THE SEARCH FOR TRINITY’S 22ND PRESIDENT

Trinity College
HARTFORD, CONNECTICUT
As the head of Trinity College, our next president will lead a proud and aspirational institution toward its bicentennial—shepherding its precious resources and outlining an ambitious vision for the future.
FOR NEARLY 200 YEARS, Trinity College has shaped its students’ lives. Since 1823, when the College was founded, Trinity has itself been molded by generations of faculty, students, staff, alumni, and friends who care deeply about the College and the possibilities it will create for each entering class.

While the statue of Trinity’s first president overlooking the main quad reminds us of the College’s deep roots and traditions, Trinity is a forward-looking institution. Today, this nonsectarian, coeducational College located on a 100-acre campus in the heart of Connecticut’s capital city is eagerly looking to the future again, committed to the inherent value of a liberal arts education while always seeking new ways to approach teaching, learning, and engaging with the world. Trinity’s next president will find a faculty deeply committed to its students and to scholarship, engaged alumni who are fiercely loyal, staff who are dedicated to the College and its mission, and students who are smart, eager to work closely with faculty, and ready to engage in many and varied ways across campus life. Together, they look forward to the arrival of Trinity’s 22nd president, ready to join in as he or she shapes an ambitious vision for the College’s future.
TRINITY AT A GLANCE

ABOUT
Trinity College, founded in 1823, is a highly selective liberal arts college that grants B.A., B.S., and M.A. degrees.

ACADEMIC PROGRAMS
Thirty-nine majors and 27 interdisciplinary minors are offered by 22 departments and 11 programs in four academic divisions: Arts, Humanities, Natural Sciences, and Social Sciences. The most popular majors include economics, political science, psychology, English, and history, and students are encouraged to design and pursue independent majors. The College operates on a traditional semester system. The new J-Term, set to take place in January 2014, is part of a three-year pilot program that will allow students to enroll in two-week, 20-hour courses that will be worth a half credit.

FACULTY
As of fall 2012, Trinity’s teaching faculty included 175 full-time and 62 part-time members. Of those, 119 were tenured and 27 were tenure-track. Eighty-nine percent of all full-time faculty members held Ph.D.s. Women constituted 41 percent of the faculty, and 23 percent of the faculty were members of minority groups. More than 30 tenure-track faculty members have been hired in the past three years.

LIBRARIES
The Raether Library and Information Technology Center is the central research facility of the College. The Raether Center houses the Trinity College Library, which contains more than 1.2 million books (in print and online), and includes the Watkinson Library (rare books and special collections). The Watkinson holds more than 150,000 books ranging in date from the 11th century to the present, maintains the College Archives, and is a regular contributor to the library’s digital repository. Information Technology Services (ITS) is also located in the Raether Center and offers the latest in information and media-related technologies.

ADMISSIONS
Admission to Trinity is highly competitive. Trinity received 7,653 applications for the Class of 2017. Of those applicants, 32 percent were admitted, and 25 percent enrolled.

CAMPUS
Trinity’s majestic 100-acre campus in Hartford, Connecticut, is dotted with historic buildings, including the recently restored Long Walk buildings, the oldest example of Collegiate Gothic architecture in the country. Trinity is located less than two miles from the State Capitol and about two hours from both New York City and Boston.

91% of students choose to live on campus
During the first two years after graduation, more than 90% of our recent graduating classes have worked in paying positions

Trinity is one of the few highly selective liberal arts colleges with an engineering degree accredited by ABET

HOUSING
Twenty-five fully networked residence halls in four neighborhoods offer a variety of housing options, from traditional dorm-style living with double rooms and hall bathrooms to the more sophisticated three-story townhouses with full kitchens, in-unit washers and dryers, and single bedrooms. Ninety-one percent of students live on campus. Beginning in the 2015-2016 academic year, Trinity will launch a new house system, which will engage students with mentors and provide leadership opportunities.

STUDY AWAY
Trinity College is a leading institution in study away, offering nine of its own Trinity-administered semester/year programs in Barcelona, Buenos Aires, Cape Town, New York City, Paris, Rome, Trinidad, Shanghai, and Vienna. Students also may select from an additional 90 approved study-away programs throughout the world. Approximately 60 percent of students study away at some point prior to graduation.

ATHLETICS
The Bantams field 29 varsity sports teams—15 men’s and 14 women’s—that compete in NCAA Division III and in the New England Small College Athletic Conference (NESCAC). Recent athletic successes include the men’s squash team, which holds the all-time record for longest winning streak in the history of intercollegiate varsity sports with 252 consecutive victories, and the women’s lacrosse team, which won the 2012 NCAA Division III Championship before finishing as the 2013 NCAA Runner-Up. The 2012 football team completed its 10th perfect season and clinched sole possession of the program’s sixth NESCAC Championship title in the last 11 years. Nearly one-third of Trinity’s students participate at the varsity level.

