

## Annual Report 2016-17

Trinity College is pleased to share this annual report for the period of July 1, 2016, through June 30, 2017. This year was an incredibly important and productive one for the college, in which we, as a community, undertook a yearlong [strategic planning initiative](#) and went through the extensive process to renew [Trinity's accreditation](#) with the Commission on Institutions of Higher Education of the New England Association of Schools and Colleges, Inc. One milestone related to both of these endeavors was the adoption in October of a [new college mission statement](#), developed with input from hundreds of Trinity community members:

*As the preeminent liberal arts college in an urban setting, Trinity College prepares students to be bold, independent thinkers who lead transformative lives.*

It was a year of many individual honors and achievements for our students, faculty, and staff, and one in which we made significant strides as a college. We saw significant challenges this year, both local and global, as well as increased activism among our community, all of which made us stronger. No single document can encompass everything we accomplished or all the work we did; this report offers highlights of our successes and challenges, new initiatives, and notable achievements by members of our campus community.

## Academics

**Faculty Hiring.** We had a very successful hiring year and [this fall are welcoming six tenure-track faculty members](#) from top graduate programs, postdoctoral fellowships, and, in one case, a named full professor from a research university. The cohort includes one Trinity College alumnus, as well as four women, two of whom are female scientists. All of the hires were our top choice candidates.

**Research.** Faculty-led research and academic initiatives received 17 funding awards totaling just under \$500,000, from NEH, Fulbright, ACLS, Research Corp. and others. The college funded 13 internal faculty research grants and six student-initiated research grants in 2016-17. Twenty-five students received funding to present their research at professional conferences, and 71 students participated in internships that had an academic seminar attached to them. Ninety-two students engaged in research on campus this summer.

Notable grant funding awards included a [\\$212,253 grant from the National Science Foundation for Chemistry Professor Michelle Kovarik](#) to study cellular differences in the social amoeba *Dictyostelium discoideum*; a [\\$75,000 grant to the Judy Dworin Performance Project](#) from the Andrew W. Mellon Foundation and others for *Creativity Connects: National Demonstration Project*; and an [Andrew W. Mellon Mid-Career Research Fellowship for Yipeng Shen](#), associate professor of language and culture studies and international studies. The fellowship will allow him to complete his book, *Globalization and Chinese Youth Culture*.

Also this year, [Kovarik was named a Cottrell Scholar by the Research Corporation for Science Advancement](#), a prestigious recognition for early-career scientists for which she receives a research grant of \$100,000 to explore the phenomenon of “biological noise.” Trinity College

Dean of Academic Affairs and Charles A. Dana Research Professor of Language and Culture Studies [Anne Lambright received the Modern Language Association of America's 26<sup>th</sup> annual Katherine Singer Kovacs Prize](#) for her book, *Andean Truths: Transitional Justice, Ethnicity, and Cultural Production in Post-Shining Path Peru*. And, in April, [Francisco Goldman, Allan K. Smith Professor of English Language and Literature, was named to the American Academy of Arts and Sciences](#).

*Student Honors and Achievements.* The college's 67<sup>th</sup> [Honors Day ceremony](#) was held in May to recognize outstanding student achievements, and throughout the year we celebrated the academic achievements of those who earned [Faculty Honors](#) and were named [President's Fellows](#). Additionally, [two young alumni received Fulbright Research Grants](#); and in April, Fatima Al Ansar '17 and Hamna Tariq '20 were invited to participate in the United Nations Commission on the Status of Women, and Mastercard Foundation Scholar Tracy Keza '17 saw her photography exhibit, "Hijabs & Hoodies," featured at the Smithsonian in Washington, D.C., as well as at Trinity's own Broad Street Gallery.

*Commencement.* Philosopher, writer, and cognitive scientist Daniel C. Dennett, co-director of Tufts University's Center for Cognitive Studies, was the featured speaker at Trinity's 191<sup>st</sup> Commencement on Sunday, May 21. [Many faculty and staff were honored](#), and honorary degrees were bestowed upon Dennett, Trinity alumni D. David Dershaw '70, the founding director of the Breast Imaging Service at Memorial Sloan Kettering Cancer Center, and LaTanya Langley '97, vice president and general counsel of BIC International Company. The college graduated its largest class ever—581 undergraduates (27 IDP students) and 34 graduate students. Graduating senior Douglas Barrett Curtin was selected as the student speaker, and Phong Kim Quach and Jessica Yetta Chotiner were named valedictorian and salutatorian, respectively.

