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**OFFICE OF DIVERSITY,  
EQUITY, AND INCLUSION**

**ANNUAL REPORT  
2021 - 22**

**Trinity College**  
HARTFORD • CONNECTICUT

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## **A Message from Anita Davis, Vice President for Diversity, Equity, and Inclusion**

Dear Members of the Trinity Community,

The Office of Diversity, Equity, and Inclusion (DEI) is pleased to share its inaugural annual report. This report offers a window into how the Office of DEI has led and partnered in numerous efforts and initiatives to enrich the campus culture by looking at physical spaces, resources, and programming. We gratefully acknowledge the support DEI has received from our entire community, without which this progress would not have been possible.

Through this report, we invite you to learn about enhancements to our physical spaces, including renovations to the three cultural houses (Asian-American Student Association [AASA] House, La Eracra, and Umoja House) and additional work to be done. The completed renovations were made possible by the generosity of members of Trinity's Board of Trustees.

The community also has increased the availability of all-gender restrooms across campus, expanded gender-inclusive housing options for returning students, and restored gender-inclusive housing options for first-year students. These and other changes have resulted in Trinity receiving 4.5 out of 5 stars on the Campus Pride Index, an LGBTQ national benchmarking tool for colleges and universities. This is the highest rating Trinity has ever received.

This report also describes how the Trinity community's generosity enabled us to respond to more than 270 student requests for support (totaling more than \$155,000) via the Student Emergency and Equity Fund (SEEF). A fund that did not exist prior to 2019, the SEEF has removed a wide range of financial barriers for hundreds of students since its inception. We need your continued generosity to sustain the SEEF.

**(Continued on page 2)**

The DEI team has contributed significantly to campus educational, cultural, and social programming. More than 6,200 participants attended more than 300 programs that we sponsored or co-sponsored with 25 collaborating partners during the 2021 - 22 academic year.

One of the highlight programs of the year was elite gymnast Maggie Nichols's campus visit as part of Sexual Assault Awareness Month (SAAM) programming. Her visit was sponsored by the student organization, Students Expecting ConSent (SECS), in collaboration with more than 20 departments, student organizations, area nonprofits, and alums.

We are in the second year of the DEI Faculty Fellows program, a collaborative initiative among DEI, Academic Affairs, and the Center for Teaching and Learning. The fellows provided programming and trainings throughout the year and were instrumental in strengthening our connection with faculty colleagues. We also appreciate the incredible resource they have been for students.

You will meet recently graduated seniors and hear from them about what being a part of the DEI team has meant to them. We cannot overstate how much their contributions have kept us grounded and connected to our "why" because, at our core, we are student centered.

We also experienced growth as a team with the addition of the Office of Title IX and several new team members joining the Office of DEI. We hope you enjoy meeting our new and "newish" team members.

We are approaching the 2022 - 23 academic year with excitement and optimism and welcome your continued support.

Sincerely,

Anita Davis  
Vice President for Diversity, Equity, and Inclusion

# MISSION STATEMENT

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The Office of Diversity, Equity, and Inclusion is composed of the Office of Multicultural Affairs, the Queer Resource Center, the Women and Gender Resource Action Center, the Office of Title IX, and DEI Campus and Community Engagement. We work collaboratively with partners across campus to ensure that all members of the Trinity College community feel included and have the resources and support they need to thrive. This work draws on the definitions of diversity, equity, and inclusion from the American Association of College and Universities (DEI Definitions, page 24).

## **Connection to Trinity's Strategic Plan**

The work in the Office of DEI aligns with several of the strategic initiatives and goals in Summit, Trinity's strategic plan, most notably objectives No. 2 and No. 4 of our goal to become a first-choice college:

*Prepare students for success inside and outside the classroom in a dynamically changing world.*

*Foster an inclusive campus community that embraces diversity and complexity, engages across differences with integrity and empathy, and participates actively in the life and governance of the College.*

Learn more about Summit [here](#).



