



VICE PRESIDENT for ACADEMIC AFFAIRS

OVERVIEW

The President, Board of Trustees, and Search Committee invite nominations and applications for the position of Vice President for Academic Affairs at Trinity University. As the chief academic officer, the Vice President leads the faculty, ensures the excellence of academic programs, collaborates with fellow vice presidents to promote student success, and advises and assists the President in elevating the national reputation of the institution. Of special interest are candidates who can further the University's efforts to foster diversity, equity, and inclusion.

Trinity University, located in the culturally rich city of San Antonio, Texas, is a private, highly selective, residential liberal arts institution. Approximately 2,500 undergraduate students and 200 graduate students from 48 states and 57 foreign countries pursue degrees in the liberal arts and sciences, engineering, business, education, and healthcare administration. The University is committed to the mission of preparing students for lives of meaning and purpose. The student body includes a growing representation (currently 44 percent) from historically underrepresented groups. Approximately 300 full and part time faculty – 97 percent of whom hold the Ph.D. or other terminal degree – provide a student-faculty ratio of 9:1. Trinity has a model NCAA Division III athletics program that balances academics and athletics.

Trinity's many assets include: an endowment of \$1.4 billion, 51st largest among private universities; a "Pathways" curriculum launched in 2015; a strategic plan that builds upon the University's strengths; a newly released report to foster diversity, equity, and inclusion; and extraordinary resources for teaching and scholarship.

Trinity University seeks an accomplished and energetic academic leader who has gained distinction as a teacher, scholar, and administrator, with a demonstrated ability to lead a residential university and commitment to fostering campus community, collegial collaboration, and inclusive excellence. The new vice president is expected to take office in early summer 2021.

This position profile provides a description of Trinity, a statement of the position's responsibilities, a summary of the opportunities and challenges that it entails, and a

statement of the qualifications sought in the new Vice President for Academic Affairs. Additional information about the University is available at trinity.edu.

THE UNIVERSITY

For over 150 years, Trinity University has turned adversities into opportunities through its multiple relocations. Today, a committed Board of Trustees, dedicated faculty and staff members, and the resources provided by a significant endowment ensure that even during the challenges of a global pandemic the institution remains a force in motion, committed to achieve greater national recognition for the quality it represents in the landscape of U.S. higher education.

Institutional Background. Trinity, founded in 1869, [recently celebrated its 150th anniversary](#). Relocations from Tehuacana to Waxahachie and then San Antonio give evidence of the determination to take risks and to thrive in the face of adversities. Since 1941, San Antonio has been the home where Trinity University has prospered.

Trinity combines a small-school atmosphere with large-school resources. It is an independent university of the liberal arts and sciences with professional programs in business, engineering science, education, and healthcare administration. Dedicated faculty and highly motivated undergraduate and graduate students form a community that lives the values of enduring excellence, intentional inclusion, and perpetual discovery. Trinity respects its historic ties to the Presbyterian Church, with which it continues to have a covenant relationship.

College Consensus has recognized Trinity in its list of the [top 100 schools](#) in the nation, and U.S. News & World Report ranks Trinity as the [number one school in the West](#). The Wall Street Journal/Times Higher Education (WSJ/THE) has ranked Trinity University the [No. 41 liberal arts institution](#) and the [No. 111 college](#) in the nation.

Location. Trinity University enjoys a superb location in [San Antonio](#), one of America's fastest growing cities and currently the seventh largest. The city is home to twelve accredited colleges and universities and is distinguished by the South Texas Medical Center, Texas Biomedical Research Institute, Southwest Research Institute, and three Fortune 500 companies. The city's cultural assets include the Tobin Center for the Performing Arts, the McNay Art Museum, the San Antonio Museum of Art, the Witte Museum, and smaller, community-based entities such as the Guadalupe Cultural Center. San Antonio is also home to the Alamo, the River Walk, the Tower of the Americas, an outstanding zoo, and the San Antonio Missions, the first UNESCO World Heritage Site in the state. San Antonio's economic diversity has resulted in a robust economy. For more detailed information on the region's vibrant economy, read the [San Antonio Economic Development Foundation's latest report](#).

