this capacity, the Executive Director will contribute meaningfully to Trinity's long-term strategic vision by ensuring that career education is deeply embedded in how the College prepares students for lives of contribution, leadership, and purpose. A master's degree in higher education, management, or a related field is required; however, significant relevant professional experience may be considered in lieu of a master's degree. A minimum of eight years of progressively responsible administrative leadership experience designing and leading comprehensive career strategies and student career readiness initiatives within a mission-driven environment, including employer engagement, team leadership and development, and enterprise-level collaboration, is required. While experience in higher education is valued, Trinity welcomes candidates from outside the academy who demonstrate adaptability, learning agility, and the ability to understand and navigate the culture and pace of an academic environment with multiple constituencies.

To submit a nomination or express personal interest in this position, please see *Procedure for Candidacy* at the end of this document.



Role of the Executive Director, Career Center

Reporting directly to the Provost and Dean of Faculty and collaborating with other senior College leadership, the Executive Director provides strategic and operational leadership for Trinity's career ecosystem. This leader positions career development as a defining element of the student experience and a core institutional priority, closely aligned with the Trinity's academic mission and long-term strategic goals.

The Executive Director is responsible for designing and advancing a cohesive, best-in-class career model that integrates academics, experiential learning, employer and alumni engagement, and post-graduate outcomes. Working collaboratively across Academic Affairs, Student Affairs, Advancement, and external partners, the Executive Director leads the evolution of career programming, pathways, and services that are scalable, inclusive, and transformative for all students. This role calls for a strategic, persuasive, and highly collaborative leader who can translate vision into execution, elevate the impact of the Career Center, and ensure Trinity is preparing graduates for lives of purpose, contribution, and professional success.

The Executive Director leads a staff of approximately seven dedicated professionals and will have the opportunity to cultivate a collaborative, high-performing team culture grounded in shared purpose, continuous improvement, and professional excellence. Investments in staff development, mentorship, and training will be essential. In addition, the Executive Director will explore growth opportunities and will establish clear expectations, metrics, and accountability frameworks to ensure alignment with strategic goals and consistent delivery of high-quality services. Current direct reports to the Executive Director include a Sr. Assistant Director, an Assistant Director, two Career Coaches, an Employer and Alumni Engagement Coordinator, a Marketing Specialist, and an Administrative Assistant.

Key responsibilities include, but are not limited to the following:

Strategic Leadership & Vision

- Lead the development and execution of a comprehensive, institution-wide Career Center strategy that positions career preparation as a central pillar of the student experience and a core contributor to the College's long-term strategic priorities.
- Design and advance a cohesive, best-in-class career ecosystem informed by leading practices and scaled appropriately to the College's mission and context.
- Serve as a strategic thought-partner to senior leadership on emerging models for career education, professional pathways, and post-graduate outcomes.
- Provide strategic direction and oversight for Career Center programming, services, and initiatives, ensuring a cohesive and innovative approach to career development and experiential learning across undergraduate and alumni populations.

Program Architecture & Scalable Impact

- Move beyond discrete or episodic programming to develop with others' integrated, scalable career pathways that connect academics, experiential learning, internships, alumni engagement, and employment pipelines.
- Lead the exploration and development of innovative models (e.g., pathway programs, immersive experiences, short-term intensives, and academically aligned career preparation), guiding institutional decision-making from concept through implementation.

- Ensure career resources and opportunities are accessible and transformational for all students, regardless of background or major.

Program Development & Initiatives

- Advance a comprehensive employer engagement and experiential learning strategy that shapes institutional priorities related to industry partnerships and post-graduate success.
- Support and elevate signature initiatives such as Summit to Wall Street, the Kelter Career Leadership Program, mentorship initiatives, and relevant co-curricular offerings.
- Design and promote a robust portfolio of professional skills programming to strengthen student outcomes.