# TABLE OF CONTENTS

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Reflections - <u>Senior Students in DEI Office</u>	5-6
Team - <u>Who We Are</u>	7
Highlights	8-14
<u>Increasing the racial/ethnic diversity of staff</u>	
<u>Title IX</u>	
<u>Supporting Muslim Students</u>	
<u>Renovations of the Cultural Houses</u>	
<u>DEI Campus and Community Engagement</u>	
<u>DEI Faculty Fellows</u>	
<u>Student Emergency and Equity Fund</u>	
<u>Campus Pride Index</u>	
<u>All-Gender Restrooms</u>	
<u>Connecting to Hartford</u>	
DEI Offices	15-21
<u>Office of Multicultural Affairs (OMA)</u>	
<u>Queer Resource Center (QRC)</u>	
<u>Women and Gender Resource Action Center (WGRAC)</u>	
<u>Title IX Office</u>	
<u>Welcoming New Staff</u>	
Timeline - <u>Significant Milestones</u>	22
<u>Special Thanks</u>	23
<u>DEI Definitions</u>	24

## REFLECTIONS—SENIOR STUDENTS IN DEI OFFICE

Question:

*What was most rewarding about being a student office worker in the DEI Office?*

### **Lea Estien Garcia '22, WGRAC**

What was most rewarding to me was to aid in creating a better environment for students at Trinity College. Even if it was small tasks in the office, I knew my work was for something greater.



### **Gisselle "GiGi" Hernandez '22, WGRAC and QRC**

The most rewarding aspect of being with WGRAC has been the people I have met and have gotten close with. WGRAC was the first office that introduced me to DEI, so it has honestly given me the family I have now and will continue to take with me after I graduate. The most rewarding aspect of being with the QRC has been getting to know the new director. I see the passion and the work that she is putting in and cannot wait to see the impact that the QRC will have on students.



## REFLECTIONS

**Renita D. Washington '22, Office of DEI**

I was the student assistant to the vice president for DEI. The most rewarding aspect is being able to partner with all the offices within DEI while meeting and working with a diverse group of students. The biggest lesson that I learned is as a young person your voice still brings value to the space and conversation.

**Karolina A. Barrientos '22, Multicultural Affairs**

I have worked multiple positions that fall underneath the DEI umbrella, some of them being the office manager of Multicultural Affairs and cultural house coordinator (CHC) of La Eracra. In being CHC of La Eracra, the most rewarding part was seeing the growth of community in the space. When it comes to my work in Multicultural Affairs, the most rewarding aspect was being able to provide a student voice and opinion to many of the “behind the scenes” happenings of the office.





## WHO WE ARE



**ANITA DAVIS**  
VICE PRESIDENT FOR DEI



**PAMELA WHITLEY**  
ASSISTANT VICE  
PRESIDENT FOR DEI AND  
COMPLIANCE



**JUDY GROTE**  
EXECUTIVE ASSISTANT,  
OFFICE OF DEI



**CAROL CORREA  
DE BEST**  
'01, M'09, P'13 & '20  
DIRECTOR OF  
MULTICULTURAL  
AFFAIRS



**ROBERT COTTO**  
M'14  
DIRECTOR, DEI CAMPUS  
AND COMMUNITY  
ENGAGEMENT



**JARED DELANE**  
P.R.I.D.E. PROGRAM  
COORDINATOR AND  
CULTURAL HOUSE  
SUPERVISOR



**LAURA  
LOCKWOOD**  
DIRECTOR OF WGRAC



**SHANNON  
LYNCH**  
TITLE IX COORDINATOR



**CRYSTAL  
NIEVES '08**  
DIRECTOR OF LGBTQ+  
LIFE AND QRC



**KIM O'BRIEN**  
TRAINING AND  
PROGRAM  
COORDINATOR,  
WGRAC



**RENITA  
WASHINGTON '22**  
PROGRAM ASSISTANT,  
OFFICE OF  
MULTICULTURAL  
AFFAIRS



## HIGHLIGHTS

### **Increasing the Racial/Ethnic Diversity of Staff**

In summer 2020, Human Resources and the Office of DEI revised staff recruitment and hiring procedures to integrate DEI principles throughout the process. This included required online diversity training and follow-up discussions for all search committee members about unconscious bias awareness. During the first year of implementing these changes, the number of newly hired staff from historically underrepresented groups was higher than in previous years (31 percent this past year, compared with 25 percent in the previous year and 20 percent the prior year). We will continue to track these data as we evaluate our efforts going forward.

