

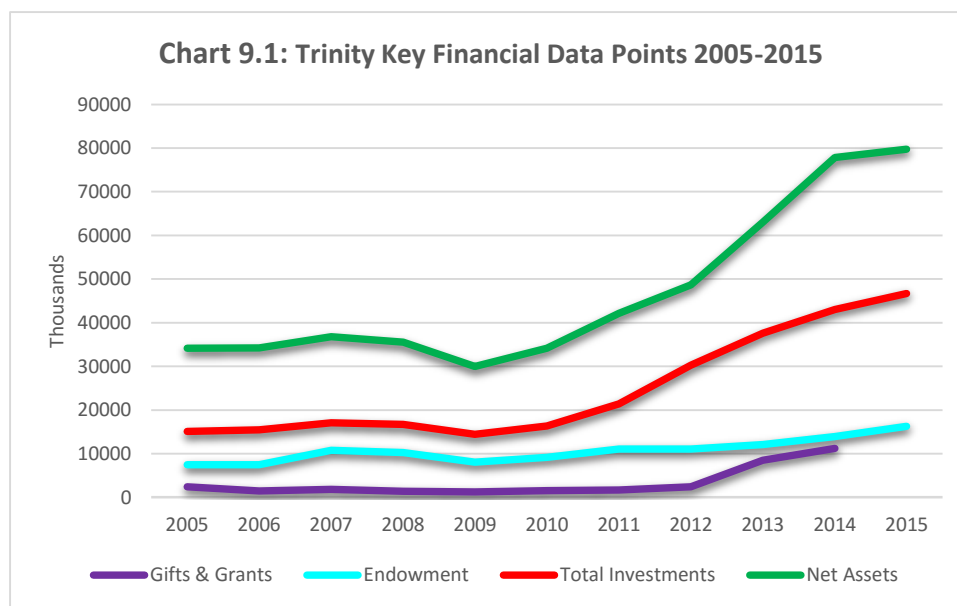
CHAPTER NINE: RESOURCES SUPPORTING MISSION AND PROGRAMS

Characteristics of Excellence: Through this chapter Trinity will demonstrate compliance with:

Standard 3: Institutional Resources

Trinity operates in a highly disciplined financial environment in which the Board and management make prudent financial decisions to invest in those resources that reap the most benefits for students and the academic enterprise. While Trinity is frugal, Trinity spends money where it counts --- faculty and staff salaries and benefits have improved continuously; technology acquisitions are constant; and facilities upgrades are ongoing. Trinity meets the expectation of Middle States Standard 3 that, “The human, financial, technical, facilities, and other resources necessary to achieve an institution’s mission and goals are available and accessible.” As well, Trinity conducts ongoing assessments of all phases of institutional work to ensure “the effective and efficient uses of the institution’s resources” consistent with mission.

During the last decade, Trinity has been able to build stronger financial margins as a result of strong enrollment performance and fund raising, and the financial discipline to produce healthy surplus results. This performance has made it possible to invest in the new academic center that will provide the first truly modern academic spaces in more than half a century. While more recent enrollment declines have slowed this growth, Trinity’s overall strength continues. **Chart 9.1** below shows how Trinity’s key financial data points have progressed in ten years:



The graph shows the growth in net assets (top green line) due largely to the development of the Trinity Academic Center supported by strong surplus performance (driving total investment growth, the red line) and fund raising (the bottom purple line). Endowment growth is shown separately (aqua); note that endowment is also included in total investments (red line). Later in this chapter, the strategic financial ratio analysis will provide more context for these results including the impact of recent enrollment declines on net tuition and financial margins.