External Partnerships, Alumni Engagement & Resource Development

- Expand and activate alumni participation as a cornerstone of student career development through mentoring, internships, networking, and employment pathways.
- Cultivate and sustain relationships with employers, foundations, and external partners to strengthen existing pipelines and develop new pipelines and outcomes for graduates.
- Identify and secure new resources in support of the career enterprise, including strategic partnerships, grants, and philanthropic support.
- Serve as the College's ambassador to employers, building and sustaining relationships that enhance employment strategies for students and alumni and position the College as a premier source of talent.

Campus Partnerships & Influence

- Collaborate closely with faculty, academic leadership, and campus partners – including the Trinity Plus Advising Center, the Elting Innovation and Entrepreneurship Center, CHER, Advancement, Alumni Relations, and others – to ensure career development aligns meaningfully within the academic experience.
- Lead through influence rather than authority, effectively aligning stakeholders across academic and administrative domains.
- Facilitate consensus-based decision making, engaging stakeholders across the College to build alignment, surface multiple perspectives, and arrive at decisions that advance institutional priorities while honoring academic culture and community voice.
- Contribute actively to institution-wide planning and leadership discussions, representing career development as a strategic, not ancillary, function.
- Serve as a visible and accessible administrator, leading the design and delivery of clear and effective communications to internal and external audiences, including students, campus colleagues, alumni, and external partners.

Center Team Leadership & Development

- Lead, develop, and inspire a high-performing team across career coaching, programming, employer relations, operations, and marketing.
- Foster a proactive culture of collaboration and partnership focused on advancing student career readiness, alongside the liberal arts and experiential learning.

Operational Excellence

- Establish a data-informed framework to define success metrics for student career engagement and outcomes, using assessment to evaluate progress and drive continuous improvement.
- Provide executive oversight of career-related data systems, technology platforms, and connection tools, identifying and implementing enhancements to ensure best-in-class career support.
- Oversee and manage the Career Center budget, ensuring responsible stewardship of resources and alignment with institutional priorities.



Opportunities and Expectations for Leadership

In addition to overseeing the day-to-day operations of the Career Center, the Executive Director will advance the following strategic priorities:

- **Lead with vision to position the Career Center as a strategic partner in advancing institutional priorities.**

The next Executive Director will serve as a visible, forward-thinking leader who articulates a clear vision for the role of the Career Center in alignment with Trinity's broader mission. This leader will align the Center's goals with institutional priorities such as student success, retention, and post-graduate outcomes, ensuring the Career is fully integrated into strategic planning. They will advocate for the Center as a critical contributor to the value proposition of a Trinity education, elevating its role among senior leadership and campus stakeholders. Through thoughtful strategy and effective communication, the Executive Director will reposition the Career Center as a central driver of institutional impact.

- **Foster innovation and cross-campus collaboration to advance a dynamic, integrated career ecosystem.**

The next Executive Director will act as a creative and entrepreneurial collaborator, building strong partnerships across academic departments, Student Affairs, Advancement, and external organizations. This leader will work closely with units such as the Trinity Plus Advising Center, the Elting Center for Innovation and Entrepreneurship, and academic leadership to integrate the Trinity Plus curriculum and career readiness into the fabric of the Trinity experience. They will identify and pilot new approaches to career development, leveraging emerging technologies, data insights, and interdisciplinary collaborations. Through a commitment to innovation and partnership, the Executive Director will create a vibrant, campus-wide ecosystem that prepares students to thrive in a rapidly changing world.

- **Activate a comprehensive, lifecycle-based approach to student career development and workforce readiness.**

The next Executive Director, in collaboration with colleagues across campus, will embed career development across the full student lifecycle, from first-year exploration through senior-year transition (and beyond), ensuring every student engages early and often in meaningful career preparation. This leader will align career readiness with the Trinity Plus curriculum and its high-impact experiences, such as internships, research, and co-curricular learning. They will design scalable pathways that guide students in building networks, articulating skills, and navigating complex career landscapes with confidence. By integrating career development into the academic and co-curricular experience, the Executive Director will help ensure that all students graduate prepared to translate their liberal arts education into fulfilling professional paths.