### **Title IX Office**

In October 2021, the Title IX Office became a part of the Office of Diversity, Equity, and Inclusion. Pamela Whitley, assistant vice president for DEI and compliance, provides leadership to the Title IX Office. Whitley joined the College in July 2021 and chaired the search committee to hire a full-time Title IX coordinator, Shannon Lynch. The Student Emergency and Equity Fund (SEEF) became a part of the Office of Diversity, Equity and Inclusion. Whitley serves as administrator of SEEF.

### **Supporting Muslim Students**

In summer 2022, the Office of DEI requested that the faculty Curriculum Committee analyze the course schedule to support Friday prayer time for the College's actively observing Muslim students. We firmly believe that Trinity's Muslim students should not be in the position of having to choose between academics and religion. The Curriculum Committee strongly supported this premise and proposed a MWF schedule that created a 40-minute open period from 12:50 to 1:30 p.m. The faculty passed this motion on January 24, 2022. We share our appreciation to the Curriculum Committee and the faculty for their actions to support Muslim students. The Office of DEI also participated in planning conversations with the Muslim Student Association (MSA), Chartwells, and other campus partners in preparation for Ramadan.

## HIGHLIGHTS

### **Renovations of the Cultural Houses**

In summer 2020, the Board of Trustees pledged \$400,000 to support DEI initiatives and the renovation of the cultural houses. The Board completed these pledges to support substantial progress in these areas. The significance of the board's support cannot be overstated as these resources enable the Office of DEI to expand the reach of its work above and beyond what would be possible if solely reliant on its annual operating budget.

The funds have been used to implement educational and creative programming, including workshops, speaker series, student organization programming, and a range of co-curricular experiences for our students. We also have provided training to more than 50 faculty and staff to become intergroup dialogue facilitators, a method that focuses on bringing people from diverse backgrounds and perspectives together to engage in meaningful conversations.

Renovations are underway at all three cultural houses: the Asian-American Student Association (AASA) House, La Eracra, and the Umoja House. The Facilities Services and DEI teams met with students during summer and fall 2020 to develop project scopes. Completed work includes mechanical and HVAC repairs to the Umoja House and remodeling and upgrades to bathrooms in the AASA House and La Eracra. Mechanical and HVAC repairs for the AASA House and La Eracra have been approved and are in the early implementation stages. Students have identified additional renovations (including renovations to the kitchens in all three houses, exterior painting of all three houses, window upgrades in the AASA House and La Eracra, new furniture in La Eracra and the Umoja House, and lighting in the Umoja House) that are on pause until additional funding can be secured.