#### Other Highlights:

*Center for Caribbean Studies.* The center launched officially in November, as Trinity hosted the annual meeting of the New England Council of Latin American Studies. The celebration of the new center coincided with the opening of an exhibition of Haitian art, "Selections from the Edith A. Graham Collection of Haitian Art at Trinity College." In January, Elizabeth Valenzuela '17 conducted research on Hinduism in Trinidad as the first recipient of a research grant from the center. The center's founding director was Leslie Desmangles, professor of international studies and religious studies; it is now led by fine arts professor Pablo Delano and Dario Euraque, professor of history and international studies.

*Constitution Plaza and the Liberal Arts Action Lab.* Academic Affairs has been centrally involved in planning the new downtown space at 10 and 1 Constitution Plaza. 10 Constitution Plaza is set to open in the coming academic year, adding significantly to a growing presence of higher education institutions in Hartford's central business district. A signature program for 10 Constitution Plaza will be the Liberal Arts Action Lab (LAAL), which will bring together students from Trinity and Capital Community College to collaborate in researching and addressing local challenges, using a liberal arts lens to solve real-world problems. Jack Dougherty, professor of

educational studies, has been named as LAAL's inaugural faculty director, and in August 2017, Megan Brown joined Trinity from the University of Washington to become LAAL's full-time director.

*Crescent Center for the Arts and Neuroscience (CCAN).* The Crescent Center for Arts and Neuroscience (CCAN) will combine spaces for the creative arts (including digital media) and neuroscience labs in addition to a gallery space and a social space. It will provide a unique environment for interaction and collaboration between the sciences and arts recognizing the emphasis put on both the breadth of the Liberal Arts and the need for interdisciplinary that Trinity espouses. Construction on the building continued throughout the 2016-17 year and was completed for the start of the fall semester.

*Graduate Studies.* Dean of Academic Affairs and Strategic Initiatives Sonia Cardenas is working to strengthen existing graduate programs and begin planning for their growth. The costs of running the programs have been significantly reduced, at the same time that a concerted effort is being made to enhance academic quality with an expansion of the number of tenured faculty involved in these programs and work to align curricula with learning goals. Work is underway to strengthen community among graduate students, as well, and a new recruitment effort is being planned that is linked to a revamped website, actively recruiting from our own student body, and shifting to digital marketing strategies, and collecting information through campus focus groups and best practices for BA/MA and certificate programs.

*Individualized Degree Program.* Donna-Dale L. Marcano, associate professor of philosophy and director of the Human Rights program at Trinity, has assumed the role of Faculty Director of IDP. In this role, reporting to the Dean of Faculty's Office, she will convene and chair the IDP Council, act as the primary liaison to Enrollment and Student Success, ensure a robust system of advising and mentoring for IDP students, and oversee faculty provision of curricular needs. Roberta Rogers, former Associate Director for IDP, has joined the Enrollment and Student Success Team in the newly restructured role of Senior Associate Director for Student Success. She works closely with Professor Marcano in what is a new alignment between IDP and Student Success that seeks to expand services for IDP students and ensure the continued success of this important program.

*January Start (J-Start).* The idea for a January entry for students took root in the college's strategic planning process. Dean of Academic Affairs and Professor of Mathematics Melanie Stein led the planning effort for the program this year, and the application period began August 1 for the first cohort of J-Start students, who will enroll in 2018. The program will offer a personalized, focused course of study that includes academic and career advising and an immersive learning experience in Hartford. Students enrolling in January must meet the same enrollment standards as students admitted in the fall. The college expects to enroll about 10 students in this first year, growing the cohort to about 50 students per year over time.

*Study Away Programs.* With new director Jennifer Summerhays, the office worked this year to strengthen the college's study away programs by deepening the connections between

classroom and experiential learning, leverage the college's global and domestic urban presence through study, internship, and research opportunities, and re-brand Trinity's nine study away programs as a portfolio of place-based urban learning. In order to facilitate positive growth and change, the governing structure(s) for study away programs has been redesigned to involve all academic units, providing faculty members opportunities to plan and nurture the depth and breadth of Trinity's study away programs; foster innovation, collaboration, and shared governance among faculty and disciplines, and align Trinity's curriculum in Hartford with curricula of study away programs. Under the new structure, each study abroad program (Barcelona, Buenos Aires, Cape Town, New York, Paris, Rome, Trinidad, and Vienna) will have three faculty advisers (two for NYC), and these 23 advisers will form the Faculty Advisory Board.