ALUMNI
Our more than 21,000 alumni are valued members of the College community and active partners in advancing Trinity’s mission. Notable Trinity College alumni include Pulitzer Prize-winning playwright Edward Albee ’50; columnist and Pulitzer Prize-winning author George Will ’62; Eric Fossum ’79, physicist, engineer, and inventor of the CMOS image sensor; Joanna Scott ’82, novelist and recipient of Guggenheim and MacArthur fellowships; former governor of Massachusetts Jane Swift ’87; and stage, screen, and television actress Mary McCormack ’91.

FINANCIAL AID
Trinity has made its own commitment to meet the full, calculated need of all newly admitted first-year financial aid candidates. Approximately 40 percent of Trinity students receive need-based financial assistance from the College. In each of the past few years, Trinity has committed more than $33 million to financial aid.

BUDGET
Trinity’s 2013 operating budget amounted to $125 million with the following revenue composition: 77 percent tuition, fee, room, and board charges; 12 percent endowment income; 8 percent annual fund; and 3 percent grants and ancillary activities.

ENDOWMENT
The market value of Trinity’s endowment portfolio at June 30, 2013, equaled $473 million, or $206,000 per student.
Trinity was chartered on May 16, 1823, becoming the second college in Connecticut and the 61st in the nation.
**OUR COLLEGIATE HISTORY**

Trinity, originally known as Washington College, was chartered on May 16, 1823, becoming the second college in Connecticut (Yale University was the first) and the 61st in the nation. Although the College had a close but informal relationship with the Episcopal Church, from the beginning it did not use religious background as a factor in admissions. The College was renamed Trinity College in 1845 to distinguish itself from four other Washington colleges.

The late 19th and early 20th centuries were a formative period for Trinity as the industrialization of the American economy began to be reflected in the curricula and institutional practices of the College. As the model of the modern university began to evolve, Trinity reaffirmed its commitment to remain a liberal arts college, to support expansion to a regional institution, and to increase enrollment to an optimum of 500 students. In 1968, Trinity aimed to admit a substantially larger number of underrepresented minority students, and less than a year later, the trustees voted to admit women as undergraduates for the first time. Over the next 20 years, the College expanded enrollment to 1,800 and increased faculty to more than 200. In 1995, Trinity began to devote increased attention to the needs of the surrounding neighborhoods, working to ease the social and economic problems common to American cities.

Central to that initiative is the Learning Corridor, an education complex that opened in 1997 adjacent to Trinity’s campus that includes a public, Montessori-style elementary school, the first Boys & Girls Club in the country to be located at a college, and the Hartford Magnet Trinity College Academy (HMTCA), among others. The academy allows middle and high school students to stay within the same magnet school environment, and Trinity faculty help shape the curriculum with the ultimate goal of preparing all of the students for their college years at Trinity or any institution of higher education.

Amid continuing change, our commitment to liberal arts education remains steadfast. By maintaining a rigorous curriculum grounded in the liberal arts and sciences, the College can most effectively help its students discover their strengths, develop their individual potential, and prepare themselves for lives that are both personally satisfying and valuable to others. With this mission clearly in view, Trinity moves confidently into the future as one of the nation’s leading independent liberal arts colleges.
As Mahatma Gandhi famously said, “You must be the change you want to see in the world.” One of our goals at Trinity is to produce critical thinkers who will be leaders and problem solvers in the urban-global age.

Trinity has seen a dramatic rise in applications over the past several years, with 7,653 applications received for the Class of 2017. Trinity admitted 32 percent, while 25 percent enrolled.

Students at Trinity form active, meaningful relationships with faculty, which begin with our intimate 10:1 student-faculty ratio and develop as students have the chance to fully share in our faculty’s knowledge, passion for teaching, and love of learning. Many students find themselves working closely with faculty on research, presenting at academic conferences, and even co-writing papers. These are real experiences not often found in an undergraduate setting. An example of Trinity students’ academic prowess can be found in the number of Fulbright recipients. Trinity students and alumni have been awarded 25 U.S. Student Fulbright fellowships since 2007, including six for the 2013-2014 academic year.

CHAMPIONS OF DIVERSITY

Trinity is committed to a vibrant multicultural community. The College offers programs and resources that support and help give voice to a diverse student body. Some programs are directed specifically to first-year students to assist in their transition to college life, while others support students at every turn in their college lives.