**La Eracra House**  
**69 Vernon Street**



**Umoja House**  
**72 Vernon Street**

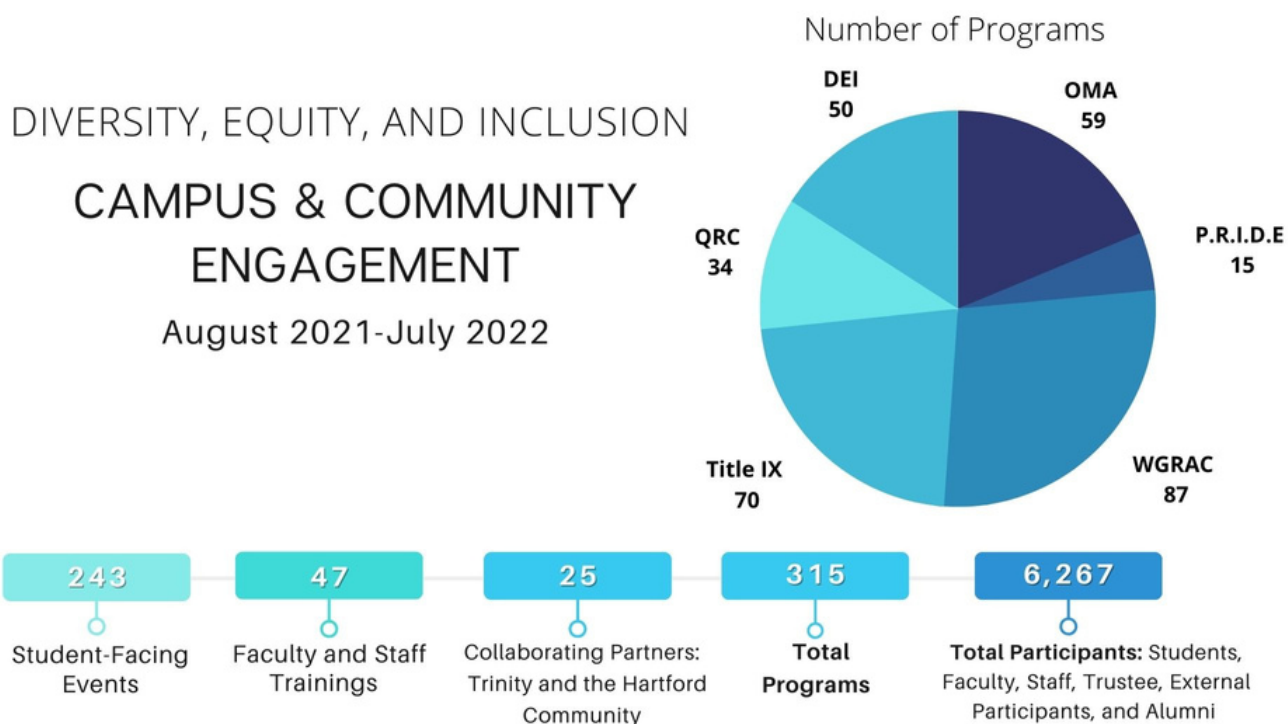


**AASA House**  
**65 Vernon Street**

## HIGHLIGHTS

### DEI Campus and Community Engagement

The figure below presents an overview of the engagements the DEI team had with the campus and broader Hartford community during the 2021-22 academic year. These represent a combination of hybrid, in-person, and remote programming, such as student-facing events, faculty and staff trainings, and collaborating partner programming. They are broken out by program area of focus.



### DEI Faculty Fellows

This pilot program was launched in fall 2020 as a collaborative, two-year pilot among the Offices of DEI and the Dean of the Faculty and the Center for Teaching and Learning (CTL). The fellows have been an invaluable asset to ensure that faculty are central to our institutional DEI efforts. Their work has included providing inclusive pedagogy trainings, conducting required diversity training to faculty search committees, and supporting collaborative efforts to bring speakers and other forms of professional development experiences to campus. Anita Davis, vice president for DEI, is working with the Dean of Faculty Sonia Cardenas to identify resources to continue this initiative beyond the two-year pilot phase.

Learn more about 2021-22 fellows on the next page and 2022-23 fellows [here](#).

## DEI FACULTY FELLOWS: 2021-22



**STEFANIE CHAMBERS**  
PROFESSOR OF POLITICAL SCIENCE  
AND DEPARTMENT CHAIR



**ERIC GALM**  
PROFESSOR OF MUSIC  
AND DEPARTMENT CHAIR



**SARAH RASKIN**  
CHARLES A. DANA PROFESSOR OF  
PSYCHOLOGY AND NEUROSCIENCE



**CARLOS VEGA**  
ASSISTANT PROFESSOR OF PHYSICAL EDUCATION  
AND HEAD SWIMMING AND DIVING COACH

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*“Working as a DEI Faculty Fellow gave me the chance to collaborate with other faculty and administrators at Trinity, and across the country, who share a commitment to making higher education more inclusive. I’m especially grateful for the training I received and look forward to using this knowledge in the classroom and in other administrative roles in the years ahead.”* —**Professor Stefanie Chambers**