Strategic Plan: [Trinity Tomorrow](#) . Trinity is approximately three-quarters of the way through its 10-year strategic plan, 2013-2023. The plan builds on and coordinates the strengths of Trinity, including its diverse academic enterprise, residential campus,

international programs, and urban location in South Texas. Located in a major city near an international border, Trinity has unique opportunities for an emphasis on international. Extensive experiential learning occurs through “study away” as well as internships and undergraduate creative and research opportunities.

Presidential Task Force on Diversity and Inclusion: Complementing the strategic plan, in Summer 2020, President Anderson appointed a task force to present recommendations for guiding the institution in embracing the value of “intentional inclusion.” The [Intentional Inclusion website](#) documents the commitment to this value. An implementation team during Fall 2020 is organizing the recommendations into initiatives and metrics to track progress in upcoming years. The next Vice President for Academic Affairs will collaborate closely in realizing the vision in these recommendations. The university's commitment to diversity through increased representation and intentional inclusion of underrepresented groups, as well as the commitment to the liberal arts mission of the free exchange of diverse points of view, is widely supported by the Trinity community.

Academic Affairs: The following units constitute Academic Affairs: academic departments and interdisciplinary degree programs with the chairs and directors who oversee them, the Center for International Engagement, the Center for Experiential Learning and Career Success, the University learning center known as “The Collaborative,” the Office of the Registrar, Coates Library, and Athletics. Currently, three Associate Vice Presidents support the work of the VPAA. Interdisciplinarity and internationality are key features of programs at Trinity University.

Academic Program. Trinity’s [academic program](#) is distinctive, a carefully constructed combination of the traditional liberal arts and sciences along with professional programs in Business and Engineering Science, and selected graduate degrees. This sets Trinity apart and provides a distinct identity among American institutions of higher education. Undergraduate students choose from among 49 majors and 61 minors in the liberal arts and sciences; at the graduate level, Trinity offers six master’s programs.

The University’s [Pathways curriculum](#) inspires critical thinking, curiosity, and interdisciplinary insight. Pathways has six curricular requirements that provide a foundation in the liberal arts and sciences for all bachelor's degrees awarded by Trinity University, including the First Year Experience, Approaches to Creation and Analysis, Core Capacities, Interdisciplinary Clusters, The Major, and Fitness Education. Students may use Trinity’s extensive [Academic Support](#) network and [Student Success](#) resources to ensure their success in their studies and in their personal lives. The [Center for International Engagement](#) oversees several faculty-led study abroad programs across the globe and three internationally-focused interdisciplinary majors. The [Center for Experiential Learning and Career Success](#) provides learning opportunities that enhance student experiences far beyond the classroom.

Among May 2019 graduates, about 89 percent were employed or enrolled in graduate or professional school within six months of graduation. More [student success metrics can be found here](#).

Accreditation. Trinity University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools and holds many [other important accreditations and memberships](#). Trinity recently completed its decennial accreditation in 2018.

Faculty. [Trinity faculty](#) come from the nation's best graduate schools. Their commitment to teaching and mentoring students has created a culture of personalized education. Based on the "scholar-teacher" model, faculty form mentoring relationships with their students. Alumni frequently mention this relationship as the most significant aspect of their Trinity education. The faculty also demonstrate scholarly productivity comparing impressively with that of major research universities. Trinity supports research through academic leaves and faculty development grants as well as through outside support. [Visit here to learn about Trinity faculty](#).

Students and Student Life. Trinity students are exceptionally bright, inquisitive, engaged, and empathetic. The school continues to attract an increasingly [diverse student population](#). The students engage in community projects, commit to original undergraduate research, and develop leadership skills. Trinity's students have won Rhodes, Mellon, Goldwater, Truman, Fulbright, and other prestigious scholarships. Trinity is second among Texas institutions of higher education in terms of earned doctorates per graduate.