### **Student Life**

*Bantam Network.* The Bantam Network had a highly effective second year as the heart of Trinity's first-year student experience, built around first-year seminars and residential groupings called Nests. The program's inaugural Trinsition Fellows completed their two-year fellowships in June, having helped first-year students in the Classes of 2019 and 2020 transition to college life and, in doing so, laid the foundation for the success of the program. In 2016-17, a second group of Trinsition Fellows was named: Maria Dyane '17, Thalia Giraldo (Colby College), Tim Hobart (Union College); Monica Mhina '17, and Sheila Njau '17.

*Capital Projects.* A significant focus in 2016-2017 was to begin an accessibility study of our college facilities to address physical barriers that affect students, faculty, staff, and guests. Once modifications to physical structures are identified and prioritized, capital funds will be used over the next 18 months to construct more accessible entrances and make upgrades in our campus buildings.

Lower Mather (Cave) was renovated to create a more open and welcoming space for members of our community to dine, meet, and socialize with each other. Numerous late-night programs were offered in the Cave to provide students with an alternative option that does not involve the use of alcohol.

Athletics completed \$11.6-million renovations to support softball, soccer, baseball, tennis, football, lacrosse, and track. The "Fields of Excellence," including baseball's Murren Family Field at DiBenedetto Stadium, were dedicated in a campus celebration on April 1.

Capital funds were used to make renovations to restrooms in the residence halls and to purchase another 800 mattresses. In the last two years, the College purchased 1,500 new mattresses for the residence halls.

*Civic Engagement, Social Organizations, and Athletic Achievement.* Community Service and Civic Engagement offered more than 50 service events in 2016-2017. The office has many important and long-term partnerships in the City of Hartford. Students worked in food pantries, operated

food drives, worked with Habitat, mentored countless children in schools, and spent important hours working with partners in Hartford completing various projects.

The Student Organization Review Committee (SORC) evaluation marked the fourth annual review period for the selective social organizations. The annual review is an opportunity for the organizations to reflect on their accomplishments and to report to the College their activities in various categories. Of particular interest are three categories: Title IX programming and understanding, intellectual and community life, and collaborative programming. Overall, the past academic year included significant transformations in the community with more collaborative programming across all organizations and enhanced understandings of bystander and Title IX efforts (200 members of Greek organizations attended workshops). The full SORC report will be available by early October.

Trinity had a highly successful year in athletics: Men's squash won a NESCAC championship and a national championship (its 16<sup>th</sup>); field hockey, women's soccer, and men's ice hockey all advanced in NCAA playoffs; and football, men's ice hockey, and women's squash won NESCAC championships. Men's rugby went to the national championships in spring 2017. A national search is under way to find a successor to Mike Renwick, who resigned in late June after serving for seven years as athletics director. Assistant Athletics Director Kristen Noone will lead the department in an interim capacity until a new AD is in place.

*Sexual Misconduct Prevention and Education.* The Title IX coordinator collaborated with Human Resources and the Women & Gender Resource Action Center to implement responsible employee training to faculty and staff. Close to 500 employees attended workshops on their responsibilities when a person reports a possible Title IX violation.

The Women & Gender Resource Action Center sponsored educational workshops for new students on issues of consent, bystander intervention, and the prevention of sexual misconduct. All new students are required to attend these important programs. In conjunction with the Director of Campus Life and Social Houses, WGRAC sponsored similar trainings for all new members of Greek life. Trainings are offered for all second-year students; in 2017-2018, these will be required for second-year students.

*Student Wellness.* The student affairs directors developed Bantams in Balance, a program designed to provide education, facilitate skills-development, and foster student engagement around wellness. The program enhances healthy decision-making skills and facilitates leadership development among Trinity College students, with the goal of creating a culture of respect for self and others on campus. A full program will begin in September 2017.

To discover new ways to affect the culture of high-risk drinking behavior, a core team of Trinity college administrators visited the Hazelden Betty Ford Foundation in August 2016. The team met with leading experts in the area of alcohol and drug education. The purpose of the visit was to develop a comprehensive plan to reduce high-risk behavior with a specific goal to affect the number of students that are hospitalized for excessive drinking. To assist with this effort, a part-

time professional that specialized in alcohol and drug education was hired in August 2016. This past year students that were hospitalized were required to meet with the alcohol and drug specialist. The result has been a decrease in repeat behavior as well as a decrease in the total number of hospitalizations.

