



**PROGRESS IN IMPLEMENTING OUR STRATEGIC PLAN, February 2021**

Summit: A Strategic Plan for the Future of Trinity College, Adopted October 2017

**A Top-Choice College**

**Design a Distinctive, Relevant Curriculum**

- Adopted the Liberal Arts Plus Curriculum, including new co-curricular credit, experiential certificates, and wellness requirement, for initial launch in fall 2021; revising college learning goals
- Adapted to the pandemic with exceptional agility, introducing flexible academic calendar, student-focused policies, and digital learning for the liberal arts

**Prepare Students for Success Inside and Outside the Classroom**

- Merged Enrollment and Student Success division with Student Affairs for more integrated experience
- Strengthened pre-orientation, orientation, Bantam Network, and new support for first-generation and international students
- Created new Center for Academic Advising
- Revamped Career Development, introducing industry-based communities and Bantam Career Network, with more than 2,000 alumni participating and strong student engagement, including 13% increase in internships
- Enhanced training programs for student leaders
- Hired a full-time alcohol and drug specialist to encourage healthy decision-making and self-care

**Attract & Retain Outstanding Students, Faculty, Staff**

- Increased financial aid resources and strategies, successfully attracting diverse and engaged students
- Grew first-year retention to over 90%
- Hired new AVP for Human Resources; among other initiatives, created Equity Certificate Program
- Conducting employee compensation studies
- Created resources for faculty mentoring, including Faculty Mentoring, Advocacy, and Support at Trinity (MAST) and new Faculty Development Fund
- Set Special Opportunity Hires initiative for faculty
- Launched comprehensive strategic communications and marketing plan, including social media

**Foster an Inclusive and Engaged Community**

- Hired VP for new division of Diversity, Equity, and Inclusion (DEI), with ongoing opportunities for campus dialogue and new Student Emergency and Equity Fund
- Created policies for sexual harassment and for nondiscrimination, and formed Campus Climate Incident Response Team
- Developed programs for inclusive pedagogy, Mellon-funded and led by Center for Teaching and Learning
- Enhanced hiring procedures for all employees and required training for sexual harassment and diversity
- Created task forces on Status of Women and Campus Climate and faculty-led Committee for Racial Justice
- Administered campus climate and employee engagement surveys
- Created a DEI subcommittee of the board and enhanced board's diversity and committee structure
- Initiated regular shared governance conversations among various constituent groups

**Hartford and the World**

**Enhance Curricular and Experiential Learning in Hartford and Beyond**

- Created the Center for Hartford Engagement and Research, including the Liberal Arts Action Lab and the Public Humanities Collaborative, expanding experiential learning
- Designed new Innovation Center downtown, funded by \$2.5M grant
- Launched Urban-Global Arts Initiative
- Forged multiple health-related partnerships with industry and higher ed to provide students with new internships and research opportunities

**Recommit to Trinity's Role in Hartford and Connecticut**

- Played a key role in major Innovation Places grant for Hartford/East Hartford, including new digital health accelerator
- Co-chaired, under President Berger-Sweeney, first statewide higher education innovation and entrepreneurship working group
- Enhanced campus staffing resources for community engagement
- Produced *Trinity in Hartford* publication
- Increased presence of Trinity leadership on local boards and media

**Educate Students to Be Global, Engaged Citizens**

- Implemented "home tuition" model for global study, extending financial aid
- Developed distinctive Center for Caribbean Studies
- Created Global Learning Fund to enhance equity in accessing global intercession programs while reducing physical footprint overseas
- Named top producer of U.S. Fulbright Students and Scholars
- Established Global Health Humanities Gateway program and Cross Cultural Living Community on campus
- Adopting new model for global learning based on flexibility, access, partnerships
- Integrating Rome campus into the life of the college; made physical improvements for 50th anniversary
- Cultivating global alumni and parent network to better support students

**A Sustainable Future**

**Renew Physical Campus to Support Mission**

- Adopted multiyear financial models with balanced budgets
- Developed a deferred maintenance plan; created a multi-constituent Summit Facilities Committee; changed facilities provider to ABM
- Improved physical accessibility across campus
- Completed several capital projects to enhance student experience, in residential life and athletic fields, as well as the new Crescent Center for Arts and Neuroscience and the Gruss Music Center
- Planning for capital initiatives as part of comprehensive campaign, including Chapel and support for core academic mission
- Supported local development as a key member of the Southside Institutions Neighborhood Alliance
- Assessed digital technology needs and now hiring new VP for strategic role to lead IT and library

**Steward Long-Term Financial Resources**

- Secured \$194M in gifts and pledges, including a 25% increase in current-use dollars in FY20
- Appointed campaign chairs; launched Marjorie Butcher Circle for women philanthropists and the Virtual Long Walk
- Added 500 new donors, 300 new fundraising volunteers, and 200 new class agents
- Refinanced \$59M debt, saving \$1M annually
- Partnered with Commonfund to steward investments and endowment to an all-time high
- Created Analytics and Strategic Initiatives Center to advance data-informed decision-making
- Partnered with Hartford HealthCare as campus service provider
- Partnered with tech firm Infosys to create new programs, bridging liberal arts and tech innovation, including for corporate learners (business analysis) and undergrads (Tech-Edge)
- Strengthening Graduate Studies, including certificate in urban planning and one-year M.A. in public policy
- Created pre-college summer programs for high school students and a platform for executive education and professional development, with renewed Academy of Lifelong Learning
- Restructuring and strengthening Grants Office
- Established a small, agile Office of Strategic Initiatives and Innovation to launch new ideas

**Promote Urban Environmental Sustainability**

- Created position of full-time sustainability coordinator and a multi-constituent committee to ensure coordinated institutional approach, actively planning and tracking data
- Installed fuel cell and solar panels, with savings
- Initiated curricular commitment to climate change, led by overwhelming faculty vote