Students engage in [co-curricular life on campus and in the community](#) through more than 100 student organizations. Nearly eighty percent of students volunteer at local schools, nursing homes, animal shelters, and food pantries, or spend their winter or spring breaks on university-sponsored trips to volunteer in another U.S. city or internationally. Approximately 25 percent of students are involved in fraternity and sorority life. Trinity's three-year residency requirement keeps students engaged with campus life. Fifteen campus residence halls house approximately 1,800 students. [Sports and recreation](#) are important to Trinity students as well, with more than 70% involved in club or intramural sports and 25% participating in varsity athletics.

Campus and Facilities. In 1952, the renowned Texas architect O'Neil Ford began transforming an abandoned rock quarry into Trinity University's beautiful campus overlooking downtown San Antonio. [Trinity is listed on the National Register of Historic Places](#), the only Texas campus to be designated a modernist historic district and one of just three in the country.

Today Trinity's uniquely integrated, [urban campus](#) of red brick buildings and native live oak trees is nestled within the surrounding neighborhoods, providing the campus with both a well-defined, contained community and easy access to the city. Encompassing 125 acres, Trinity's modern campus provides space for 47 buildings, including 15 residence

halls and comprising 2.3 million square feet of space. Trinity's campus is distinguished by [multiple LEED certifications](#).

These facilities provide tremendous resources for academic study and research, as well as greatly enhancing day-to-day student life. Key campus buildings include:

- The [Center for the Sciences and Innovation](#) (CSI), a 280,000-square-foot, state-of-the-art building designed to encourage innovation and promote an interdisciplinary approach to undergraduate research and science education;
- [The Ruth Taylor Fine Arts Center](#), composed of three buildings that house classrooms and practice studios, a recital hall, and an art studio with photography, digital, and printmaking labs;
- [Laurie Auditorium](#), seating 2,700 and the site of commencements, convocations, Trinity's Distinguished Lecture Series, and a variety of other programs;
- [The William H. Bell Athletic Center](#), the centerpiece of Trinity's athletic and recreational facilities, the Bell Athletic Center is the center of Trinity's athletic complex and houses two gymnasiums, a natatorium, a sports performance center, and more. The campus' outdoor stadium is undergoing significant renovations;
- [Margarite B. Parker Chapel](#), dedicated in 1966, offering an inspiring, ecumenical space for worship, meditation, ceremonies, lectures, performances, and other University functions; and
- [Northrup Hall](#), the central administration building and home to two departments, Northrup Hall also houses the Offices of Admissions and Financial Aid.

Governance and Leadership. Trinity University is governed by a self-perpetuating [Board of Trustees](#). The University benefits from the cooperative leadership of this highly effective, engaged, and diverse Board. Trinity's 19th President, [Dr. Danny J. Anderson](#), took office in June 2015. He came to Trinity from the University of Kansas, where he served as Dean of the College of Arts and Sciences and as Professor of Spanish and Portuguese. He is a native Texan and graduate of Austin College.

Finances. The FY21 budget includes total revenues of \$139.5 million. The University's two primary sources of operating revenue are net student revenues (net tuition plus room and board revenue) and endowment and trust distributions. These two sources represent 91% of total revenues. During 2020-2021, the University is realigning its operating budget to address the fiscal realities created by the COVID-19 global pandemic.

Financial Aid and Development. Trinity delivers a high-impact unique educational experience made affordable to students and families at every economic level. Trinity's \$1.4 billion endowment places us among the top 40 institutions nationally for endowment per student. The strong fiscal health of Trinity enables us to offer [generous merit scholarships and robust financial aid opportunities](#).

Recently, the University partnered with the San Antonio Independent School District to establish the [Trinity Community Investment](#). This initiative identifies promising high school students, assists them in the application process, and provides them with the

financial resources and academic support to make their time at Trinity successful. It is the University's intention to meet full demonstrated financial need for every SAISD student accepted to Trinity. Through this program, we can better target high achieving students, particularly those who may be from first generation or low-income families.

Alumni and Alumni Relations. Trinity's more than 29,000 living alumni interact with the University through the 36-member National Alumni Board. Currently, the Trinity Alumni Association oversees 22 chapters in 15 states, including six in Texas and three in California. Trinity's alumni network is [ranked 33rd in the nation](#) for engagement and involvement.