Several years ago, Trinity embarked on an intentional effort to increase racial and cultural diversity on campus.
Today approximately 22 percent of the student body is composed of students of color, and international students represent 54 countries. Forty-five percent of the Class of 2016 came from public high schools, while 47 percent were from independent high schools.

All people of all faiths are welcome to participate in spiritual and religious programs and events on campus, whether it is to practice the life of faith or to learn about the beliefs and practices of others. The Trinity chaplaincy supports all students through their college experience.

Sushi in the Sukkah, held recently at the Zachs Hillel House in a joint program with the Asian-American Student Association, is emblematic of the activities of Trinity’s more than 100 student-run organizations.

A COMMITMENT TO FINANCIAL SUPPORT

Trinity’s ambitions for the future depend on attracting highly talented and dedicated students from all walks of life to study, write, and conduct research at the highest possible levels. Scholarships give students access to a life-changing educational experience, and we aspire to keep the College within reach of all talented students, regardless of financial circumstances. Our scholarship support is key in both attracting and retaining high-achieving students from middle-class families as well as those with significantly more need. Trinity is committed to meeting the full, calculated financial need of all the financial aid applicants we admit.

Approximately 40 percent of our students receive need-based financial assistance from Trinity.

In addition to funds allocated by the College for financial aid, generous alumni, parents, and friends of Trinity have contributed gifts to establish scholarships, many of which are named by their benefactors. Some scholarships are endowed permanently, while others provide student aid through annual contributions that go directly toward funding the costs of attendance for the recipient. Together, these named awards support more than 500 Trinity students each year.

MORE THAN A RESIDENCE HALL

Trinity is a residential campus, with 91 percent of students living in 25 fully networked residence halls. The College has a robust residential life program, with a professional staff of area coordinators as well as student resident assistants. Several residence halls are dedicated to particular interests, including community outreach and health and wellness. Another popular hall, fondly called “The Fred,” honors the memory of English professor Fred Pfeil and offers alternative programming such as poetry readings and open-mike nights. Trinity’s new house system, set to launch in the 2015-2016 academic year, will offer opportunities for students to participate in shaping their residential experiences and improving the quality of community life on campus.

BEYOND THE CLASSROOM

Students are actively engaged outside the classroom, participating in numerous volunteer and service-learning activities as well as in a wide variety of campus organizations and sports. Student clubs are a major part of the Trinity experience. More than 100 student-run organizations represent the full spectrum of student life at the College, and many students are involved in Trinity’s long-standing Greek system of fraternities and sororities. Cultural houses and student-organized theme houses serve as bases for
various cultural communities, hubs for a common interest, and centers for cross-cultural learning and dialogue. A sampling of these centers includes the Asian-American Student Association House, the Zachs Hillel House, and The Mill, a place founded by students to create and display visual arts, music, and film.

ENGAGING HARTFORD AND THE WORLD

Trinity has a long-standing commitment to community learning that fosters collaboration between students and many kinds of partners outside of the College. Our Community Learning Initiative (CLI) and the new CLI Research Fellows Program involve almost all of our academic departments, dozens of community organizations, and about half of our students. These collaborations deepen students’ understanding of their own course learning and increase their awareness of the local community’s needs and expertise. CLI courses offer students a natural way to connect with people outside of campus, develop a sense of civic responsibility, and gain the satisfaction of having a hand in creating solutions.

Hartford also serves as a wonderful resource for student internships, including the Legislative Internship Program at the State Capitol.

Through the support of the Office of Community Service and Civic Engagement, Trinity students are actively engaged in the community as volunteers offering their time and talents through student-driven service opportunities in the surrounding neighborhoods. From human rights to housing and homelessness, environment and transportation, and civic involvement and community building, students are proactive and engaged in the Hartford area.
Life after Trinity

Trinity graduates follow many different paths, both immediately after Trinity and throughout their careers. With a Trinity education, graduates are prepared to make the most of the many opportunities before them.

During their first two years after graduation, Trinity alumni go to work—more than 90 percent of our recent graduating classes have worked in paying positions, while half have pursued graduate education. More than half of Trinity alumni pursue careers in the fields of education, law, management, health, and finance. Within a few years, most return to school and earn advanced degrees. Trinity graduates pursue advanced degrees at some of the world’s most prestigious institutions, including Harvard University, University of Chicago, University of Oxford, and Columbia University. Five years after graduation, 60 percent of our alumni have received a postgraduate degree.