*“I have enjoyed being a part of meaningful engagement that demonstrates an institutional commitment to this important ongoing work. I am excited and optimistic about the continued development of the DEI Faculty Fellows program.”*  
—**Professor Eric Galm**

*“As a DEI Faculty Fellow, I had the opportunity to learn from national experts and from colleagues across the campus, and I will be able to apply what I have learned in all aspects of my work. I especially appreciated that in the span of a short time, we were able to support meaningful changes on campus.”* —**Professor Sarah Raskin**

## HIGHLIGHTS

### **Student Emergency and Equity Fund**

The Student Emergency and Equity Fund (SEEF) was launched in fall 2019. To date, members of the Trinity community including trustees, alumni, faculty, and staff have contributed more than \$300,000 to the fund. The SEEF provides various types of support to students. Some of the most frequent areas of support include immediate academic needs (e.g., textbooks, lab supplies, laptops, study-away needs), preparation for life after Trinity (e.g., funds to travel to graduate school/professional interviews, graduate school application and exam fees), food insecurity, medical expenses, and emergency travel. The implementation of the SEEF transitioned to DEI in fall 2021, with continued collaboration with colleagues in the Division of Student Success and Enrollment Management. As a result of the generosity of the Trinity community, the fund was able to respond to more than 270 student requests totaling more than \$155,000 for the 2021-22 academic year. Without the ongoing support from members of our community, this would not have been possible. We hope all members of the Trinity community will consider giving to this important resource because financial barriers should not be an impediment to student success.

### **Campus Pride Index**

In summer 2022, Trinity College scored a “4.5 out of 5” stars on the Campus Pride Index, an LGBTQ national benchmarking tool for colleges and universities seeking to “create safer, more inclusive campus communities.” This is the highest rating the College has ever received. We are proud of this recognition of our progress while acknowledging there is more work to be done.





## HIGHLIGHTS

### All-Gender Restrooms

In January 2022, Trinity opened its first all-gender, multi-stall restroom in Mather Hall in addition to other single-user, all-gender restrooms located throughout campus. We are grateful to Vice President of Finance and Chief Financial Officer Dan Hitchell and Vice President for Student Success and Enrollment Joe DiChristina and their teams for their support.



This spring, Crystal Nieves '08, director of LGBTQ+ Life, worked with several offices and campus partners to standardize the signage and campus map icons for the all-gender restrooms available on campus. In an effort to expand such gender-inclusive services, the office also identified many additional single-user restrooms across campus that will be relabeled in phases and added to this list. Additionally, single-user bathrooms and select multi-stall bathrooms in residence halls will be relabeled this summer and added to this list for the gender inclusive housing communities.



## HIGHLIGHTS

### Connecting to Hartford

The departments within Office of DEI work in various ways to strengthen our connection with the city of Hartford. Our efforts include programs, talks, and activities such as a walking tour and a block party. The office works with student groups, College offices, and external organizations to connect to Hartford.



Trinity students with WGRAC and Trinfo.Café host Hawkings' Pop-Up Give Away (*above*); WGRAC program at Hartford Magnet Trinity College Academy (HMTCA) (*below*)



Trinity students at Halloween on Vernon Street in front of the Asian-American Student Association (AASA) House (*above*); La Eracra, home of La Voz Latina (LVL) (*below*)



## DEI OFFICES

### Office of Multicultural Affairs (OMA)

#### *Our mission*

Multicultural Affairs serves as a resource to the College community. We are responsible for promoting multiculturally diverse and equitable engagement that sustains meaningful relationships among students, staff, faculty, and alumni.

