

# *TRINITY'S WORKING GOALS*

*Build*  
**Campus  
Community**

*Ensure*  
**Academic  
Excellence**

*Reach*  
**Financial  
Equilibrium**

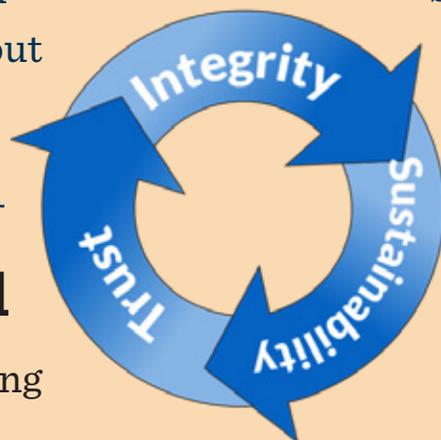
*Foster*  
**Institutional  
Pride and  
Reputation**



# TRINITY'S WORKING GOALS

*Build* **Campus Community** by promoting and facilitating a healthy and inclusive campus life throughout the College community

*Reach* **Financial Equilibrium** by aligning our financial resources with our strategic priorities



*Ensure* **Academic Excellence** by conducting self-studies and peer reviews of our academic programs and valuing innovation and creativity in the development of new initiatives

*Foster* **Institutional Pride and Reputation** by strengthening collaborative partnerships and community relations, and sharing our successes



December 2014

# TRINITY'S WORKING GOALS

for the First 18 Months

These goals—developed based on a variety of feedback from responses to a campus survey, the College leadership team, and insights from a vision survey of the Board of Trustees—lead to objectives by which we will measure progress in the short term, in advance of more comprehensive strategic planning.

*The articulation of these goals is an open invitation for you to engage in Trinity's future and be a part of a new sense of pride about the progress of our institution. Achieving these goals will allow us to meet our mission more effectively and will set us on a trajectory to improve the quality of our institution, and rankings should follow.*

## **Build Campus Community**

*by promoting and facilitating a healthy and inclusive campus life throughout the College community*

- Build and reinforce trust by improving communication, transparency, and collaboration across all constituencies of the College
- Create a welcoming and friendly community built upon acceptance of, curiosity about, and interest in one another
- Develop formal and informal support and mentoring structures that motivate students to leave their comfort zones and experience the breadth of academic and social opportunities available to them
- Enhance College governance structures at all levels of the organization to institute best practices and to increase engagement, collaboration, and assessment of our shared work.

## **Ensure Academic Excellence**

*by conducting self-studies and peer reviews of our academic programs and valuing innovation and creativity in the development of new initiatives*

- Continue academic strategic planning, taking bold and deliberate steps to articulate the distinctiveness of a Trinity College liberal arts education
- Foster curricular innovation by developing new programs, certificates, or approaches to interdisciplinary and applied learning while cultivating academic partnerships for technological enhancements and international education
- Integrate Hartford across the curriculum and share resources with neighboring institutions
- Initiate development of a comprehensive enrollment management plan to recruit, enroll, and retain outstanding students from a broad geographical area
- Articulate principles of equity and merit among faculty, and implement them sustainably

## **Reach Financial Equilibrium**

*by aligning our financial resources with our strategic priorities*

- Develop a balanced operating budget with no special draws from the endowment, beginning with Fiscal Year 2016
- Formulate a longer-term budget strategy, based on feasible and sustainable assumptions, that incorporates funding for valuable existing enterprises, critical new initiatives, deferred maintenance, and capital improvements
- Strengthen the underlying financial aid structure
- Explore and develop sustainable new programs, or revisions to current programs, in order to expand revenue base
- Design new short-term fundraising strategies in advance of the next capital campaign
- Actively cultivate a broader and deeper understanding among faculty and staff of the College's finances

## **Foster Institutional Pride and Reputation**

*by strengthening collaborative partnerships and community relations, and sharing our successes*

- Encourage everyone to speak well of Trinity; create an army of voices who share our successes internally and externally
- Organize our community engagement resources to more strategically align with the learning and career opportunities that our metropolitan location provides, and further promote our current academic interactions with the city
- More effectively tell our story of academic excellence, extracurricular successes, internships, career placements, and the positive impacts that we have in the community, nationally, and around the world
- Determine key messages to foster excitement and a feeling of progress for our institutional ambassadors and major constituencies
- Engage alumni and strengthen ties