

Annual Report 2015-16

Trinity College is pleased to share this annual report for the period of July 1, 2015, through June 30, 2016. Campuswide, this was a year filled with accomplishments and challenges, all of which served to strengthen our institution and, in many cases, to raise Trinity's profile. This report summarizes highlights of our successes and challenges, new initiatives, and notable achievements by members of the campus community. This annual report is a new tradition; we will continue to change the format to meet our evolving community needs.

Throughout 2015-16, we were guided by Trinity's [working goals](#), established in fall 2014, which kept us focused on strengthening campus culture, ensuring academic excellence, fostering institutional pride, and reaching financial equilibrium. These working goals enabled us to lay the groundwork to begin broader strategic planning as the College prepares to mark its 200th anniversary in 2023, just seven years from now.

Academics

Academic excellence was fully on display this past year, as faculty across all academic divisions received more than 20 grants totaling \$4.76 million, including from major national agencies. Faculty scholarship was supported through the award of more than a dozen [internal faculty research grants](#), as well as by funding faculty participation in almost 130 professional meetings.

Faculty Grants. Notable grant funding awards included five from the National Science Foundation (NSF) to support a [Summer STEM Teaching Experiences for Undergraduates from Liberal Arts Institutions \(TEU\) program](#) on which Trinity partnered with other liberal arts colleges; an extension of Computer Science Professor Ralph A. Morelli's [Mobile CSP](#) (Computer Science Principles) program training high school educators; new [computer network enhancements](#) at Trinity for scientific research and computing purposes; the [study of cellular differences in social amoeba](#) by Assistant Professor of Chemistry Michelle Kovarik; and research by Professor of Chemistry Timothy P. Curran into a [potential new method of creating protein shapes called beta-sheets](#), which may aid in understanding amyloid diseases such as Alzheimer's disease.

Additional grant highlights include National Endowment for the Humanities awards received by [Hobart Professor of Classical Languages Gary Reger](#) and [Associate Professor of English Chris Hager](#) and an Andrew W. Mellon Mid-Career Research Fellowship awarded to Associate [Professor of Political Science Lida E. Maxwell](#). More information about these and other faculty grant awards may be found [here](#).

Faculty Hiring and Promotions. We conducted seven tenure-track faculty searches during the year, and from very strong candidate pools, we ultimately filled six positions. Three faculty members were promoted from associate to full professor, and seven were promoted from assistant to associate professor. These new and newly promoted faculty members are listed [here](#).

In every academic major at the College, faculty and students worked together closely on individualized research projects and participated in credit-bearing internships and experiential learning. Grants were awarded by the College to nearly 80 students to conduct independent research, including with faculty mentors this summer, as well as to support participation by 34 students who presented research or performed in professional conferences. Student Initiated Research Grants, listed [here](#), were received by six students. With Trinity's unique location in the capital city of Hartford, one of the highlights of each semester was when Community Learning Research Fellows, who partner with local organizations on community-based research, shared their research projects at the close of [the semester](#).

January Term. In January, the College concluded the third year of its three-year [January Term pilot program](#), which allowed students to enroll in a half-credit course between the fall and spring semesters. The faculty voted in the spring to extend the term for an additional three-year program.

Student Honors and Awards. The College's 66th [Honors Day](#) ceremony was held in May to recognize outstanding student achievements. Additionally, nationally competitive awards and honors bestowed upon students included a [Truman Scholar](#), a [Goldwater Scholar](#), a Udall Scholar Honorable Mention, a [Humanity in Action Fellow](#), a [Fulbright Scholar](#), and two Fulbright Alternates.

Commencement. William K. Marimow '69, Pulitzer Prize-winning journalist and editor of *The Philadelphia Inquirer*, spoke to 585 graduates receiving their degrees at Trinity College's 190th Commencement on Sunday, May 22. Honorary degrees were bestowed on Marimow, Hispanic theater pioneer Miriam Colón-Valle, and former art museum director Michael P. Conforti '68, P'16. Biology major Hamdi Hamza Abdi '16 was selected as the student speaker, and twins Jami R. Cogswell and Darcy J. Cogswell were named valedictorian and salutatorian, respectively. For more who were honored, please see [here](#).