#### *Our goals*

- Collaborate with students, faculty, and administrators in supporting academic and mentoring programs
- Assess the campus social/cultural environment and student satisfaction, promoting change where needed
- Support multicultural programming among the various student groups
- Promote student leadership

#### *Our key accomplishments*

- Celebrated multiple key events, including Asian American Pacific Islander Heritage Month, Black History Month, Indigenous Peoples Day, Latine Heritage Month
- Established an annual appreciation dinner recognizing dining service and facilities employees
- Trinity College Cultural House Renovations (see page 9)

#### *Multicultural Affairs Council*



#### *P.R.I.D.E.*





## DEI OFFICES

### Queer Resource Center (QRC)

The Queer Resource Center is Trinity's hub for LGBTQ+ life, services, and campus initiatives. Our mission is to work toward greater LGBTQ+ diversity and acceptance at Trinity through educational and community-building programs; providing opportunities to celebrate LGBTQ+ life and culture; and providing institutional guidance, student mentorship and leadership development, and organizing assistance on LGBTQ+ issues and topics that promote equity and inclusion.

We strive to create a strong and cohesive identity of LGBTQ+ people as part of the greater campus community and to ensure that all members of our campus feel like a welcome and essential part of the Trinity experience.



### Our key accomplishments

- Worked with Student Affairs, Residential Life, and SGA committee members to expand gender-inclusive housing options for returning students and restored gender-inclusive housing options for first-year students
- Developed an expanded pronoun options list for student use on course rosters and advising pages, as well as new personal information data fields for sexual orientation and gender identity that are self-serviceable and voluntary
- Developed new partnerships and offerings for transitional health services on campus, including referral letters and HRT-injection support

## DEI OFFICES

### Women and Gender Resource Action Center (WGRAC)

WGRAC fall events 2021



Red Flag Campaign



Our mission

The Women and Gender Resource Action Center (WGRAC) is a place of advocacy, support, and welcome for all members of the Trinity community.

- Promote women's self-determination and empowerment
- Raise awareness of women's rights and issues
- Redress gender inequities
- Promote understanding of intersectional experiences
- Support a campus environment conducive to respectful interaction among people of all genders and backgrounds

WGRAC student organizations

- Students Expecting ConSent (SECS)
- Masculinity Project
- Promoting Healthy Awareness of the Body (PHAB)
- Big Sister/Little Sister
- LGBT+ Support Group

Our key accomplishments

- Women's Herstory Month programs including International Women's Day "#Breaking the Glass Ceiling and Owning It" with President Joanne Berger-Sweeney and a panel of alumnae, in collaboration with TCBWO and the Women's Herstory Month committee
- Sexual Assault Awareness Month programs including elite gymnast Maggie Nichols, known as "Athlete A," speaking at the SECS (Students Expecting ConSent) in collaboration with more than twenty departments, student organizations, area nonprofits and alums Anne Hall '79, P'20 and Michael Hall P'20
- WGRAC Archives Opening at Watkinson Library (see more on "Significant Milestones" on page 22)



## DEI OFFICES

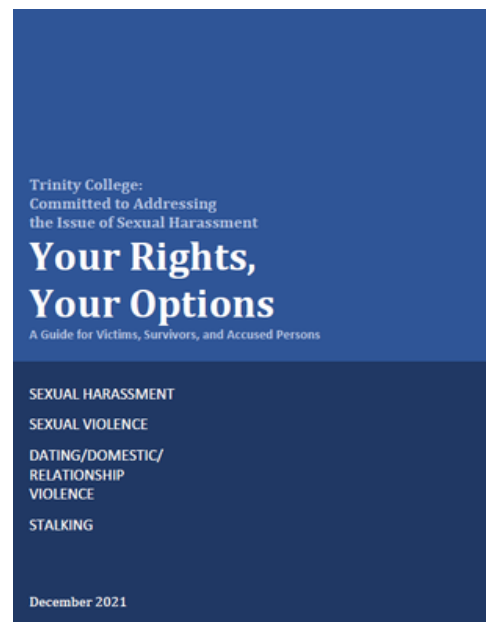
### Title IX Office

#### *Our mission*

Trinity College prohibits discrimination on the basis of sex in all of its programs and activities, including academics, employment, athletics, and other extracurricular activities. This prohibition includes gender-based harassment, sexual violence, and other sexual harassment.