Empowering Students for the Future

Emphasizing honest self-reflection and lifelong learning, Trinity’s Career Development Center enhances the liberal arts experience, empowering students to cultivate competencies they will use throughout their personal and professional lives. The process of preparing for meaningful and successful careers begins the moment students set foot on campus, and the center works with students throughout their four years at the College. Career Development staff guide students as they explore interests, discover passions, and cultivate skills vital to success across a range of fields. Through individualized advising, innovative experiential learning opportunities, and on-campus recruiting for full-time employment, the center offers resources for students at every stage of career preparation.

The Legislative Internship Program at the nearby State Capitol allows Trinity students to learn firsthand about political and legislative processes.
THE PURSUIT OF KNOWLEDGE
Champion of the Liberal Arts

Trinity is an independent, nonsectarian college united in its quest for excellence in liberal arts education. Its purpose is to foster critical thinking, free the mind of parochialism and prejudice, and prepare students to lead examined lives that are personally satisfying, civically responsible, and socially useful. Critical to the success of that quest are four elements:

— An outstanding and diverse faculty who excel in their roles as teachers and scholars.
— A rigorous curriculum firmly rooted in the traditional liberal arts that integrates new fields of study and interdisciplinary approaches to learning.
— A talented, motivated, and diverse body of students who are challenged to the limits of their abilities and are fully engaged with their studies, their professors, and one another.
— An attractive, secure, and supportive campus community that provides students with myriad opportunities for interaction with their peers and with the faculty and as they pursue opportunities in the city, the country, and the world.

As of fall 2012, Trinity’s teaching faculty included 175 full-time members and 62 part-time members. Of those, 119 were tenured and 27 were tenure-track. Eighty-nine percent of all full-time faculty members held Ph.D.s. Women constituted 41 percent of the faculty, and 23 percent of the faculty were members of minority groups. More than 30 tenure-track faculty members have been hired in the past three years.

Trinity’s faculty members are outstanding teachers-scholars, as evidenced by the national and international awards and commendations they have won over the years, including Fulbright Fellowships, the Pulitzer Prize, MacArthur Fellowships, Guggenheim Fellowships, and Rockefeller Awards. Using fiscal years 2010 through 2013 as a snapshot in time, Trinity’s faculty members were awarded a total of $7 million in grants and sponsored research.

The Trinity College Center for Teaching and Learning works to promote effectiveness in teaching by supporting newly hired and untenured faculty in finding their own most effective approaches to teaching. The center also works with tenured faculty to identify and disseminate good teaching practices.

Thirty-nine majors, including the recent addition of urban studies, and 27 interdisciplinary minors are offered by 22 departments and 11 programs in four academic divisions: Arts, Humanities, Natural Sciences, and Social Sciences. Students also are encouraged to design and pursue independent majors. The most popular majors, in descending order, are economics, political science, psychology, English, and history. About 17 percent of Trinity students pursue a double major, and an additional 22 percent major in an interdisciplinary field, such as neuroscience, environmental science, international studies, or public policy and law. A new program that will allow exceptional students to earn their bachelor’s and master’s degrees in neuroscience in five years was approved this year.

Trinity is known for myriad outstanding academic programs and opportunities, many of which are designed especially for first-year students. Participants may enhance their liberal arts education with experiences that fit their specific talents and interests. The following is just a sampling of what is available to Trinity students.

The Center for Urban and Global Studies

The Center for Urban and Global Studies (CUGS) plays a central role in advancing Trinity’s strategic mission of integrated urban and global education. The first center of its kind at a top liberal arts college in the United States, CUGS promotes curricular initiatives,
research projects, and civic engagement with a broad urban and global focus by working closely with the departments and programs at Trinity, a variety of organizations in the city of Hartford, and international partners. Students may major or minor in urban studies.

DEDICATED STUDY-AWAY PROGRAMS

Trinity College is a leading institution in study away, offering nine of its own Trinity-administered semester/year programs in Barcelona, Buenos Aires, Cape Town, New York City, Paris, Rome, Trinidad, Shanghai, and Vienna. These programs provide rigorous academic offerings for students from all academic disciplines. Trinity programs have been developed by Trinity faculty and are closely linked to the Trinity curriculum. Students also may select from 90 approved study-away programs throughout the world. In addition, Trinity offers a variety of summer study-away programs, including faculty-led programs in Europe, Asia, and the Middle East. Approximately 60 percent of students study away at some point prior to graduation.