As part of the [Trinity University Recruitment Network](#), more than 150 alumni assist the Office of Admissions by representing Trinity at college fairs, conducting interviews, writing letters to prospective families, and hosting receptions and summer send-offs throughout the past year. Several hundred more alumni, who are geographically matched to more than 2,000 accepted students, contact them each spring to help them through the decision-making process. Alumni engage with current students through the Career Network and the [1869 Scholars Program](#).

VICE PRESIDENT for ACADEMIC AFFAIRS

Responsibilities

The Vice President for Academic Affairs (VPAA) is responsible for providing vision and leadership for the University's academic program and related co-curricular activities. Reporting directly to the President, the VPAA advises and assists him and his Executive Team in intermediate and long-term planning and works closely with the other vice presidents, the faculty, the academic staff, and the Board of Trustees to set Trinity's priorities and objectives. Departments, interdisciplinary programs, the chairs and directors of these units, faculty members in these units, athletics, and the Trinity University Press are coordinated by the VPAA. Specific responsibilities and functions include the following:

Leadership:

- In the overall leadership role:
 - Developing, in alignment with the President, the vision for Trinity that ensures the quality of its academic programs, promotes the liberal arts mission of the free exchange of diverse points of view, incorporates goals of inclusion and diversity, and enhances its reputation; and
 - Articulating this vision to the broader academic community in order to present the University's strengths and to attract excellent faculty, staff, and students.

The Academic Program:

- In leadership of the educational efforts of faculty and academic colleagues:

- Fostering an exciting environment for teaching and research and providing enthusiasm for the academic enterprise;
- Inspiring innovation in existing programs, in part by means of external review, and providing wisdom and direction for program modification and, when necessary, discontinuation;
- Ensuring the centrality of the academic mission in responses taken to the financial pressures created by the current pandemic;
- Setting strategic priorities and objectives regarding curricula at both the undergraduate and graduate levels; and
- Cultivating strong working relationships with faculty members, administrators, staff, and other University constituencies, including Faculty Senate.
- In the recruitment, evaluation, compensation, and retention of faculty members:
 - Seeking and appointing teacher-scholars who value Trinity’s vision and distinctive approach to education through an emphasis on excellent teaching and active scholarship and placing value on diversity, equity, and inclusion;
 - Motivating the faculty to their best efforts, with particular appreciation for the importance of determining and clearly articulating expectations regarding duties of teaching, scholarship, and administrative service and how they will be evaluated;
 - Mentoring and supporting the faculty through encouragement, careful evaluation, and attention to their interests, concerns, and career development; and
 - Consistently implementing policies and practices that enhance the recruitment and achievements of underrepresented faculty and staff, that ensure the inclusion and retention of individuals with meritorious performance, and that promote respectful engagement with diverse points of view within our community.

Management:

- In establishing in the Office of Academic Affairs a culture of collaboration, professional growth, and expectations of excellence:
 - Overseeing all personnel activities for the Office, including recruitment, appointment, review, and retention of staff;
 - Appointing and supervising academic department chairs and interdisciplinary program directors, the Associate Vice Presidents for Academic Affairs, the Dean of the School of Business, the Registrar, and the Directors of Athletics, International Programs, and Trinity University Press;
 - Setting priorities, goals, and clear direction for these colleagues, motivating them toward their best efforts, providing them with mentoring and opportunities for professional growth, and ensuring transparency among faculty, staff, and students in the Office.
- Preparing and overseeing the budgets for:
 - Annual operations, and
 - Capital equipment and renovation.

Special Leadership Opportunities and Challenges

President Danny J. Anderson and Trinity's faculty and academic staff have identified special leadership opportunities that present themselves for the Vice President for Academic Affairs at this time in the University's development, along with the challenges that accompany them. The new Vice President should be well prepared to lead in pursuing these opportunities and addressing their challenges, particularly by working in close collaboration with the University's many constituencies.