A. The Trinity Academic Center

Opening in time for the Fall 2016 semester, the Trinity Academic Center ([DR 9.1: Academic Center website](#)) is a powerful example of Trinity's commitment to providing the resources necessary for contemporary instruction. The new 80,000 square foot academic center will include 8 science laboratories, four nursing labs, and 22 classrooms of varying sizes as well as common spaces. The building will house the information technology hub of the campus, and will have state-of-the-art technology throughout. Trinity's current academic facilities include the classrooms and faculty offices in Main Hall, a century-old massive 225,000 square foot granite building that has had upgrades over the years but no substantial systems renovation; a Science Building planned in the early 1930's and opened in 1940; and a Library that opened in 1963. (The Facilities section at the end of this chapter discusses other campus buildings.)

Planning for the academic center began in 2005, and the Campus Master Plan of 2006 ([DR 9.2: Campus Master Plan 2006](#)) identified the location of the new building and approximate size. In 2010, the Board of Trustees approved proceeding with the concept design phase ([DR 9.3: 2010 Concept Design](#)). As part of the concept design process, Trinity asked the architects to evaluate both the Science Building and the Library structure. While the final report indicated that both structures eventually should be replaced, a consensus emerged that a new laboratory building with classrooms was an urgent priority, and that the library would be a future project that depended, in part, on more contemporary thinking and planning for what a library space should actually entail in the mid-21st Century and beyond. Planning the future of the library will be a central consideration of the new campus master planning process that will begin in late 2016.

In 2011, Trinity launched the Second Century Campaign with a goal to raise \$30 million for the new building and scholarships by 2016. In 2013 a donor came forward with a \$10 million pledge (now fully paid) for the building project. Other pledges and gifts followed, and the total amount raised in the campaign to date is \$26.2 million, with \$20 million for the building.

The Board approved moving forward with the project in 2013 ([DR 9.4: Board Presentation 2013 Concept Design](#)). With the design/build team of Clark Construction and EYP Architects, a revised concept design emerged in 2013-2014 ([DR 9.5: 2013 Concept Design](#)). With Board approval, the project proceeded through the Zoning Commission ([DR 9.6: DC Zoning Commission Presentation](#)). Groundbreaking took place on May 31, 2014. With strong value engineering, the total cost of the building is \$36.2 million for design and construction; legal and zoning fees are additional. In addition to the \$20 million for the building raised through the capital campaign, the Board approved the financial plan including issuance of \$15 million in debt and also approved the selection of SunTrust Bank as the financing partner.

The financing proceeded as follows: Trinity had a DC Series 2001 Revenue Bond that was used to finance the construction of the Trinity Center for Women and Girls in Sports. On June 2, 2014 this Bond was paid back in full using the proceeds of the newly issued Series 2014 A bonds. The DC Series 2014 A bonds bear interest at variable rates. This debt is subject to an interest rate swap agreement with SunTrust Bank. The amount of the bond is \$15.3M. At the same time the old debt was refinanced, Trinity also issued DC Series 2014 B bonds in the amount of \$15M. Proceeds have been drawn down and used entirely to fund the construction of

Trinity's new Academic Center. These bonds have a variable rate and are subject to an interest rate swap agreement with SunTrust Bank. Both Series A and B bonds have a twelve year term and are being amortized over a 25 year period.

Construction has proceeded on time and on budget. The schedule calls for substantial completion in April 2016, with move-in following through the summer, and the building will be open for use in Fall 2016. The Vice President for Administration is Trinity's chief manager for this project.

B. Financial Resources

Trinity's ability to construct the academic center is a result of years of fiscal discipline and prudent management. In the five years since Trinity's [2011 Periodic Review Report](#), which included a favorable [financial review](#), Trinity has built financial strength and has earned favorable reports from the BrownEdwards auditors. Favorable financial results including strong surplus performance have improved the balance sheet considerably. **Chart 9.2** below shows operating performance and balance sheet growth since 2010:

Chart 9.2: Trinity Financial Snapshot Fiscal 2010 to Fiscal 2015						
	FY10	FY11	FY12	FY13	FY14	FY 15
Total Operating Revenues	\$29,056,328	\$32,287,938	\$35,988,929	\$36,311,193	\$34,013,169	\$32,759,139
Total Expenses	\$26,252,051	\$27,392,062	\$29,361,365	\$30,787,792	\$31,384,883	\$31,665,464
Net Income	\$2,804,277	\$4,895,876	\$6,627,564	\$5,523,401	\$3,780,831	\$624,339
Total Assets	\$58,573,525	\$66,464,778	\$72,960,840	\$86,170,872	\$101,479,444	\$116,200,882
Total Liabilities	\$24,433,342	\$24,289,184	\$24,272,886	\$23,154,959	\$23,616,312	\$36,409,034
Total Net Assets	\$34,140,183	\$42,175,594	\$48,687,954	\$63,015,913	\$77,863,132	\$79,791,848

The growth in total net assets is largely a result of the surplus performance, capital campaign and construction of the new academic center. As noted in Chapter 2, Trinity has kept tuition prices very modest compared to other private universities in Washington; Trinity's tuition discount averages 40%. Trinity's overall fiscal growth and capital improvements, while benefitting students in many ways, have not imposed higher costs on students.

Trinity takes pride in having clean audits with no substantial comments in the management letters across the last decade. Trinity's auditors BrownEdwards provide to the Board Audit Committee a financial analysis report with benchmarks along with the audit presentation. The auditors always have a private meeting with the independent trustee members of the Audit Committee without management present. These meetings consistently demonstrate strong financial management with excellent internal controls. ([DR 9.7: Audited Financials](#))

Trinity is mindful that the enrollment decline of the last three years is a financial risk. Through 2015, Trinity has managed the downturn with discipline and focus, continuing to produce a surplus to meet bond covenants.

1. Key Financial Ratios

Led by the Chief Financial Officer and Controller, and with strong oversight by the Board Finance Committee, Trinity's financial team conducts continuous analysis of fiscal performance and makes adjustments as necessary for financial conditions. Annual reporting of financial ratios enable management and the Board to understand clearly the financial position of Trinity at each review moment, and to make strategic decisions accordingly.

Chart 9.3 below shows the key financial ratios that Trinity uses to benchmark financial performance.

Chart 9.3: Trinity Strategic Financial Ratios						
	2010	2011	2012	2013	2014	2015
Actual Debt Service Coverage	3.79	5.11	5.88	5.17	5.89	3.61
Primary Reserve Ratio	0.59	0.81	0.98	1.13	1.7	1.73
Composite Financial Index	4.59	6.24	6.44	7.76	9.06	8.10
Annual Operating Margin %	8.04%	14.87%	17.61%	14.65%	8.45%	3.34%
Viability Ratio	0.8	1.2	1.57	2.42	3.05	1.91
Return on Net Assets	12.94%	21.06%	14.33%	25.17%	21.08%	2.37%

[DR 9.8: Strategic Financial Ratios](#) includes board presentations on the ratios FY 2012 to 2015.

Changes in the ratios across the last several years reflect (a) the Second Century Campaign, (b) the commencement of construction and payments on the academic center, and (c) the enrollment variances. In general, as the composite financial index score indicates, Trinity's financial position is strong, and Trinity is meeting all debt covenants.

2. Five-Year Financial Projection

Trinity's financial team maintain a continuous five-year financial projection. The projection is adjusted annually based on the latest audited financial statements, enrollment performance and changes in enrollment projections.

Key assumptions of the 5-year financial projection include:

- Enrollment growth plotted according to the strategic enrollment model
- Tuition price growth at no more than 3% annually
- Wage & salary growth at no more than 2% annually
- Facilities costs
- Technology costs
- Other

Chart 9.4 on the next page illustrates the five year financial projection for FY2015 to FY2020: (See the complete [DR 9.9: 5 Year Financial Pro Forma](#) in the document room)