GATEWAY PROGRAMS FOR FIRST-YEAR STUDENTS

Four Gateway Programs are designed for highly motivated first-year students and are open by invitation to students who have specific interests and experience. The InterArts Program explores issues including the role of art and the nature of the artistic process. The Interdisciplinary Science Program seeks to broaden and enrich the study of science and mathematics by examining the links between the scientific disciplines and their connection with the external world. The Cities Program analyzes urban issues from various humanities and social science perspectives. The Guided Studies Program engages students in an examination of Western cultures through the study of European histories, literatures, and thought from classical antiquity to the present.
ACADEMICS

INNOVATIVE HUMAN RIGHTS PROGRAM

Created in 1998, Trinity’s Human Rights Program, the first such program at a liberal arts college in the United States, is committed to excellence in the study and practice of human rights. The program seeks to foster critical debate about human rights problems, interdisciplinary dialogue, and conversations that bridge the divide between local and global concerns. The program also offers opportunities for internships with human rights organizations in the region and abroad. These opportunities and courses encourage students to engage perspectives across the boundary of theory and practice.

RIGOROUS ENGINEERING OFFERINGS

Trinity is one of just a few highly selective liberal arts colleges with a B.S. program accredited by ABET, the primary accrediting organization in engineering and technology.* Those seeking a B.S. in engineering have the option to concentrate in electrical, mechanical, computer, or biomedical engineering. The College also offers a B.A. in engineering for students who want an engineering background before entering a career in another professional area, such as business, law, or medicine, where engineering knowledge will be particularly valuable.


ONE-ON-ONE RESEARCH WITH FACULTY

From their very first semester on campus, Trinity students are encouraged to engage in research and experiential learning. For each of the last five academic years, Trinity has tracked 1,100 credit-bearing faculty-mentored student learning experiences. These range across the academic spectrum from science-lab investigations to engineering research with faculty to hands-on research and fieldwork in the humanities. Senior theses are the culmination of several semesters of research and study with one-on-one faculty guidance. Every summer, about 80 of our rising sophomores spend 10 weeks conducting research on campus with faculty members through an annual program sponsored by Trinity’s Science Center. Other students work for the summer as research assistants collaborating with faculty members.

GRADUATE STUDIES

Trinity’s graduate programs are designed for professionals and adults with busy schedules. Courses are offered during the evening on a part-time basis. Building on Trinity’s outstanding reputation in the liberal arts and sciences, students can earn master’s degrees in three areas: American studies, English, and public policy.
A STORIED ATHLETIC TRADITION

29 varsity sports teams

30% of students participate at the varsity level

DIII in the NESCAC
The Bantams have a strong and storied athletic tradition that prides itself on a broad-based program offering 29 varsity sports—15 men’s and 14 women’s—that compete in NCAA Division III and in the New England Small College Athletic Conference (NESCAC), which is arguably the toughest Division III conference in the nation. Thirty percent of the student body participates at the varsity level.

Trinity teams compete nationally year in and year out for both conference and national championships. Our men’s squash team has won 14 of the last 15 College Squash Association (CSA) national titles and holds the all-time record for longest winning streak in the history of intercollegiate varsity sports with 252 consecutive victories from 1998 to 2012. Our women’s squash team won CSA crowns in 2002 and 2003 and was the CSA National Runner-Up in 2013, while the Bantam women’s lacrosse team won the 2012 NCAA Division III Championship before finishing as the 2013 NCAA Runner-Up. The 2013 football team completed its 10th perfect season and clinched sole possession of the program’s sixth NESCAC Championship title in the last 11 years. In 2008, the Trinity baseball team enjoyed one of the most successful seasons in NCAA history, winning its first 44 games on its way to the NCAA title with a 45-1 final mark. In rowing, the Trinity women have qualified for 11 straight NCAA Championship Regattas, while both the men’s and women’s crews were honored with the 2013 Eastern Collegiate Athletic Conference Rowing Trophy this past summer.

Sports have always been a part of the fabric of life at Trinity. Our students have played intercollegiate football for 133 years. In 1856, they created the College’s first rowing club. They played their first baseball game against another organized team just three years after the Civil War. They have played basketball since 1896. In 1969, the College became a coeducational institution, and a women’s varsity sports program blossomed.

The physical education program offers educational opportunities to students who have an interest in learning lifetime sports and/or a healthy lifestyle. Faculty members teach skills that allow students to perform functions from basic to advanced within each of the courses offered. Students have the option to take physical education for credit at Trinity, unlike many other physical education programs around the country. A maximum of one credit can be earned toward the necessary graduation credits.

The department offers students a healthy, fun environment for athletic experiences through recreation and fitness, which includes intramural sports, club sports, fitness classes, and other activities. The College currently offers 25 club and 16 intramural sports. Students with an interest in a particular sport or activity are encouraged to begin the process of creating a team. Intramurals allow students to compete against one another in a variety of on-campus sports each year. These teams include basketball, softball, squash, and beach volleyball, and the program is open to all students.
FINANCES AND ENDOWMENT

Trinity’s 2013 operating budget amounted to $125 million with the following revenue composition: 77 percent tuition, fee, room, and board charges; 12 percent endowment income; 8 percent annual fund; and 3 percent grants and ancillary activities. Actual results for the 2013 fiscal year provided an increase to the College’s general reserve in the amount of $1.1 million. Financial aid expenditures for the year totaled $34.3 million, which represents a discount rate of 33 percent of tuition and fees.