*Supporting an Inclusive Learning Environment.* The Accommodations Office (renamed in summer 2017 to Student Accessibility Resource Center) was moved to the library. This central location will help connect students to the resources offered in the library and to ensure all students can thrive academically and socially.

With the support of the President's Cabinet, the half-time role that supports the Queer resource center was approved to be a full-time position. The director of LGBTQ+ Life will serve as a resource for the college community and partner with campus constituents to build a supportive and inclusive campus community.

Through various informed conversations with students, faculty, and staff, the need to identify all-gender restrooms on campus was prioritized. By mid-September 2017, the library, admissions, and the Crescent Center for the Arts and Neuroscience will have all-gender restrooms. The work to identify other spaces on campus will continue in the coming year.

The Campaign for Community student leadership focused in 2016-17 on the implementation of several ideas generated in the initial launch of the Campaign. Look for a Trinity history timeline in the Cave this fall; advocacy and awareness programs around sexual assault; and key videos produced to promote community, school pride, and getting around Hartford. A central initiative of the Campaign just now involves a cohort of students gaining skills and training in meaningful dialogue across difficult boundaries.

*Challenges.* Among the most serious challenges Trinity faced in 2016-17 was the Broad Street porch collapse in the fall, which directly affected a number of students and was a reminder of the college's need to attend to critical maintenance of its properties. In the spring, the assault of several students at a party at St. Anthony Hall led the college to re-evaluate its campus security procedures and practices and recommit to ensuring the safety of everyone at Trinity.

The college also was challenged in 2016-17 to navigate a quickly evolving and sometimes confusing national political landscape and its effects on the Trinity community, including changing policies and executive orders concerning immigration, Title IX, and more. The administration communicated often—in letters from the President, direct outreach to individual students, and more—to express support for members of the community who felt particularly vulnerable in light of emerging federal policies and statements (including members of the community with DACA or undocumented immigration status and those who identify as transgender) and to clarify relevant college policies and practices, as well as to reaffirm Trinity as a space in which varying political viewpoints and diverse perspectives are welcome.

On a much more personal note, in March 2017 the college lost a great friend, colleague, and mentor with the passing of Calvin Johnson Jr., who died in his sleep while on an Alternative Spring Break trip in New Orleans. Calvin was a beloved member of the Trinity community who served as Cultural House supervisor and PRIDE coordinator in the Office of Multicultural Affairs.

### **Diversity and Inclusion Leadership**

Nearly 20 years after creating the role of chief diversity officer, Trinity continues to make strides and demonstrate leadership in advancing diversity and inclusion efforts in higher education. It enjoys a productive relationship with the Consortium on High Achievement and Success (CHAS), a collaboration of 31 highly selective colleges and universities founded at Trinity in 2000 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 academically and socially.

In October 2016, in collaboration with CHAS, Trinity hosted the *Presidents' Forum, Setting the Tone: Student Activism, Community, and Presidential Leadership*, featuring as keynote speakers Shaun Harper, Professor of Education and Executive Director of the Center for the Study of Race and Equity in Education at the University of Pennsylvania, Carol Geary Schneider, President Emerita of AAC&U, and Ajay Nair, Senior Vice President and Dean of Campus Life at Emory.

### **Enrollment and Student Success**

#### *Admissions and Financial Aid*

The work of the admissions and financial aid teams to retool admissions strategies and policies to attract and yield more top students from all backgrounds continued throughout 2016-17 and showed great results in the enrolling Class of 2021. [As the college reported with the start of the fall 2017 semester](#), the team's work resulted in a first-year class with twice as many students at the top of Trinity's academic profile as were in the previous year's class, with numerous Presidential Scholars, Kelter Scholars, Tozer Scholars, Global Scholars, and 1823 Scholars, coming to the college through our relationships with the Posse Foundation, Davis United World Colleges, and more than 50 community-based college-access organizations.