#### *What we do:*

- Evaluate and investigate gender-based discrimination
- Conduct trainings for student groups/organizations, departments, and faculty
- Provide lectures to classes
- Facilitate trainings for investigators, hearing panels, and hearing officers
- Offer and perform informal resolutions for appropriate complaints
- Field sexual harassment complaints, including:
  - Hostile environment
  - Quid pro quo
  - Sexual assault
  - Stalking
  - Retaliation
  - Dating and domestic violence



#### *Our key accomplishments*

- Hired a full-time Title IX coordinator
- Hired deputy Title IX coordinator
- Provided educative opportunities to discuss key components of Title IX across campus

## WELCOMING NEW STAFF



**Pamela Whitley** serves as Trinity's inaugural **assistant vice president for diversity, equity, and inclusion and compliance**. She provides strategic leadership in Trinity's ongoing efforts to create a campus culture that is welcoming, safe, and inclusive for all students, faculty, and staff. Whitley brings broad and varied experiences in the areas of Title IX, compliance, and DEI to Trinity.

Whitley joined Trinity College in July 2021 from Central Connecticut State University (CCSU). Her experiences in higher education span from technical colleges to public and private institutions in Connecticut; Washington, D.C.; and South Carolina, where she provided leadership in investigations and Title IX processes, DEI initiatives, first-year programs, academic advisement, and international admissions. A member of the National Association of Diversity Officers in Higher Education (NADOHE) and the Association of Title IX Administrators (ATIXA), she holds an M.Ed. in counseling from Howard University and a B.S. from Voorhees College.



**Judy Grote, executive assistant in the Office of DEI**, provides direct support to the vice president for diversity, equity, and inclusion (DEI) as well as the vice president for strategic marketing and communications. She is originally from South Florida and graduated from the University of Connecticut with a degree in Human Development and Family Studies. Grote joined Trinity College in May 2021 from Savannah College of Art and Design. Prior to that, she worked at the UConn Foundation.

**Shannon Lynch** joined the DEI team in October as Trinity's full-time Title IX coordinator. In this position, she serves as the primary contact to coordinate the College's response to all Title IX allegations through consistent practices that are fair and equitable. She comes to Trinity from Raipher, P.C., in Springfield, Massachusetts, where she served as a law clerk and most recently as a litigation specialist. Prior to her time at Raipher, Lynch served as a law clerk to the Title IX coordinator and general counsel at Western New England University in Springfield. She was responsible for conducting interviews and preparing witness statements to address issues around equity and discrimination referred to the university from the Massachusetts Commission Against Discrimination and the Office for Civil Rights.



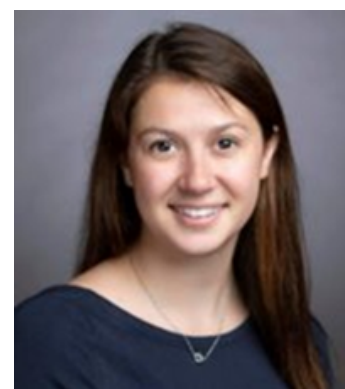
**Crystal Nieves '08** joined the DEI team in December 2021 as the new director of LGBTQ+ life. In this position, she provides leadership to the Queer Resource Center (QRC) and serves as a strong advocate for the LGBTQ+ campus community. Nieves has 13 years of professional experience serving in leadership roles for higher education LGBTQ+ student support services, programming, and policy development. She spent the last four years serving as the assistant director of the historic Stonewall Center at the University of Massachusetts Amherst. Prior to that, Nieves worked part time at Trinity and was instrumental in founding and developing the QRC within the Office of Multicultural Affairs. She served as the QRC's first part-time coordinator.



**Renita Washington '22, program assistant in Multicultural Affairs**, majored in Educational studies with a focus on early childhood and prison education. While a student at Trinity, she served as the Multicultural Affairs Council, vice president of SGA (two years), and was a part of Temple of Hip Hop (four years) and Gospel Choir (three years). Washington will be serving as a program assistant for OMA, assisting with MAC organization and major events. Although she is a Chicago native, she loves Hartford. Make sure you ask her about her favorite spots.