The market value of Trinity’s endowment portfolio at June 30, 2013, equaled $473 million, or $206,000 per student. Investment returns for fiscal 2013 amounted to 15.7 percent, placing the College in the top quartile for returns of its peer institutions. The College outsources its chief investment officer function to Investure. Cash and short-term operating fund investments amounted to $35.6 million at the end of the fiscal year.

Outstanding long-term debt equals $142 million, consisting of six tax-exempt bond issues. Approximately 90 percent of the outstanding principal is fixed-rate debt. During fiscal year 2013, Trinity’s credit ratings and future outlooks were reaffirmed by Standard and Poor’s and Moody’s, which issued ratings of A+ and A1, respectively. Moody’s cited “prudent expense management leading to improved operating performance, as well as increased unrestricted financial resources and liquidity due to gifts and operating surpluses,” all while reducing annual draw burdens.

During 2013, Trinity partnered with a private developer to construct new, high-end, townhouse-style student housing. Two hundred beds were ready for occupancy in the fall 2013 semester, with another 150 set for completion by the start of the spring 2014 semester. Other recent capital projects include renovated space in the College’s student social center, renovation of a major lecture hall auditorium in the science building, a newly created seminar room geared for art history teaching space, and renovated space for the Center for Teaching and Learning.

Vernon Social, which this year underwent a $4 million renovation, provides an inviting space for students to relax, to socialize, and to study.
FUNDRAISING

Trinity’s most recent comprehensive fundraising effort, which concluded in 2012, consisted of two parallel campaigns: the Cornerstone Campaign for outright gifts with immediate impact and the Legacy Campaign to document and celebrate estate planning gift intentions. The total raised, $369 million in contributions and donor commitments, was more than double the amount of Trinity’s last fundraising campaign. The overarching goals of the six-year fundraising effort were to enhance Trinity’s academic excellence, increase access to students of promise, and invigorate the campus. Specific objectives were designed around long-term goals defined in Trinity’s 2005 Cornerstone Plan.

The College raises unrestricted operating funds through the Trinity College Fund, which yields $8.7 million to $9 million per year, and also pursues an agenda of capital fundraising each year. Trinity received $23.7 million in gifts and pledge payments during fiscal year 2013, with $14.2 million spendable for College priorities including the operating budget, $8.6 million in gifts to endowment, and $0.9 million in gifts for construction. Also, of the total received in fiscal year 2013, 38 percent was unrestricted in nature, 18 percent was support for financial aid, and 13 percent was directed toward faculty support. During the past three years, the alumni giving participation rate for all purposes has averaged 40 percent.

Current capital fundraising efforts are focused on increasing financial aid resources and completing fundraising for proposed building projects for Trinity’s music and neuroscience programs as well as raising funds for a proposed athletic fields project.

Trinity received $23.7 million in gifts and pledge payments during fiscal year 2013.
Trinity’s original campus was situated in downtown Hartford, at the site of the current State Capitol. The city’s purchase in 1872 of the downtown campus for the Capitol building dismayed some alumni. However, the move involved other developments that have had positive implications for Trinity to this day.
Following on the heels of the sale, Abner Jackson, Trinity’s president at the time, traveled to England to engage famed architect William Burges to design the Long Walk buildings to be constructed on the Summit campus, an extensive tract of land that Jackson arranged for Trinity to purchase upon his return. Subsequently the College hired Frederick Law Olmsted, the country’s leading landscape architect, to site the new buildings on what would become known as the Long Walk Quadrangle. Perhaps the most emblematic building on campus, inside and out, is the Trinity College Chapel. The space is used for services, a variety of concerts, and other College events.

The Raether Library and Information Technology Center houses the Trinity College Library, the Watkinson Library for rare books and special collections, and Information Technology Services. The center abuts the newly redesigned Gates Quad, which is a central area surrounded by the College’s main dining facility, the Austin Arts Center, a lecture hall with stadium seating, and other high-traffic buildings.

The College’s dynamic ITS organization includes a customer-focused, 40-person Information Technology Services team and a deep staff of knowledgeable student workers who operate under the mission of advancing Trinity’s technologies and adapting to the ever-changing landscape. ITS is committed to providing excellent services and to developing strategic partnerships to facilitate the effective application of technology at the College. Among ITS’s many responsibilities are managing and administering the campus network and servers, phones, access control, and cable television; supporting administrative business functions and technology-enhanced classrooms; and collaborating with faculty in support of teaching, research, and the encouragement of innovation.