Celebrating 25 Years of Neuroscience. Throughout 2015-16, the College celebrated the [25th anniversary of neuroscience at Trinity](#), with a schedule of panel discussions, performances, films, and lectures by noteworthy people – many of them alumni – in neuroscience-related fields. The celebration culminated in the spring with a [two-day conference](#) featuring presentations by world-renowned speakers.

Center for the Study of Caribbean Studies. Following several meetings with a coordinating group of faculty, we approved a long-standing proposal to create a Center for the Study of Caribbean Studies. The center will initially operate as a five-year pilot program, promising to link the campus to the broader Caribbean and Hartford communities. Capitalizing on Trinity's unique resources, the center will provide opportunities for undergraduate research and serve as the leading center of its kind at a liberal arts college. The new center will be formally launched in November 2016, when Trinity will host the annual meeting of the New England Council of Latin American Studies.

Office of Study Away. This year Trinity established a [new exchange program](#) with Rikkyo University in Japan, providing an exciting new opportunity for Trinity students to study at one of the oldest and most prestigious universities in Japan.

Strong Interim Leadership. Sonia Cardenas and Melanie Stein served as interim deans of the faculty from November through June, and their strong leadership ensured the continuity of the work in the Office of the Dean of the Faculty while a search was conducted for a new dean of the faculty and vice president for academic affairs (see “New Senior Leadership” section, below).

Student Life

Dean of Campus Life and Vice President for Student Affairs Joe DiChristina joined Trinity in July 2015. Through his energetic leadership, he has made significant strides in weaving together different initiatives essential for a healthy campus climate.

The Class of 2019 was Trinity’s first entering class to participate in [the Bantam Network](#) – a comprehensive mentoring program designed by Trinity students for Trinity students. The Bantam Network supports incoming first-years through a broad range of resources at Trinity and in Hartford and provides the support and tools they need to succeed from their first days on campus. Officially launched at the [2015 Convocation](#), this mentoring network, composed of Nests supported by faculty, student life deans, student advisers, and recent graduates called Trinsition Fellows, received overwhelmingly positive reviews by those who participated in its inaugural year.

Following a [September 2015 letter](#) from President Joanne Berger-Sweeney to the campus, the Board of Trustees voted to continue to uphold the recommendations of the Charter Committee for Building Social Community at Trinity College but to eliminate the mandate requiring coeducation of selective social organizations. The College continued to work with Greek letter organizations (GLOs) to provide the appropriate training for student leaders, with a goal of shaping a positive experience for all students who participate in a GLO; through our efforts, students have maintained the required GPA and have attended programs on wellness, bystander training focused on the elimination of sexual misconduct, and alcohol/drug education.

With fraternities, sororities, cultural houses, and theme houses located in close proximity to each other on Vernon Street, 2015-16 saw an increase in collaborations among these groups and others. Programming and event partnerships between student organizations included community events such as “Halloween on Vernon,” with Trinity students handing out treats and leading activities for neighborhood children; fundraisers such as Relay for Life to help fight cancer; and discussions among Trinity students on topics such as sexual consent. Additionally, the Student Activities, Involvement & Leadership (SAIL) Office hosted 51 late-night events throughout the year. SAIL’s focus was on organizing events that provided social opportunities for all students.

Student Leadership Summits. Recognizing that students’ leadership abilities and skills are an important component of a healthy and vibrant campus culture, the Student Affairs Division hosted two leadership summits, one at the beginning of each semester. The leadership summits brought together students involved in athletics, Greek life, multicultural affairs, residential life, student government, cultural houses, and various other student organizations. The objectives were to develop and sustain momentum to create positive change, to recognize the importance of cross-campus collaborations, and

to identify personal and community-centered values. Students who participated in the leadership summits reported positive experiences. As an outcome of this work, we saw an increase in the collaborative outreach between student organizations.

The [Campaign for Community](#), a presidential initiative that is student led and seeks to promote an inclusive and respectful campus, made significant progress. At the start of the academic year, many student leaders took part in a training session, and five Student Working Groups (SWGs) met to pinpoint strategies and to propose programs. In late fall, Phase I of the campaign culminated with TrinColl2Action, an event where the SWGs presented recommendations to more than 200 campus constituents. In the spring, the Campaign for Community progressed into Phase II, with students working to set priorities and to prepare for implementation and communication of action steps to be undertaken in Phase III of the initiative in 2016-17.