**Kim O'Brien, training and program coordinator for WGRAC and QRC**, joined the Trinity community in 2022. As the training and program coordinator, O'Brien works with student organizations in WGRAC and the QRC to provide leadership training, advising, and guidance. Her role also facilitates the delivery of educational programs around topics such as gender identity and expression, safe and consensual sex, serving traditionally underrepresented communities, and opportunities for all Trinity students to have a place to feel safe and welcomed. Kim is a Connecticut native and earned a B.A. degree in English literature from Southern Connecticut State University and a M.Ed. in counseling with a focus on higher education from Springfield College.



**Robert Cotto M'14, Director of DEI Campus & Community Engagement**, provides leadership and learning for DEI programs aimed at engaging with the campus and broader community. He also leads connections between DEI and other key offices across campus in support of institutional diversity, equity, and inclusion, along with partnerships with other institutions on related initiatives. Previously, he served as Director of Urban Educational Initiatives and the HMTCA Partnership. Learn more about his teaching and scholarship [here](#).



## TIMELINE—SIGNIFICANT MILESTONES

**Fall 2018**

Office of Diversity, Equity, and Inclusion (DEI) is created at Trinity College.

**Fall 2019**

The Student Emergency and Equity Fund is launched.

**Fall 2020**

DEI Faculty Fellows launch as a collaborative, two-year pilot among the Offices of DEI, the Dean of the Faculty, and the Center for Teaching and Learning (CTL).

**Fall 2021**

The Title IX Office becomes a part of the Office of Diversity, Equity, and Inclusion.

**Summer 2020**

The Board of Trustees pledges \$400,000 to support DEI initiatives and cultural house renovations.

**Winter 2022**

Trinity opens its first all-gender, multi-stall restroom in Mather Hall in addition to other single-user, all-gender restrooms located throughout campus.

**Spring 2022**

The Women and Gender Resource Center (WGRAC) archives is created.

**Summer 2022**

Trinity College is named by Campus Pride Index as a 4.5 out of 5 star campus.



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# SPECIAL THANKS

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**Many thanks to all the supporters and contributors to the Office of Diversity, Equity, and Inclusion at Trinity College.**

**Many thanks to the recent graduates who contributed to this report:**

Lea Estien Garcia '22  
Gisselle (GiGi) Hernandez '22  
Renita D. Washington '22  
Karolina A. Barrientos '22

**Many thanks to DEI team members who contributed to this report:**

Anita Davis  
Pamela Whitley  
Judy Grote  
Carol Correa de Best '01, M'09, P'13 & 20  
Robert Cotto M'14  
Jared Delane  
Laura Lockwood  
Shannon Lynch  
Crystal Nieves '08  
Kim O'Brien  
Renita D. Washington '22

**Faculty Fellows:**

Stefanie Chambers  
Eric Galm  
Sarah Raskin  
Carlos Vega

***Special thanks to Robert Cotto for his leadership in the creation of this report.***

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# DEI DEFINITIONS

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The Office of DEI work has drawn upon the definitions of diversity, equity, and inclusion from the American Association of College and Universities (AAC&U). These definitions were published as "core principles", *Making Excellence Inclusive*, a guide published by the AAC&U.

**Diversity:** Individual differences (e.g., personality, prior knowledge, and life experiences) and group/social differences (e.g., race/ethnicity, class, gender, sexual orientation, country of origin, and ability as well as cultural, political, religious, or other affiliations).

**Inclusion:** The active, intentional, and ongoing engagement with diversity—in the curriculum, in the co-curriculum, and in communities (intellectual, social, cultural, geographical) with which individuals might connect—in ways that increase awareness, content knowledge, cognitive sophistication, and empathic understanding of the complex ways individuals interact within systems and institutions.

**Equity:** The creation of opportunities for historically underrepresented populations to have equal access to and participate in educational programs that are capable of closing the achievement gaps in student success and completion.

Source: [Association of American Colleges and Universities](#)