With a growing demand and need for up-to-date dormitories and social spaces, Trinity unveiled the Crescent Street Townhouses, a new residence hall complex that has energized the campus. Phase two of the project is under way. In addition, the College unveiled the redesigned and renovated Vernon Social, which offers a much-needed spot where members of the campus community can come together to study, to eat, to relax, and to enjoy one another’s company.

Cinestudio, a 1930s-style on-campus movie theater that is independently run, is another classic Trinity space. Nearly 1,000 students have volunteered at the theater since it was first opened to the public by Trinity students in 1969. Cinestudio is the site of the annual Trinity Film Festival, now entering its third year. The event seeks to bring together student filmmakers from across the country to meet fellow artists and to premiere their works on the big screen in front of an engaged audience.

Trinity’s athletics facilities continue to be improved each year. Trinity owns an impressive boathouse that sits on the Connecticut River. The Albert Creighton Williams ’64 Ice Rink, often open to the public, is home to the Bantams men’s and women’s ice hockey teams. The new Assaiante Tennis Center is among the best in college tennis, and the George Kellner Squash Center is one of the top squash facilities in the Northeast. In addition, the football and lacrosse/field hockey fields recently were upgraded to artificial turf.
HARTFORD

390 years old

17.4 sq. miles

124,775 people strong
CONNECTICUT’S CAPITAL, OUR HOME

The College boasts a vast network of connections with Hartford, allowing faculty members to involve students in community-based learning, internships, and service-engagement opportunities that take advantage of the urban location. Students regularly intern and work at the Trinity Boys & Girls Club, and the campus houses the Hartford Youth Scholars Foundation. The College also serves as a formal partner with the Hartford Magnet Trinity College Academy and sponsors Trinfo.Café, where students and staff deliver programming designed to help neighborhood residents bridge the digital divide.

Hartford is located in New England’s Knowledge Corridor, which runs from Middletown, Connecticut, north to Springfield, Massachusetts, and nearby Northampton and Amherst. Hartford serves as the seat of state government, with the State Capitol, the Legislature, and numerous state agencies located just blocks from campus. Trinity’s long-standing Legislative Internship Program allows our students to receive placements with legislative leaders and committee chairs, exposing them to the movers and shakers in state government and the work they perform.

The city offers numerous attractions, including a vibrant arts community featuring the Wadsworth Atheneum, the oldest public art museum in the country; The Bushnell, Connecticut’s premier performing arts center; Hartford Stage, one of the leading resident theaters in the United States; and Real Art Ways, an innovative contemporary arts organization with programs in visual arts, live arts, and film and video. Hartford is home to the Mark Twain House & Museum and the Harriet Beecher Stowe Center and hosts 136 properties and districts on the National Register of Historic Places. Ethnically diverse dining options abound, with many establishments located within walking distance of the College. The metro region, with one million residents, also plays host to seven Fortune 500 companies.

Trinity is ideally located with beaches, mountains, and skiing nearby depending on the direction you travel. Connecticut’s shoreline features several points of interest, including Mystic Seaport and Mystic Aquarium. There may be no more beautiful a sight than the lush fall foliage that covers the landscape in the mountains to the west of the city. Come winter, those mountains offer skiing, snowboarding, and other cold-weather recreational activities. In addition, the major cities of New York City and Boston are within a two-hour drive.

The major cities of New York City and Boston are within a two-hour drive.

*Based on 2010 U.S. Census
Trinity’s Board of Trustees comprises 32 alumni, parents of current or former students, and the President, who serves as an ex-officio member. The trustees come from a wide range of class years, professional backgrounds, and geographic locations, an intentional representation that brings varied expertise and experience to the group’s decision making. The board meets four times each year and includes 11 standing committees.

The President and senior administrators are also guided by the counsel of a variety of other volunteer boards and groups, chief among them being the Board of Fellows and the National Alumni Association Executive Committee. The Board of Fellows is composed of approximately 55 alumni who gather two times each year to provide their perspective on key College issues and proposals. The National Alumni Association Executive Committee, headed by a President and Executive Vice President, brings together approximately 40 alumni from a variety of class years to discuss and provide counsel on issues of particular interest to Trinity’s 21,000 alumni. The Women’s Leadership Council promotes active engagement of Trinity alumnae by encouraging them to help shape the future of the College. Several other groups, including the Black Alumni Organization and the Parent Directors, also serve important advisory roles.