Key Opportunities and Challenges:

University Standing. As a result of the accomplishments of the University's nearly completed ten-year strategic plan and its accompanying Campus Master Plan, along with the 150th anniversary celebration in 2019, Trinity finds itself able to envision its advancement into a nationally recognized position among liberal arts institutions nationwide. The next Vice President for Academic Affairs has the opportunity to define this aim clearly and to weave the efforts of many offices and colleagues together in its pursuit.

Program Integration. An important aspect of pursuing national recognition for Trinity's educational vision is to acknowledge the institution's complexity relative to more traditional liberal arts colleges. The VPAA leads the academic enterprise and a committed faculty to promote Trinity's unique integration of the liberal arts and sciences with professional studies in Business and in Engineering Sciences. Students in pre-law, pre-medical and health professions, and graduate programs also benefit strongly from this integration. Interdisciplinarity and internationality are emphasized across all degree programs.

Diversity, Equity, and Inclusion. Following its appointment by President Anderson, the University's Task Force on Diversity and Inclusion has submitted a report containing recommendations for making strides in this area. The development of these recommendations represents the dedicated efforts of committed students and University personnel, but the challenge remains to live up to the ideals presented, to define clearly and achieve in practice the detailed goals. The VPAA is expected to play a central role in this ongoing effort.

Pandemic Response. Like every educational institution, Trinity has over the past nine months designed and undertaken its own particular response to the worldwide COVID-19 crisis. Naturally, of high priority are the choices made to maintain excellent courses of study across the entire academic program. This continues as an ongoing challenge for the VPAA and the faculty, but it also presents an opportunity for Trinity to be recognized for its innovations and its successes. The VPAA is expected to add to the momentum already in place and to share with the national academic community the University's contributions to a new educational reality.

Faculty Activity. The new challenges produced by the worldwide health crisis have included particular pressures on the faculty with respect to modes of teaching and learning and curricular organization and design. These pressures have led to elevated discussions of what constitutes a healthy balance between teaching, research, and institutional service and how these are evaluated and rewarded. The new Vice President should maintain close communication with the faculty on the University's goals, building bridges that lead to unification of efforts and to mutual understanding of responsibilities.

Resource Attraction. Significant financial resources are essential to achieving Trinity's ambitious educational goals, particularly regarding financial aid for previously underserved student populations and endowment supporting the academic program. It is widely acknowledged that successful growth in an institution's capital resources can occur as the result of the chief academic officer's participation in fund-raising efforts. The VPAA has the expectation to be a chief partner with President Anderson and the Vice President for Advancement, developing new messages that clearly portray both the unique academic strengths and the needs of Trinity's academic programs. The opportunity exists further to capitalize on faculty ability to play a role here, taking advantage of the great affinity alumni have for individual programs and professors.

Serving Students. As the leader of academic programs designed and carried out entirely for the benefit of students, the VPAA is considered a servant central to the success of the University's student body. Currently, Trinity is designated an emerging-Hispanic Serving Institution. As the Latinx student population grows, the VPAA will seek to enhance the experience of these students and all students from underrepresented groups. With each passing year, Trinity's students represent a wider range of different communities, and the University's relationships with these communities are increasingly important. The VPAA exemplifies the University's core values in action and prioritizes the importance of individual relationships.

Professional Capabilities and Personal Qualities

Trinity seeks a Vice President for Academic Affairs who possesses a combination of professional experience, capabilities and personal qualities that will enable them to inspire the University's constituencies—particularly the faculty and academic staff—to collaborate in taking best advantage of the opportunities outlined above.

Experience and Capabilities. It is expected that Trinity's Vice President will have the experience and capabilities that together provide the skills for overseeing the University's distinguishing characteristics: its status as a selective and small-but-complex liberal arts university, its distinctive mission and curriculum, its institutional history and traditions, and its location in San Antonio. Included in these expectations are the following:

- ***Experience.*** Candidates will be expected to have advanced degrees, a distinguished academic record of teaching and scholarship comparable to that expected for a tenured full professorship at Trinity, and at least five years of successful and

progressively more responsible academic leadership experience in such positions as associate dean, dean, vice president, and/or provost. Of special interest will be candidates who have demonstrated such leadership in an academic environment with expectations of excellence and diversity similar to Trinity's.