- **Expand and energize employer, alumni, and experiential learning connections to catalyze career opportunities.**

The next Executive Director will leverage Trinity's powerful alumni network and strategic location in Hartford to create dynamic, high-energy pathways between students and the workforce. This leader will cultivate and sustain deep employer partnerships that lead to internships, project-based learning, and full-time opportunities across industries. They will elevate networking as a core competency, ensuring students have consistent access to meaningful connections with alumni and professionals. Through intentional relationship-building and innovative programming, the Executive Director will expand the reach, relevance, and impact of Trinity's career ecosystem.

- **Design and deliver high-impact, innovative programming that advances career readiness and successful job placement.**

The next Executive Director will design and deliver a robust portfolio of programming that equips students with the skills, confidence, and tools required to succeed in an evolving job market. This leader will move beyond traditional workshops to create engaging, experiential, and skill-building opportunities focused on areas such as interviewing, networking, professional communication, and career exploration. They will ensure programming is inclusive, accessible, and responsive to diverse student needs and career aspirations. By continuously evaluating effectiveness and adapting to market trends, the Executive Director will position the Career Center as an essential hub for career readiness and lifelong employability.

- **Modernize the Career Center to deliver measurable outcomes and demonstrate student and family return on investment.**

The next Executive Director will transform the Career Center into a data-informed, outcomes-driven enterprise that clearly demonstrates the value of a Trinity education. This leader will implement systems to track student engagement, skill development, internship participation, and post-graduate outcomes, translating these into a compelling narrative of institutional impact. They will develop strategies based on innovative best practices for the incorporation of AI into personalized student support and advising. They will also align programming, advising, and employer partnerships with evolving labor-market demands and rising expectations from students and families for tangible career results. Success will be defined by the Center's ability to move from describing activity to demonstrating impact, positioning career services as a strategic driver of student success and institutional reputation.

- **Build and develop a high-performing team through mentorship, accountability, and professional growth.**

The next Executive Director will cultivate a collaborative, high-performing team culture grounded in shared purpose, continuous improvement, and professional excellence. This leader will invest in staff development, providing mentorship, training, and opportunities for growth that enable team members to innovate and excel. They will establish clear expectations, metrics, and accountability frameworks to ensure alignment with strategic goals and consistent delivery of high-quality services. By fostering engagement, trust, and a culture of learning, the Executive Director will strengthen the team's capacity to deliver transformative outcomes for students.



Professional Qualifications and Personal Qualities

Trinity College seeks candidates with substantial executive-level experience leading innovative career-readiness and student-success initiatives, grounded in a deep commitment to the values of a liberal arts education and to advancing meaningful postgraduate outcomes for all students.

Education

- A master's degree in higher education, management, or a related field is required; however, significant relevant professional experience may be considered in lieu of a master's degree.

Experience

- A minimum of eight years of progressively responsible administrative leadership experience designing and leading comprehensive career strategies and student readiness initiatives within a mission-driven environment, including employer engagement, team leadership and development, and enterprise-level collaboration is required. While experience in higher education is valued, Trinity welcomes candidates from outside the academy who demonstrate adaptability, learning agility, and the ability to understand and navigate the culture and pace of an academic environment with multiple constituencies.
- Demonstrated engagement with emerging trends in career education, experiential learning, and post-graduate pathways.
- Proven experience developing grant-ready initiatives, including framing goals, outcomes, budgets, and assessment plans aligned with institutional priorities and funder expectations.
- Demonstrated success identifying, cultivating, and securing external resources in support of student success, experiential learning, career pathways, or workforce-related initiatives, including grants, philanthropic support, sponsorships, or strategic partnerships.