Trinity’s senior administrative staff, known as the President’s Group, includes the Dean of Faculty, Dean of Students, Secretary of the College and Vice President for College Relations, Dean of Admissions and Financial Aid, Vice President for Finance and Operations and Treasurer, Vice President for College Advancement, Dean and Director of the Center for Urban and Global Studies, and Dean of Multicultural Affairs. The longest-serving member of the senior administration joined the College in 1973, and the most recent joined the College in 2013.
VISION AND OPPORTUNITIES
As Trinity embarks upon its bicentennial celebration in 2023, we seek a bold leader who will engage effectively with all constituencies to develop and implement an exciting vision for the College and the future of the liberal arts. The new president will have the opportunity to focus on the following priorities:

**Stewarding and raising the institutional profile and visibility of the College**

—Provide the intellectual leadership and integrity to inspire and achieve the College’s ambitions;
—Strengthen Trinity’s reputation as a leading liberal arts college and help define the value of a Trinity education with national and international audiences;
—Articulate the College’s distinctive characteristics, accomplishments, and aspirations to internal and external constituencies to convey the strong value of a Trinity education;
—Continue the great momentum of strengthening the academic stature of the faculty and support its continued development;
—Expand data-driven decision making by utilizing institutional research, marketing, and communications capabilities to determine creative strategies for raising Trinity’s profile; and
—Creatively and strategically leverage the College’s resources to continue enrolling the high-quality student body for which Trinity is known.

**Increasing the financial capacity and resources of the College**

—Strengthen relationships with alumni and diverse constituents to grow the endowment in support of Trinity’s ambitious goals;
—Continue the tradition of attracting and closing transformative gifts for the College;
—Invest in advancement to enhance fundraising capabilities; and
—Manage resources in a fiscally responsible manner toward the College’s long-term, strategic interests.
Envisioning and articulating an innovative long-range plan that builds on Trinity’s rich history and traditions and affirms Trinity’s distinctive location in a capital city

—Build on the solid foundation already in place, consulting widely to make wise, bold, and visionary decisions for Trinity’s future;
—Think strategically and guide and support concrete steps to achieve clearly articulated goals;
—Weave together the campus and community for the enrichment of both liberal education and public life;
—Embrace the Hartford community and participate actively in its economic development and community efforts and conversations; and
—Link classroom learning to the community.
Trinity’s 100-acre campus, shown in the foreground, is a short distance from downtown Hartford.
Trinity seeks an individual with deep enthusiasm for the College and a distinctive set of qualifications and attributes, with particular attention to the following:

**Innovative, creative, and energetic leadership**
- Ability to bring the community together around a powerful vision of what Trinity can be, while leading the campus in celebrating its many successes;
- Innovative, entrepreneurial thinking, with an openness to strategic change and new possibilities, with a record for leading in new directions and spearheading groundbreaking initiatives; and
- Collaborative leadership style with the ability to encourage and facilitate campuswide collaboration among diverse constituencies.

**Management, marketing, and business acumen**
- Readiness to lead the overall administrative and educational operation with an ability to delegate responsibility;
- Ability to collapse silos and facilitate a campus culture in which all members think globally about the impacts of their work on the greater institution; and
- Technical, fiscal, and budgetary agility.

**Relationship building and community engagement**
- Ability to engage with a passionate, global alumni body;
- Effective communication skills across a diverse range of constituents with the ability to build mutual respect, trust, and confidence among faculty, staff, students, alumni, trustees, and the community;
- Reputation for cultivating faculty as partners in shared governance and institutional decision making; and
- Appreciation of Trinity’s urban location, enthusiasm to connect with the surrounding community in mutually beneficial ways, and understanding of the politics surrounding an urban environment.

**Passionate and effective fundraising**
- Record of inspiring and persuading individual donors, and corporations and foundations, to financially support the College; and
- Enthusiasm around broadening the base of philanthropic support from a variety of constituencies and reengaging with alumni around new initiatives, visions, and aspirations.

**Student-centered champion for academic excellence and rigor**
- Expectations of the highest level student academic performance and social behavior; and
- Appreciation for the values of an educational experience in a liberal arts setting.
For best consideration, please submit materials by January 6, 2014. Nominations, inquiries, and expressions of interest should be forwarded in confidence to:

Shelly Weiss Storbeck, Managing Partner
Ruth Shoemaker Wood, Consulting Associate
Storbeck/Pimentel & Associates, LP
TrinityPresident@storbeckpimentel.com

For more information about Trinity College, please visit www.trincoll.edu.

Trinity College is an Equal Opportunity/Affirmative Action Employer. Women and minorities are encouraged to apply. Applicants with disabilities should request, in advance, any needed accommodation in order to participate in the application process.