New Policy on Sexual Misconduct. In fall 2015, the interim policy was provided to the community to govern us for the year and to give the community an opportunity to provide further input. The policy has now become the College's formal structure to report and adjudicate issues of sexual misconduct. [The Women & Gender Resource Action Center \(WGRAC\)](#) created and disseminated "[Your Rights/Your Options](#)," a publication summarizing the College's sexual misconduct policy with a resources list and prevention techniques. In January 2016, Timothy Dunn assumed the position of full-time [Title IX coordinator](#). The College also reaffirmed its commitment to support a full-time training and program coordinator, who will work closely with WGRAC and the Title IX coordinator, and it is anticipated that position will be filled early in the fall 2016 semester.

Investigation and Hearing Panel Training. We trained employees of the College to be investigators and panel members for cases involving sexual misconduct. This training included an overview of the campus conduct process, information on working with and interviewing persons who have experienced sexual violence, and information on what behaviors constitute sexual harassment, sexual violence, dating violence, domestic violence, and stalking, including same-sex sexual violence. The training also emphasized how trauma affects memory processes in relation to responses by individuals who have been assaulted. The workshops for investigators and panel members were in line with best practices in the field.

Diversity

Trinity continues to enjoy a productive relationship with the [Consortium on High Achievement and Success](#) (CHAS), a collaboration among 31 highly selective colleges and universities whose mission is to strengthen self-efficacy and mutual support among students of color and other underrepresented students and to create campus environments where all students can thrive socially and academically. Trinity hosts CHAS on our campus, and in fall 2015, a CHAS conference – "Diversity & Demographic Trends: Impacts on Access, Persistence, and Inclusion Initiatives," with featured presentations by Vice President for Enrollment and Student Success Angel Pérez and Rachel Kleinman, senior counsel, NAACP Legal Defense and Education Fund – took place at Trinity.

[The Queer Resource Center](#) relaunched the LGBTQ Safe Zone Program, which features a more inclusive membership logo and updated training and information for faculty and staff who elect to become Safe Zone Program members. The College has also adopted a more focused, coordinated approach to addressing issues of transgender inclusion, access, and equity. We made demonstrable progress in identifying and designating gender-neutral restrooms, identifying gender-neutral housing options, and developing a trans-inclusive access statement for essential campus services.

Two signature Trinity multicultural events, [Samba Fest](#) and the [Trinity International Hip-Hop Festival](#), once again established tangible connections between Trinity, the Greater Hartford community, and the world. This was the 11th year of the hip-hop festival, a weekend-long academic study of the music and culture of the hip-hop genre that takes place on Trinity's campus. Samba Fest, which is produced in partnership with Riverfront Recapture and takes place at the Mortensen Riverfront Plaza in downtown Hartford, celebrated its 10th anniversary.

Admissions, Enrollment, and Student Success

Admissions and Financial Aid

Trinity retooled its admissions strategies this past year, including the elimination of standardized testing requirements for admission. The new approach, described by Vice President for Enrollment and Student Success Angel Pérez in a February 2016 article published by [The Huffington Post](#), represented a shift in admissions philosophy that yielded the positive results detailed in a [mid-May article](#) on the Trinity website about the enrollment of an impressive new first-year class.

This year, summer melt (i.e., students who accepted in the spring but over the summer decided not to attend Trinity in the fall) was lower than last year, although Trinity was not isolated from the national uptick in students requesting to take a gap year. As of June 30, 20 students requested a gap year. Although the campus census will be taken in mid-September, we predict 575 first-year students will arrive on campus in September. We have expended approximately \$12 million in financial aid and expect a final discount rate (i.e., the ratio of total institutional grant aid relative to gross tuition revenues) of approximately 40 percent.

Administrator Katie Clair, the College's international student adviser, was awarded one of just 10 places in the prestigious Fulbright United States-Japan International Education Administrator (IEA) Program. News of Clair's honor was covered by [The Hartford Courant](#), among other media.