Chart 9.4 Trinity 5-Year Financial Planning Model FY2016 to FY2020

Statement of Changes in Unrestricted Net Assets						
Base = For the Twelve Months Ending June 30, 2015						
		2016	2017	2018	2019	2020
	BASE YEAR	Forecast	Forecast	Forecast	Forecast	Forecast
	6/30/2015	Year 1	Year 2	Year 3	Year 4	Year 5
Tuition & Fees	35,240,956	35,289,657	38,649,904	42,496,690	46,216,839	48,810,158
College Funded Student Aid	8,688,600	8,113,312	8,876,019	9,708,963	10,334,699	10,884,464
Student Aid	1,336,941	1,338,650	1,338,650	1,338,650	1,338,650	1,338,650
Net Tuition and fees	25,215,415	25,837,695	28,435,235	31,449,076	34,543,490	36,587,044
Government Grants & Contracts (offsets student aid)	422,601	422,601	420,037	420,037	420,037	420,037
Gifts & Private Grants	768,171	750,000	800,000	800,000	800,000	800,000
Auxiliary Enterprises Revenue	3,663,356	3,436,391	3,503,536	3,572,919	3,644,617	3,718,708
Trinity Center Revenue	384,789	384,789	449,972	449,972	449,972	449,972
Other Revenue	315,752	326,734	326,734	338,856	351,463	364,574
Operating Investment Income	100,156	225,000	225,000	225,000	225,000	225,000
Total Operating Revenue	30,870,240	31,383,210	34,160,514	37,255,860	40,434,579	42,565,335
Net Assets Released From Restriction (0% annual increase from budget)	1,888,896	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000
Total revenue, gains and other	32,759,136	32,633,210	35,410,514	38,505,860	41,684,579	43,815,335
Expenses						
Salaries	18,474,824	18,779,958	19,678,819	20,624,056	21,618,289	22,664,297
Benefits	2,052,264	2,159,473	2,355,260	2,569,215	2,803,055	3,058,664
Utilities	1,471,143	1,615,000	1,736,125	1,866,334	2,062,299	2,278,841
Operating Expenses	8,097,330	9,220,309	9,769,695	10,370,526	11,040,985	11,761,007
Contingency Funds	-	13,900	200,000	200,000	200,000	200,000
Academic Center Related Operating Charges						
Insurance	-	55,000	56,650	58,350	60,100	61,903
Security	-	180,000	187,200	194,688	202,476	210,575
Facilities	-	515,000	530,450	546,364	562,754	579,637
Total expenses	30,095,562	32,538,640	34,514,199	36,429,533	38,549,958	40,814,923
Change in unrestricted net assets from operating activities	2,663,575	94,571	896,315	2,076,327	3,134,621	3,000,413
Non-Operating activities						
Gifts & Private Grants	209,369	268,577	268,577	268,577	268,577	268,577
Net Assets Released from Restriction	-	-	-	-	-	-
Investment Return and Interest Income	60,648	250,000	250,000	250,000	250,000	250,000
Change in FV of Swap	(739,353)	(700,000)	(100,000)	(50,000)	-	-
Depreciation and FIN47 Accretion Expense	(1,113,060)	(1,047,784)	(990,093)	(1,693,470)	(1,696,987)	(1,700,653)
Change in unrestricted net assets	1,081,179	(1,134,636)	324,799	851,434	1,956,211	1,818,337
Net assets as of June 30	35,165,309	36,246,488	35,111,851	35,436,650	36,288,084	38,244,296
Interest expense from model)	36,246,488	35,111,851	35,436,650	36,288,084	38,244,296	40,062,632
Existing Interest Expense on Bonds	(456,842.06)	(700,079.55)	(1,122,815.07)	(1,181,712.50)	(1,143,887.50)	(1,105,000.00)
Existing Principal Payments on Bonds	(580,000.00)	(680,000.00)	(1,235,000.00)	(890,000.00)	(915,000.00)	(945,000.00)
Bottom Line After Debt Service	44,337	(2,514,716)	(2,033,016)	(1,220,278)	(102,676)	(231,663)

This model is built with conservative estimates of enrollment derived from the strategic enrollment model and further reduced to ensure fiscal planning prudence. In addition, on the expense side, Trinity made certain assumptions regarding the operating costs of the new building. These are also conservative estimates. Trinity is confident that the deficits in the early years of the planning period can be reduced by operational improvements in Admissions to grow tuition revenue, along with further analyses of the overall cost structure and the cost of operating the Academic Center.