Skills & Abilities

- **Liberal Arts Orientation:** A deep appreciation for the mission and value of a liberal arts education. Demonstrated ability to articulate the relevance of a liberal arts education to careers, graduate study, and lives of purpose and impact, with experience partnering effectively with faculty and academic leadership in shared-governance environments.
- **Student-Centered Leadership:** A clear record of student-centered leadership, with a commitment to supporting and advancing students toward meaningful, transformational outcomes.
- **Analytical Acumen:** Recognized ability to leverage data strategically, collecting, analyzing, and interpreting multiple data sources to inform decisions related to student employment, internships, graduate school outcomes, and satisfaction with services.
- **Consensus Decision Making:** Lead through consensus-based decision making, engaging diverse stakeholders across shared governance structures to build alignment, surface multiple perspectives, and arrive at decisions that advance institutional priorities while honoring academic culture and community voice.

- **Relational Strength:** A strong track record of building and sustaining effective partnerships across institutional and external boundaries, including senior leadership, faculty, staff, alumni, employers, and other stakeholders. Demonstrated executive presence and the ability to represent the Career Center effectively in constituent meetings and public forums.
- **Team Leadership:** Demonstrated success building, guiding, and developing high-performing teams in dynamic environments, with experience coaching and mentoring staff, practicing active listening, and communicating complex concepts with clarity and transparency.
- **Solution-Oriented Approach:** A demonstrated ability to lead with a solution-focused mindset and creative problem-solving approach, empowering teams to deliver innovative, student-centered career support.
- **Change Leadership:** Proven ability to lead teams and organizations through change, ensuring alignment, adoption, and sustained outcomes, while energizing stakeholders and maintaining momentum through evolving strategies and practices.
- **Collaboration:** Strong experience convening diverse constituencies to address challenges and seize opportunities, with evidence of close collaboration across academic units, external partners, admissions, advancement, and professional organizations.
- **Communication:** Highly effective communication skills, with the ability to build trust, consensus, and shared understanding across stakeholders, advocate effectively for the Career Center, and foster a culture of transparency. Demonstrated skill in listening thoughtfully, incorporating diverse perspectives, and communicating in ways that build mutual respect.
- **Personal Qualities:** Demonstrated confidence and effectiveness as a senior leader, balanced with humility, sound judgment, and a strong moral compass. High emotional intelligence, cultural competence, empathy, integrity, adaptability, optimism, and resilience, with a clear commitment to partnership and collective success.



About Trinity College

Overview

Founded in 1823 in Connecticut's capital city of Hartford, Trinity College is the preeminent liberal arts college in an urban setting, with a forward-looking focus of educating students to lead with passion and to turn ideas into actions.

Trinity's dynamic location offers students and faculty 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.

With many notable experts in their fields, often pushing the boundaries of current knowledge for the greater good, the Trinity faculty is dedicated to student success and 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.

Trinity's vibrant and historic 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. Its historic Long Walk district, which includes buildings surrounding the main quad and the Chapel, was added to the National Register of Historic Places in April 2024.

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 a 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.



Trinity by the Numbers

- **1823** The year Trinity College was founded
- **2,100+** Undergraduate students
- **30+** Graduate students
- **90** Percentage of students who live on campus
- **282** Faculty members
- **32** Academic departments and programs
- **900** Courses
- **50+** Majors
- **50** Minors
- **29** Undergraduate experiential certificate programs
- **6** Master's degree and graduate certificate programs
- **30,000+** Alumni globally

TRINITY PLUS

The Return on a Trinity Education

Think. Do. Thrive.

98%

Career outcomes rate
Class of 2025

First Destinations Survey

\$83,645

Median salary, 4 years
after graduation
U.S. College Scorecard

NATIONAL CONTEXT

#4

Top Liberal Arts College — Long-term Career Outcomes, #1 in NESCAC

LinkedIn, 2024

#10

Liberal Arts Colleges — ROI

Georgetown Center on Education & the Workforce

42%

Median Earning of Trinity Graduate 4 Years Out is 42% Higher than Midpoint
for all U.S. Colleges (or ~\$35,000 more)

Mission and Vision

Engage. Connect. Transform.