Career Development. The Career Development Center had a successful year of programming and student support. A total of 939 Trinity students completed internships this year, and 51 percent of the senior class sought advising from the center prior to graduation. In addition, there was an increase in students participating in our Bantam Student Success Program, a program for sophomores that encourages career exploration and enlists Trinity alumni to cultivate career skills in our undergraduates. The year was also spent planning for the implementation of the new Catalyst Leadership Corps, a program (supported by Trustee Jeff Kelter '76, P'18) that trains students for leadership, internships, and engagement in the Hartford community.

Retention. While this year's census will be taken in September, the College has been proactive in working on first-year retention. Last year, 88 percent of our students were retained after the first year. For those students who stay past the first year, 92 to 93 percent of them graduate. Community initiatives such as the Bantam Network and the Campaign for Community are campuswide efforts to begin to address student attrition. A campuswide retention committee was formed by Vice President Angel Pérez, and this summer, we welcomed Jennifer Baszile, our inaugural director of student success. She will strategize around retention efforts, support at-risk populations, and move Trinity to a proactive model of retention instead of a reactionary model. While a targeted strategy on campus will be implemented, we also know that the new admissions process, which has a high level of emphasis on students for whom Trinity is a first choice, will begin to move the needle on first-year retention.

Finance and Operations

Financial Planning and Sustainability. There was a College-wide emphasis on financial equilibrium, not only with a focus on a balanced 2015-16 operating budget but also with a focus on a longer-term budget strategy based on feasible and sustainable assumptions. Discussions among members of the campus community and at quarterly trustee meetings during 2015-16 helped to shape the foundation of the College's strategic planning work, which will guide Trinity into its third century.

Our collective emphasis on short-term fiscal equilibrium paid dividends in 2015-16. The operating fund closed the fiscal year with a surplus. Revenues of \$130 million exceeded expenses of \$129.7 million, generating net revenues of \$300,000. A \$300,000 operating budget surplus is a promising first step for long-term fiscal health.

Strong Interim Leadership. With Paul Mutone's departure in January 2016, Phil Shapiro, the interim vice president of finance and operations, took over and formulated some short- and long-term fiscal equilibrium strategies. Shapiro's experience as the chief financial officer at several other institutions of higher education was combined with Trinity's own experienced finance and operations staff to help keep the FY 2016 budget on track, as well as to plan the FY 2017 budget. The team worked together, in consultation with the Planning and Budget Council (PBC) and divisional vice presidents, to focus on long-term financial sustainability and diversification of revenues at the College. This must be a sustained effort to ensure that the institution accomplishes short-term goals and objectives and longer-term equilibrium.

Annual endowment performance is also an important benchmark. The endowment returned -5.3 percent for 2015-16, net of all fees and expenses, as compared with 7.7 percent for 2014-15. The public equity, hedge fund, and private equity investments, which account for the majority of the fund, struggled during 2015-16. The fund is invested with active managers who have performed well over longer periods of time but underperformed relative to broader standards in the past fiscal year. Although endowment returns in FY 2016 were disappointing, we are focused on longer-term returns while continuing to evaluate and adjust as necessary based on perceived changes in the market. The College's practice of using three-year rolling averages of endowment returns for the operating budgets

means that the FY 2016 fluctuation will not have an immediate negative impact on the FY 2017 operating budget.

Facilities Supporting Our Liberal Arts Mission

The new facilities and campus renovations completed in 2015-16 will support Trinity's liberal arts mission well into the future. These projects touch many aspects of the Trinity experience.

Gruss Music Center. The Trinity community celebrated [the opening of the Gruss Music Center](#), bringing to campus expanded facilities for teaching and recording, new technology, and new performance spaces and practice rooms. The center further establishes the performing arts as an important component of a Trinity liberal arts education.

Athletics Fields. Upgrades to Trinity's athletics fields made great headway this year with the football field and track completed and ready for Bantam athletes returning for practice over the summer of 2016. Upgrades to the baseball field, softball field, and soccer field – a project that has been funded through the generous contributions of donors – are anticipated to be completed in time for the spring 2017 athletic season.

Crescent Street Building. With the support of three multi-constituency committees, plans were developed for the new Crescent Street Building to house the Neuroscience Program, an Arts Creativity Corridor, and a Student Common space. With a target completion date of summer 2017, the Crescent Street Building is designed to embody the liberal arts by bridging the fields of neuroscience and the arts and incorporating gathering spaces that will foster collaboration among all members of the Trinity community. Details and updates are available on the [Crescent Street Building website](#).