The acceptance rate this year was 33 percent, and for the second year in a row Trinity's yield rate was 30 percent, up from 22 percent in 2015. The Class of 2021 is the most diverse in Trinity's history, with its highest-ever percentage of international students (14 percent), as well as significant portions who are first-generation students (15 percent) or domestic students of color (24 percent). The class is the most geographically diverse as well: while we welcomed 10 students from the city of Hartford, all of whom received full scholarships, 56 percent of the class hails from outside of New England. For the second consecutive year, the class is slightly more female than male (52 to 48 percent).

#### *Career Development*

After extensive research, listening tours, site visits, and consultant engagement, a new vision and direction for the Career Development Center was presented to trustees in February, tackling questions aimed at: increasing student engagement early in their Trinity journeys; integrating career programming with academic and co-curricular life; making the office's physical space more inviting and technologically useful for students, alumni, and prospective employers; providing opportunities for students to explore the construction of purposeful lives; effectively conveying the benefits and outcomes of a Trinity education; and better leveraging the powerful Trinity alumni and parent network. The office has moved now to implementation of this new vision for Career Development.

In 2016-17, Trinity was one of just 10 colleges in the country selected by Stanford University to participate in "Design Your Life" training seminars for faculty and staff. As a result, Career Development will be implementing Stanford's Life Design Curriculum through workshops with students this fall. The office will be hosting its first "career jam" this fall to help Trinity students network with parents and alumni, and it also will be hosting pop-ups throughout campus during the year to share information with students about the resources and opportunities available through the Trinity network.

#### *Student Success and Retention*

Retention continues to be a key focus of the college's work, and the introduction of a new Director of Student Success, Jennifer Baszile, allowed Trinity to start analyzing systems, processes, and challenges that affect retention. The focus has been to understand student needs, where they struggle, and how the college might re-evaluate some of its systems to ensure the creation of preventative models. In the past, Trinity addressed retention by seeking out students who sought transfer, however, the Office of Student Success is creating a model that spans the entire campus and engages students earlier.

The following represents a sampling of the programs and processes established to ensure stronger partnerships across campus toward improved student success and retention:

Early Alert Program: Research shows that a student's experience during the first six-weeks of college are powerful predictors of first-year retention. From August to November 2016, the Office of Student Success partnered with faculty, Trinitition Fellows and the Dean of Students Office to identify individuals facing adjustment challenges in the first six weeks of college. As students were identified, the Director of Student Success invited them to meet to discuss ways to improve their experience at Trinity.

Scholars Programming: The Class of 2020 had 10 Presidential Scholars, 75 - 1823, and 5 Kelter Scholars who enjoyed a series of targeted programs and special events to promote community. These events included a welcome reception during orientation, a reception at President Joanne Berger-Sweeney's house with members of the Cabinet, and lunch with Paul Raether before he delivered his address titled, "Education for Life: How My History Major and Broad Liberal Arts Experience Prepared me for Wall Street and for Life."



Mid-Term Outreach: Each semester, all students at Trinity College are evaluated on the basis of their progress and performance in academic course work. Areas of concern may include class attendance and participation, timely completion of work, satisfactory performance, and writing proficiency. The Office of Student Success, in cooperation with the Registrar's Office, Academic Affairs, and the Dean of Students Office, reached out to every member of the Class of 2020 who received a Mid-Term Progress Report and invited students to meet for a consultation. If a student received two or more reports, the Office of Student Success contacted the student's instructors, advisor, and Transition Fellow for additional information.

Retention Intervention (Athletics): In partnership with Athletics, the Office of Student Success began an intentional outreach to students who played on varsity athletic teams in the first semester but no longer maintained an affiliation with a team by the beginning of the second semester. Students were contacted and invited to meet with Jennifer Baszile to discuss their success plan for their second semester and summer. Many of these students arrive at Trinity with an athletic "identity" and the Office of Student Success works closely with them to create a new path and identity at the College.

Student Success Retention Grants: The Office of Student Success created a grant fund that students on financial aid can access when they need funds for hardships that cannot be covered by the College's financial aid funding. This includes winter and/or professional clothing, books, food, travel, and other necessary expenses that make it difficult for students to succeed at the College.

First-Generation Students Program: In October 2016, Trinity College launched a first-generation student program with an event titled, *"First Steps to Success: Sharing Our Stories,"* which served as the catalyst for a much-needed first-generation student program. In December, the Office of Student Success invited a cross-section of first-generation students to participate in a focus group of first generation students to better understand the challenges that students face at Trinity and how the College might best-serve them. Students then formed an inaugural First-Generation Student Advisory Board, which played an important role in the college's first Pre-Orientation Program for first-generation students, held this fall for the Class of 2021.