3. Annual Budget Process

Consistent with Middle States expectations, Trinity's annual budget process is aligned with the strategic plan. The annual departmental planning process incorporates institutional strategic plan goals, creating operational goals and tactics that support budget requests. Across the last decade, major budget initiatives tied to strategic goals include:

- Support for academic program initiatives such as Nursing and Occupational Therapy;
- Continuing improvements in faculty salaries;
- Technology initiatives including a new VOIP telephone system, major expansion of wifi access throughout campus and upgrades or addition to the administrative software;
- Facilities upgrades including Main Hall restrooms, elevators and other projects;
- Funding for the concept design and planning for the new academic center.

Each annual budget process begins with a memo from the president to the CFO specifying budget priorities for the new fiscal year. The president's priorities consistently start with improvement in faculty salaries, fulfillment of bond covenants, new positions to support strategic initiatives, and progress on capital projects. The CFO and controller then issue the call for budget requests, and new project requests must align to strategic goals.

4. Business Office Projects and Priorities

The CFO and Controller collaborate on projects that improve Business Office performance on everything from cash management to receivables turnover to improved customer service. The Business Office Annual Plan reports several key progress areas. One of the major changes that clearly benefits students is the initiative to deliver student loan refunds electronically.

Historically, Trinity delivered refunds manually on a given day, and the manual processing, combined with the "live and in person" refund check event grew cumbersome as thousands of refund checks became the norm. In 2012, Trinity partnered with NelNet to create an electronic refund process, and over the course of the last five years Trinity has moved from just 22% of refunds delivered electronically to more than 60% in Fiscal 2015. Trinity will still deliver manual checks to students who wish them, but the move to the ETF system has greatly improved services, responsiveness and accuracy in the refund process.

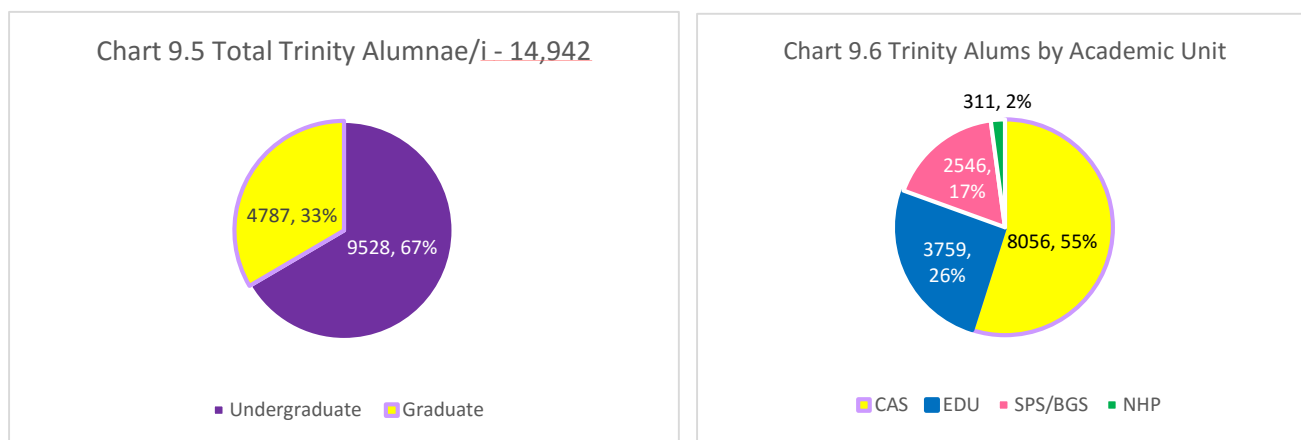
C. Development and Alumnae Affairs

Improving Trinity's financial resources through a strong Development program is an important priority for Trinity. The success of the Second Century Campaign demonstrates the loyalty and support of many of Trinity's most generous alumnae and friends. With more than \$26.2 million raised to date toward a \$30 million goal, Trinity aims to complete the campaign by the close of Fiscal 2016. The amount raised to date includes \$20 million for the new academic center, and \$6 million for scholarships. ([DR 9.10: Development and Institutional Advancement Reports](#))