Mather Hall Cave Area. During spring 2016, administrators and students developed ideas to enhance the food options in the Cave to make lower Mather a unique place on campus for study, as a community gathering space, and for late-night programming. A renovation of the Cave, along with the corridor of the lower level of Mather Hall, began at the close of the spring semester. The reopening of the Cave in early September 2016 will bring new dining, lounging, and collaborative space for the campus community.

Constitution Plaza. Trinity purchased [200 Constitution Plaza](#), the former Travelers Education Center, providing the opportunity for the College to establish a more visible footprint in downtown Hartford. While Trinity began developing plans for use of Constitution Plaza, we received offers to purchase the building. In considering these offers, the College has made clear that any sale would allow Trinity to lease space for the College's own use while we continue to develop a vision for additional multi-institutional space for collaboration and innovation – turning theory in the classroom into action in the world – that expands the presence and impact of higher education in Hartford's Central Business District. Trinity remains committed to moving into 200 Constitution Plaza in 2017 while carefully considering options for occupying the building as an owner or as a tenant.

Advancement

Development

More than \$23.2 million in philanthropy was raised from generous donors during the 2015-16 fiscal year. Of that total, \$15.9 million was committed in the form of current-use gifts, including more than \$9 million in unrestricted funds raised through the Trinity College Fund. Additional immediate-impact gifts were allocated by donors to specific areas ranging from residential life to student internships to athletics. In addition to these spendable funds, gifts and grants supporting capital projects and endowment constitute the balance of the total in private support secured for the College.

Giving Day. Trinity College's third annual Giving Day was a resounding success, raising more than \$2.4 million. This event exceeded both its monetary and participation goals, thanks to the loyalty and generosity of 2,313 alumni, parents, students, faculty, staff, and friends. Trinity surpassed its goals of \$2.25 million, 2,250 donors, and 225 new Long Walk Societies members.

Gifts to Trinity to support the student academic and co-curricular experience, excellence in faculty teaching and research, and service to the community included the following:

- More than \$4 million for financial aid to ensure access for students of high academic achievement, exceptional character, and demonstrated financial need.
- More than \$600,000 to support student leadership programs, including the Kelter Catalyst Leadership Program and the Bantam Network.
- \$2.5 million to fund critical enhancements to the campus, including the construction of the Gruss Music Center, expansion of laboratories and classrooms for neuroscience, and renovations to athletics fields.
- \$3.2 million to connect Trinity with community engagement initiatives such as Dream Camp, Mobile CSP, the HMTCA Summer Science Academy, and Hartford.Health.Works.
- More than \$900,000 in current-use support for Trinity's 29 men's and women's varsity sports teams.

Long Walk Societies. During 2015-16, the College offered multiple opportunities for members of the [Long Walk Societies](#) (LWS) to engage with each other and with Trinity. We shifted our strategy from a single elegant but expensive LWS event to multiple smaller events designed in particular to focus on career connections for our more recent alumni classes. These well-attended events included the October LWS Family Weekend reception; October and February LWS Committee meetings, each followed by social time; the May LWS Industry Series event featuring Jim Cramer of CNBC; the June Celebration of Societies at Reunion Weekend; and the June LWS regional dinner in Boston.

Alumni Relations

The Alumni Relations Office organized 120 events in 2015-16 that attracted more than 4,000 guests. Nearly 500 of those guests were current Trinity students, a successful result of attempts to connect students with alumni in meaningful ways. Additionally, 25 of those events were organized for the Trinity Women's Leadership Council, representing an increase of 150 percent over last year as we

increase engagement opportunities for particular segments of the alumni body. Overall, event activity for the last two years continues at a pace 45 percent higher than in previous years.

Reunion. Trinity College was a sea of blue and gold as nearly 1,000 alumni and their family members returned to campus June 9-12 for Reunion 2016. Throughout the weekend, attendees enjoyed more than 70 events, including the Alumni Convocation, where several [outstanding alumni were honored with awards](#).

Athletics

2015-16 was an exciting year for Bantam athletics, with Trinity hosting four NESCAC championship tournaments on campus, another in New Hampshire, and an NCAA Division III Regional Tournament. Additionally, the Trinity women's rowing team celebrated the [milestone of 40 years of rowing](#).