Scholars Advisory Board: The Office of Student Success has created a Scholars Advisory Board to keep the College's most talented students engaged and excited about their Trinity experience. These students serve as advisors to faculty and administrators to help them understand how to serve these students well and foster sustained intellectual engagement beyond the classroom. These students will serve as leaders for future programming efforts sponsored by the Office of Student Success. They also are charged with finding creative ways to cultivate a culture of intellectual engagement on campus.

## **Finance and Operations**

*Finances.* Strategic planning and fiscal modeling were the top priorities for the team in FY17. The entire senior leadership team of finance and operations either served on subcommittees of the Bicentennial Strategic Planning Commission or supplied information to subcommittees. The team held significant leadership roles on the Resources Subcommittee and Facilities and Sustainability Subcommittee.

Improving fiscal planning was another top priority for FY17. It was important for the college to have a financial baseline forecast for the strategic planning efforts. We developed a multi-year planning model with extensive net tuition revenue modeling capabilities. Linking the financial model to the strategic planning efforts became a priority late in the year as the strategic plan took shape. Refining the fiscal model and solidifying the link to the strategic plan are continuing FY18 priorities.

While planning for the future, FY17 was a good financial year for the college. Revenues exceeded expenditures for FY17 by \$50,000, and the college's endowment benefited from the strong gains in the worldwide equity markets. It returned 13.3% for the fiscal year ending June 30, 2017, net of all fees and expenses, exceeding its passive benchmark return of 13.2 percent. The global equity portion of the endowment's portfolio returned 19.8 percent, exceeding the MSCI All Country World Index of 19.4 percent. The hedge fund and private equity portions of the endowment's portfolio likewise delivered double-digit returns. Focusing on the longer-term returns, for the five-year period ending June 30, 2017, the endowment returned 8.9% exceeding its benchmark of 8.8%.

*Facilities and Operations.* Naming Tom Fusciello as the assistant vice president of construction, facilities, and operations was a milestone for our facilities management efforts for FY17. With direct responsibilities for construction and maintenance under one position, the college is poised to coordinate construction, repairs, and deferred maintenance issues. Under his guidance, the team completed almost \$30 million of capital improvements over the last 18 months. The Crescent Center for Arts and Neuroscience, the Gruss Music Center, and the athletic fields are a few of the projects.

The Broad Street porch collapse called on the team to assess the risks associated with the 1713-1715 Broad Street properties, as well as the other multifamily properties owned by the college. We functioned within the crisis group to address the immediate issues related to the collapse. After the crisis group, the team continued our assessment efforts, and we recommended a \$1M plan to the Board of Trustees in April to solve the structural and code issues. The Board of Trustees approved the plan and the work is under way.

The fuel cell project is another team endeavor. Guy Drapeau and Tom Fusciello led our efforts. Guy and the Finance team managed the business aspects of the transaction. Tom is driving the infrastructure components of the project. The team also worked with a cross section of the college to evaluate the sustainability aspects of the fuel cell.

The college also installed 1,140 solar panels on the roofs of several buildings over the past year, generating clean energy for the campus while also helping to offset electricity costs. That work, as well as other steps to enhance energy savings and design projects with sustainability in mind, is part of a long-term, ongoing effort to reduce Trinity's ecological footprint and make the campus more environmentally sustainable.

Renegotiating contracts with our vendors produced significant savings this year. Revised contracts with Aramark, Pepsi, PWC, WB Mason, and the bookstore resulted in more than \$700,000 of operational savings. The firms also invested \$1.2 million in the college's plant and equipment.

## **Advancement**

### *Development*

More than 8,800 donors (alumni, parents, friends, foundations, and corporations) contributed \$28.6 million to Trinity this past year to support a wide range of program and initiatives ranging from scholarships and student internships to a number of capital projects and athletics programs. This total represented a 25 percent increase over the previous year, and those gifts had an immediate and palpable impact on the college. A few of the specific areas of investment included the following:

- Nearly \$11 million to support the college's financial aid program as we seek to attract the most talented students to Trinity.
- Over \$2 million to fund critical enhancements to the campus, most notably DiBenedetto Stadium and the Murren Family Field, which will support our student-athletes, and the wonderfully innovative Crescent Center for Arts and Neuroscience.
- More than \$700,000 to connect Trinity with community engagement initiatives such as Dream Camp, Mobile CSP, the HMTCA Summer Science Academy, and Free to Success/Trinity Prison Seminar Series.
- And more than \$1,000,000 to support the operations of Trinity's 29 men's and women's varsity sports teams.