- **Commitment.** The Vice President will bring a strong commitment to the values inherent in the liberal arts and sciences and to the distinct approach to education that places the liberal arts at the core, enhanced by select pre-professional, professional, and graduate programs. In particular, the VPAA will demonstrate an understanding of the mission and aspirations of Trinity University and its history, mission, culture, achievements, and place in San Antonio, Texas.
- **Academic Leadership.** The VPAA will have a clear record of academic leadership, as an enthusiastic supporter and motivator of faculty as teachers and scholars and a creative planner of curricular and other academic programs that embrace interdisciplinarity and internationality.
- **Team Builder and Leader.** The Vice President will be a natural collaborator, bridge builder, and team player, with the demonstrated ability to work in full partnership with the President in their joint efforts internally and externally, with the other vice presidents in their institutional work together, and with the faculty and administrative groups in academic planning. Essential is the demonstrated talent to build and lead an academic staff of department chairs, interdisciplinary program directors, a dean of Business, associate vice presidents, and other officers by selecting excellent people, integrating them into an effective team, and inspiring them to a high level of performance.
- **Producer.** Essential to the success of the VPAA are the skills of accomplishment: being a cultivator and developer, delegating comfortably and effectively, being results-oriented, bringing mature judgment to difficult issues, and being decisive especially when under pressure.
- **Student Orientation.** The VPAA will have demonstrated a strong commitment to student success and will have a record of academic innovation in both curricular and co-curricular areas that led to increased retention and graduation rates. This will include a special appreciation for the academic potential of a highly residential environment and evidence of collaboration with student affairs staff to this end.
- **Communication.** The Vice President will be an articulate spokesperson for Trinity and its academic program, with writing and speaking skills that motivate the faculty and academic staff to their best efforts and also present the University in its finest light to a wide range of constituencies. These skills are also valuable for building consensus around important issues.

Personal Characteristics: In addition to the above professional experience and capabilities, and in order that they may be most effectively used for Trinity's success, the Vice President is also expected to possess certain essential personal qualities.

- **Character.** The Vice President will be a person of the highest personal integrity, with a clear sense of ethics, fairness, and responsibility. As one of several principal representatives of the University both within the campus community and in local,

regional, and national circles, the Vice President will be entirely credible and trustworthy.

- ***Orientation to Service.*** The Vice President will carry a primary orientation to a mission of service, motivated to make a difference in the lives of others.
- ***Leadership Style.*** The Vice President will have a leadership style that exemplifies careful listening, informed decisiveness, transparency, approachability, openness to diverse points of view, and visibility, as well as resilience, a mentoring nature, and a commitment to diversity, equity, and inclusiveness.

ACADEMIC SEARCH

Academic Search (AS) is assisting Trinity University in this search. For more than four decades, Academic Search has offered executive search services exclusively to institutions of higher education. Academic Search was founded on the principle of strengthening higher education leadership through professional search services. AS is the only search firm in the nation with a formal relationship to a premier leadership development program. As the subsidiary of the American Academic Leadership Institute (AALI), Academic Search provides substantial financial support to a number of programs of leadership identification, development, and support across all sectors of public and private higher education. For more information, visit <http://www.academicsearch.org/>.

PROCEDURE FOR NOMINATIONS AND APPLICATIONS

Inquiries, nominations, and applications are invited. Review of nominations and applications will begin immediately, and expressions of interest will be welcomed until an appointment is made. Applications received by January 4, 2021, will be assured of full consideration; these should include a letter of application that outlines the candidate's interest in and qualifications for the position, a *curriculum vitae*, and names of five professional references with e-mail addresses and telephone numbers. Calls to references will occur only later in the search process and only with prior notification of candidates. All submissions will be treated in confidence and should be sent electronically (PDF format preferred) to:

TrinityUVPAA@academicsearch.org

The Search Committee is assisted by:

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