As the preeminent liberal arts college in an urban setting, Trinity College prepares students to be bold, independent thinkers who lead transformative lives.

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

Trinity connects. It links students, faculty, and staff to form a diverse community of learning. The connections of Hartford and Trinity College engage students as global citizens in the wider world, and a network of devoted alumni provides lifelong opportunities for Trinity graduates.

Trinity transforms. It 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. It supports all members of their community in achieving their potential and in moving forward with the skills to navigate and transform a dynamic world.

Trinity College is where the liberal arts meet the real world.

Academics

Trinity is one of the top national liberal arts colleges (#37, US News). Offering 41 majors, 15 disciplinary minors, and 25 interdisciplinary minors, students can enroll in any of the 900 courses. At Trinity, students take classes in intimate learning environments, combining broad perspectives and bold explorations to enable them to develop into exactly who they want to be. Trinity also offers a signature master's degree program in Urban Planning. Exceptional Trinity undergraduates can pursue an accelerated dual-degree (five years) in Neuroscience. Students can enhance their studies by taking half-credit courses offered during winter break (J-term), both on campus and off. In addition, Trinity has a historic program in Rome and administers global study programs in Cape Town, New York City, Shanghai, and Vienna, and connects students to numerous approved programs.

Trinity offers robust [student research opportunities](#). Their experiences range from independent, student-designed research projects to close collaborations with professors from all academic divisions, to participation in clinical research projects at area medical centers, to projects conducted in collaboration with community partners in the greater Hartford region. They have opportunities to engage in academic-year, summer, and global research, as well as access to grants and stipends to support their work.

Trinity Plus Curriculum

The Trinity Plus Curriculum provides opportunities for applied and experiential learning while maintaining the strength of [Trinity's core liberal arts education](#). Anchored in 32 academic credits taught by dedicated faculty mentors, the curriculum includes three Plus credits, which bridge classroom learning with real-world skills-building experiences.

Through internships, undergraduate research experience, leadership, mentorship, short-term global study, and more, students don't just study the world—they engage with it. These experiences sharpen the critical thinking, problem-solving, and adaptability that employers and graduate programs seek, while giving students the space to explore and clarify their post-graduate plans. Students may also pursue an Experiential Certificate, a focused combination of academic and co-curricular credit-bearing experiences designed to deepen their applied learning in a focused area. Together, the Trinity Plus curriculum sets our liberal arts education apart by ensuring that the breadth of the liberal arts degree is matched by the depth of real-world experience—producing graduates who are not only broadly educated, but genuinely career-ready.

Trinity's Wellness Program complements this preparation by equipping students with the balance and well-being needed to thrive—not just in college, but in careers and lives beyond it. Each student completes at least two Wellness experiences in their first two years which aim to establish and sustain positive values, habits, and behaviors during their time at Trinity and beyond.

Trinity Plus Experiences

The Trinity Plus Curriculum supports a practical liberal arts education, and students earn Trinity Plus co-curricular credit through one or more of the following:

- Internships
- Research Experiences
- Peer Teaching and Mentorship
- Teaching or Research Assistantships
- Intensive short-term study
- Global engagement seminars
- Experiential Certificates



Through these experiences, students connect scholarship to dynamic world application and build the career-ready skills that prepare them for success in their future careers and in their lives after college.

Trinity Plus Advising Center

The Trinity Plus Advising Center is the home of the Trinity Plus Curriculum and drives the implementation of Trinity Plus credit-bearing experiential learning opportunities. The Advising Center coordinates the College's academic resources and leads the college's pre-major advising initiatives.

As the central hub for the Trinity Plus Curriculum, the Center collaborates closely with partners in Academic Affairs and beyond, always keeping the student experience front and center.