### *Alumni Programs*

The Alumni Relations Office organized 153 events in 2016-17 that attracted more than 4,300 guests (increases of 32% and 9%, respectively). Highlights included:

- The reintroduction of a Volunteer Leadership Conference on Homecoming Weekend
- A new Homecoming Vernon Street Block Party for students and alumni
- A large Trinity contingent in the NYC Pride March
- A 25<sup>th</sup> anniversary gathering of the Black Alumni Association in NYC with President Berger Sweeney
- The largest gathering of alumnae ever for a Women's Leadership Council (WLC) reception in NYC also with President Berger-Sweeney

- And Summer Welcome receptions in 15 cities that brought together nearly 700 incoming students, alumni, and family members.

*Reunion.* Trinity College was a sea of blue and gold as more than 1,000 alumni and family members returned to campus in June. Attendees enjoyed more than 75 events, including the Alumni Convocation, where [several outstanding alumni were honored with awards](#). The strong upswing in alumni programs was driven by a reinvigorated National Alumni Association (NAA) Executive Committee led by its outgoing president, Peter Espy '00. Justin Maccarone '81, P'19 has stepped in to succeed Peter and continue the important work of growing and supporting our impressive network of loyal alumni.

### **Community Engagement**

Trinity College has long been partner to dozens of community organizations that call our neighborhood and city home. In addition to the many faculty, staff, and students who engage in community-based academic programs, the college supports community-based organizations in a number of ways. Our campus and our facilities are in many ways shared educational and civic spaces. Over the 2016-2017 academic year, our campus was host to dozens of community organizations, programs, and events.

The [Frog Hollow Neighborhood Revitalization Group](#) holds its monthly meetings at the Center for Urban and Global Studies, tackling housing, safety, and economic development initiatives. We also support youth development programs by hosting [Leadership Greater Hartford's Summer Nexus Program](#), and [The Center for Latino Progress' Summer Youth Employment and Learning Program](#), in which participants utilized the college's computer labs for resume and cover letter training programs.

[Trinfo Café](#), Trinity's community Internet café, remains a valuable resource to the more than 11,000 registered users who visit Trinfo annually to access computers, the Internet, and computer literacy workshops provided by Trinity staff and students. Trinfo offers after-school and summer programs for neighborhood students and is home to a community garden where neighborhood residents grow food on some of the 34 garden beds. Over the past year, [Trinfo introduced a Bee Club](#) to manage our beehives and harvest honey and wax to make products that are sold to raise funds for the club's ongoing costs. Over the past year, Trinfo also donated 16 computers to neighborhood residents who completed introductory computer literacy workshops, adding to the more than 1,100 computers donated since opening in 2000.

Trinity was a lead partner in the development and submission of a proposal to support a Hartford/East Hartford (H/EH) Innovation District as part of the State of Connecticut's Innovation Places grant competition. The competition invited communities to submit plans to support entrepreneurs and attract and retain the talent that tech start-up and high-growth enterprises need to spur economic development and job creation in Hartford. [Our plan was selected to receive a share of \\$30 million in state funding](#) to implement its vision of a reinvigorated Hartford. Part of the plan includes the development of a Medical Technology

(MedTech) incubator/accelerator established in collaboration with Hartford HealthCare and the University of Connecticut. The incubator will support the development and testing of “minimum viable products” (MVPs) and new digital health technologies.

Trinity College is deeply connected to the community and our investments and resources help enhance the vibrancy and quality of life in the south end of the city.

### **Information Services**

*Infrastructure Enhancements.* There were several major infrastructure enhancements over the academic year to improve accessibility and reliability. Over the course of the last several years, Trinity’s demand for Internet bandwidth has grown at a rate of roughly 50 percent a year. In an effort to stay ahead of that demand, IT upgraded our primary Internet connection from 1GB to a 10GB connection in the spring of 2017. And because most people connect wirelessly, upgrading that network continues to be a priority: We completed upgrading the residential buildings’ Wifi in the summer of 2016, and have been focusing on improving wireless performance in academic spaces over the 2017 academic year.