Among sports highlights this year were the [NESCAC Championship win by the men's hockey team](#) and Kanzy El Defrawy '16 winning recognition as the College Squash Association (CSA) [National Women's Squash Singles Champion](#). A "Look Back at 2015-16," compiled by the Sports Communications Office, is available [here](#), and sports highlights videos produced at the close of each season may be viewed here: [fall sports highlights](#); [winter sports highlights](#); [spring sports highlights](#). In May, several students and staff members received honors at the College's [annual athletics awards reception](#).

During 2015-16, the Sports Communications Office shared more than 100 live webcasts of Trinity sporting events and produced a video celebrating the [Top 10 sports moments of the last 10 years](#).

Communications

The Communications Office had a successful year across all areas for which the team is responsible: advancement communications, branding, creative services/graphic design, digital communications, editorial services, media relations, sports communications, video/multimedia services, and Web services.

Highlights during 2015-16 included the completion of a design re-skin of Trinity's main [website](#), giving the site a new look and feel; collaboration with the Allan K. Smith Center for Writing and Rhetoric to increase participation of student writers in developing news and feature content for the website and other publications; a deeper partnership with the Office of Admissions resulting in a collaborative build of this year's admitted students [website](#), support of recruitment and yield activities (including a new outcomes brochure), and the launch of an online [virtual tour](#).

Publications, Editorial Services, and Creative Services. Three issues of *The Trinity Reporter* alumni magazine, distributed to more than 31,000 alumni, current families, and friends, showcased Trinity's excellent programs, including the [Bantam Network](#) and the [Trinity College Rome Campus](#), and the College's outstanding alumni, including Boston Red Sox President [Sam Kennedy '95](#) and pop music sensation [Rachel Platten '03](#). Additionally, Communications designed and produced a variety of academic, admissions, advancement, and institutional materials, including posters, brochures,

programs, advertisements, and invitations for College-related events and programs; the annual [Bulletin](#) (course catalog); the [Student Handbook](#) and [Guide for Parents](#); the annual calendar; Commencement program and materials; speeches for College leaders; and writing and copyediting for campuswide print and online publications, including [Trinity Today](#), [eQuad](#), [TRINConnection](#), and [Trin'Shots](#).

Media Outreach. Efforts to raise the visibility and reputation of the College through media outreach were in evidence as President Berger-Sweeney was interviewed about a variety of higher education topics by national media, including [U.S. News & World Report](#) and [The Washington Post](#). During fall 2015, Berger-Sweeney was profiled by *Hartford Magazine* in a piece titled “[Right Place, Right Time](#).” An op-ed piece she authored on the topic of [what Hartford needs to do to create an innovation ecosystem](#) was featured on the front of *The Hartford Courant*'s Sunday Opinion section.

Social Media. Trinity's social media footprint remained strong, with a deeply engaged audience of fans and followers on the College's main channels, complemented by a host of channels that support admissions, athletics, alumni relations, and various academic and program offices. Trinity's following on our main social media channels include: 24,000+ Facebook fans, nearly 5,000 Twitter followers, 5,700+ Instagram followers, and 370+ YouTube subscribers.

Strong Interim Leadership. Following the February retirement of Director of Communications Jenny Holland, Kathy Andrews and Caroline Deveau began serving as interim directors of communications and marketing, respectively, and their strong leadership has ensured the continuity of the work in the Office of Communications while a search is conducted for a new vice president of communications and marketing.

Information Services

Strategic Initiatives and Collaborations

TrinityX. Trinity's initial foray into the world of online education was met with enthusiasm. Trinity offered four MOOCs (massive open online courses) on the edX platform and joined Liberal Arts Online: A Digital Teaching and Learning Collaborative, a consortium of the seven liberal arts colleges that are members of edX. Read more about Trinity's edX partnership [here](#).

Consortial Course Sharing. Trinity continues to collaborate with Connecticut College and Wesleyan University on course sharing using telepresence technology. This was the second year of a grant from the Council of Independent Colleges (CIC) focusing on the humanities. As part of the CIC grant, Trinity shared Russian courses with Connecticut College; this led to cross-enrollments and expanded course offerings, as well as collaborative in-person interactions between faculty and students at both colleges.