Elting Center for Innovation and Entrepreneurship

From early ideas to fully developed business plans, the Elting Center for Innovation and Entrepreneurship helps students turn concepts into real-world solutions. Starting in their first year and extending beyond graduation, students can access a range of programs that build creative problem-solving and critical thinking into their educational experience. From signature events and the Tyree Innovation Fellowship to clubs and study-abroad opportunities, students gain real-world experience while building the skills to thrive at Trinity and after they graduate.



Leadership

Dan Lugo, J.D., President



Daniel G. Lugo, J.D., 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, 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 yielded a 50% 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*, and that same year 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 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% 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 and helped to develop cultivation and solicitation strategies for leadership donors.

Formerly an intellectual property and entertainment attorney, Lugo changed his professional trajectory because he believed strongly in the transformative power of higher education. 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*. He has served 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, Amanda and Michael.

Sonia Cardenas, Ph.D., Provost and Dean of Faculty



As Provost and Dean of Faculty, Sonia Cardenas, Ph.D., is Trinity College's Chief Academic Officer. She is responsible for academic leadership and planning; curricular direction and innovation; academic resources and budgeting; and faculty appointments and promotions – all foundational to Trinity's mission of engaged teaching and scholarship.

Among the many academic programs and co-curricular initiatives in Cardenas' portfolio are more than a dozen academic centers and institutes, including the library, the Center for Career and Life Design, and the Elting Center for Innovation and Entrepreneurship. In addition to supporting faculty and students in navigating the pandemic, she succeeded in increasing the diversity of the faculty and introducing creative programs to advance equity in workloads, alongside launching the new Trinity Plus curriculum. Engaged in raising funds for Trinity's academic priorities, Cardenas has also expanded opportunities and enrollments in Summer Sessions, Graduate Studies, the college-wide Grants Office, and a January Term that she has overseen since its inception in 2013.

Cardenas continues today the work she started as Vice President for Strategic Initiatives and Innovation in 2018. This includes programming at the Trinity Innovation Hub, a 13,000-square-foot facility in downtown Hartford, whose development she spearheaded. Notably, she is the founder of an innovative workforce development partnership with Infosys, the global technology company, focused on business analysis and digital transformation. Beyond her Hartford-based leadership, Cardenas oversees the Trinity College Campus in Rome, a renowned global learning center.

Her broad experience includes key institutional initiatives. For example, she is currently spearheading the College's accreditation, and she co-chaired Trinity's last successful accreditation process in 2017. She also played a leading role in designing and launching the Bantam Network, a program for all incoming students offering an integrated living-learning experience.

Cardenas joined the Trinity College faculty in 2001 and has been a dean since 2013. Currently the Scott M. Johnson '97 Distinguished Professor of Political Science, she held a Charles A. Dana Research Chair from 2011 to 2013 and is the former director of Trinity's signature Human Rights Program. She is the author of more than 50 publications, including four books from the University of Pennsylvania Press. Her op-eds and essays on the liberal arts and higher education, design thinking, academic innovation, and career outcomes can be found in the *Chronicle of Higher Education*, *The New York Times*, *Hechinger Report*, and *University Business*, among other publications.

Cardenas earned a B.A. in international relations and French from Tulane University, an M.A. and Ph.D. in political science from the University of Virginia, and a certificate in International Human Rights Law from Oxford University. Before joining Trinity, she held visiting appointments at the University of Cambridge, Harvard University's Kennedy School of Government, and the University of Notre Dame.



Procedure for Candidacy

WittKieffer is supporting Trinity College in this search. For greatest consideration, applicants should submit, as separate documents, a CV or resume and a letter of interest addressing the themes in this profile to WittKieffer's [candidate portal](#) by **July 10, 2026**. You may also submit inquiries and nominations (handed confidentially) to the same portal.

Nominations and inquiries can be directed to: Sandra Chu (schu@wittkieffer.com) and Sarah Palmer (spalmer@wittkieffer.com)

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.