Our network also needs to serve guests as well as students, faculty, and staff, and we have made two changes to improve that experience. In the fall, we introduced eduroam, a system that allows the Trinity Community to seamlessly connect to networks at other higher education institutions that participate in eduroam, and it allows guests from those schools to connect to our network. IT also introduced self-registration for guest access, eliminating the need to “sponsor” guests on the network.

*Housing Lottery Software Development.* In Spring 2017 we launched a new housing lottery system that was developed in conjunction with Residential Life and the Student Government Association. The new system replaced a physical event in the Washington Room with an online process. The new system captured the spirit of the prior system, while reducing the real-time stress that it caused just before exams.

*New Library System.* In June 2017 the Connecticut College, Trinity College, and Wesleyan University libraries (the CTW consortium) went live with the new Alma / Primo Library System. Over the past year the library has worked very hard to improve both the backend and search interface of the library catalog. The new interface is OneSearch. Major improvements include the ability to easily search the holdings of all three libraries at one time. From any record for the three schools you can order a book and have it delivered to the Trinity Circulation Desk. OneSearch also has records from WorldCat for material that Trinity doesn’t own. From these records you can select the Purchase Request option to ask us to buy the material.

*Center for Educational Technology.* In Spring 2017 we opened up the redesigned Center for Educational Technology. The redesign offers more space for collaborative and individual work, more coherent space for the Student Technology Assistants, and screen space for people

working on intensive projects. It also provides access to our suite of 3D printers and to several Oculus Rift virtual reality machines. The space has been extremely well received by our students.

*EdX.* This spring we launched several courses on edX. The first two to launch were re-runs of courses from last year: Dan Lloyd's "The Conscious Mind: A Philosophical Road Trip" and Ralph Morelli's "Mobile Computing with App Inventor—CS Principles, Part 1." The next course offered was Jack Dougherty's "Data Visualization for All," followed by Garth Myers and Mary Pelletier's course on "Urban Sustainability." Launching in the fall of 2017 will be a course on ethnomusicology with Eric Galm, and part 2 of Ralph Morelli's "Mobile Computing with App Inventor—CS Principles."

### **New Faces, New Roles, and Retirements**

*Faculty.* The arrival of new faculty members was [celebrated at the start of the fall semester](#).

*Senior Leadership.* Two new vice presidents were welcomed to Trinity in 2016-17. In January 2017, [Angela Paik Schaeffer](#) joined Trinity as vice president for communications and marketing from Williams College, where she had served as chief communications officer. In June, [Michael T. Casey](#) arrived as the new vice president for college advancement. He came to Trinity from Skidmore College, where he had served as the Collyer Vice President for Advancement. In addition to those arrivals, Anne Lambright, Charles A. Dana Research Professor of Language and Culture Studies, joined the President's Cabinet and the Dean of Faculty Office as Dean of Academic Affairs. Professor of Political Science Sonia Cardenas' role in the Dean of Faculty Office and on Cabinet was restructured to Dean of Academic Affairs and Strategic Initiatives. Her responsibilities now include oversight of graduate studies, the IDP program, the Academy of Life-Long Learning, summer and January terms, and more, and she leads efforts to build new strategic partnerships and offerings and supports the President's Office with strategic projects.

*Other Key Appointments.* Several arrivals—in newly created, restructured, or existing roles—brought new energy, skills, and perspectives to critical operations at the college. Among them: Christopher Houlihan, John Rose College Organist-and-Directorship Distinguished Chair of Chapel Music

Michael Light, Assistant Vice President and Director of Financial Aid

Jennifer Summerhays, Director of the Office of Study Away

*Retirements.* The 2016-17 academic year saw the [retirement of seven Trinity College faculty members](#) and numerous staff members, including John Rose, who led Chapel music for 40 years, and Jack Fracasso, who served as vice president for college advancement from 2012 to 2017.

### **Conclusion**

It has been another momentum-building year for Trinity College. While 2016-17 had its challenges, the college continues to enhance the education it provides, both inside and outside the classroom, and nurture a community of learning that fosters engagement with one another and the wider world and that is inclusive, respectful, and supportive of all of its members. In the coming year, our focus will be on continuing to build that momentum and in setting our sights on a shared vision for the future of Trinity, as we head toward the college's bicentennial in 2023. We are inspired by the work ahead and dedicated in our collective responsibility to advance Trinity College.