Bloomberg Financial Services Lab. In fall 2015, the Raether Library and Information Technology Center established a Bloomberg Financial Services lab, a space that is unique among Trinity's peers. Since the launch of the lab, Trinity has seen growth in the size of the investment club and the number of students sitting for the Bloomberg certificates. As part of an independent study, three Trinity students participated in the annual [College Fed Challenge](#) at the Federal Reserve Bank of Boston.

Library Participation in EAST. Trinity joined 47 other academic libraries across the region participating in [Eastern Academic Scholars Trust \(EAST\)](#), the goal of which is to analyze circulating print book holdings across the group and to identify how the libraries may formulate shared retention commitments. The mission of EAST is to ensure scholars, including faculty and students in the Northeast of the United States, have access to the scholarly record of print monographs and print journals and serials through multi-library collaborative arrangements.

Supporting Our Neighbors and Partnering with Hartford

HMTCA. Trinity's partnership with Hartford Magnet Trinity College Academy (HMTCA) continues to develop. This year, 29 HMTCA seniors took a course at Trinity for college credit, and three 2015 HMTCA graduates joined the Trinity Class of 2019. The official [opening of HMTCA's high school expansion](#) was celebrated with a ribbon-cutting ceremony attended by Hartford's mayor, the superintendent of Hartford Public Schools, and Trinity's president.

We are a significant resource in Hartford providing vital support to community-based organizations that deliver critically needed services in and around the city. In February, we hosted 500 youth and their families for the Mayor's Youth Empowerment & Employment Program, which offered Hartford youth free career readiness workshops on résumé writing, interview skills, and professional online presence to support their applications for summer youth employment. We supported and hosted more than two dozen other events on campus that benefited more than 1,500 Hartford residents.

We continue our partnership with Hartford Hospital and Connecticut Children's Medical Center in [Southside Institutions Neighborhood Alliance](#) (SINA). SINA has served as a catalyst for housing rehabilitation and redevelopment in Hartford's South End. SINA's most recent project led to the creation of 18 owner-occupied homes across the street from campus on School and Colonial Streets. Trinfo Café, Trinity's community Internet café, remains a valuable resource to the more than 15,000 Hartford residents who visit Trinfo annually to access computers, the Internet, and computer literacy workshops provided by Trinity staff and students.

New Faces, New Roles, and Retirements

Faculty. The arrival of new faculty members and the announcement of faculty promotions for 2015-16 were [celebrated at the start of the fall semester](#).

New Senior Leadership. Four new vice presidents were welcomed to Trinity in 2015-16. At the start of the academic year, [Angel Pérez](#) joined Trinity as vice president for enrollment and student success, and [Joe DiChristina](#) arrived as dean of campus life and vice president for student affairs. During the spring semester, [Tim Cresswell](#) was appointed dean of the faculty and vice president for academic affairs, and [Dan Hitchell](#) was named vice president of finance and chief financial officer.

Retiring Faculty and Staff. The College honored retiring faculty and staff members at a luncheon [celebration in June](#).

Focus on Mission and Strategic Planning

As detailed in an [April letter](#) from President Berger-Sweeney, the campus community was invited to participate in focus group discussions of Trinity's mission – discussions to lay important groundwork for the strategic planning process as well as for the College's self-study review for [reaccreditation by NEASC](#), a process that takes place every 10 years. In early May, the president hosted the College's second annual town hall meeting for the campus community at which strategic planning and the NEASC reaccreditation process, among other topics, were addressed. A video of the town hall meeting is available [here](#).

The Steering Committee of the College's strategic planning effort, called the [Bicentennial Strategic Planning Commission](#), held its first meeting during June 2016 to work on defining the planning process for the 2016-17 academic year. More information on the underlying principles of the strategic planning effort and the structure of the steering committee and the subcommittees may be found [here](#).

Conclusion

As you can see, we have had another strong year at Trinity College. Though there have been challenges, overall it is very clear that we continue to spiral upward with exciting new academic, student life, and admissions initiatives, as well as with new facilities and infrastructure, all in support of our mission. We have welcomed new members to the community, supported those who remain here, and said goodbye to many treasured friends. We have done all of this while achieving a balanced budget.

We look forward to the next academic year with anticipation and enormous hope.