Even as the campaign moves to conclusion, the Development Office has established a clear priority to strengthen the Annual Fund. As Trinity's student body has changed in the last 25 years, both the Alumnae/i Affairs Program and the Annual Fund have needed to change to reflect

Trinity's contemporary realities. Among other initiatives, FY16 Annual Fund appeals have been segmented with volunteers from each academic unit signing the letters and lending support to campaigns targeted to each population. As of the end of December the Annual Fund has realized a 30% increase over FY2014.

As part of developing a more robust Annual Fund program, Trinity is evaluating the profile of the nearly 15,000 graduates of Trinity in order to develop more effective programs and services to engage this diverse population well beyond graduation day. While Trinity Alumnae Affairs programming was traditionally organized around baccalaureate graduates, the data reveals that one-third of alums are graduates of the master's degree programs:



Graduates of the College of Arts and Sciences, Trinity's historic women's college, are still the majority population among the academic units, but they are now just 55% of all graduates. This early data assessment suggests changes that must occur to improve communication, programs and services with Trinity graduates, all of which will also create a stronger platform for improved Annual Fund performance and long-term support for Trinity.

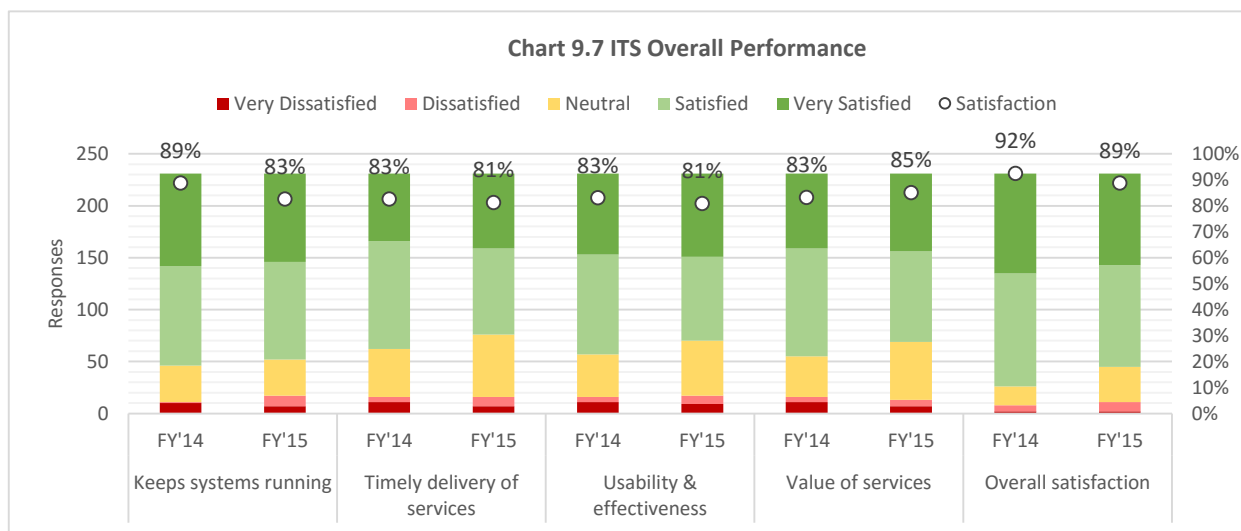
D. Technology Resources

Trinity maintains a modern technological infrastructure supporting all customary forms of technology for a modern academic institution. Major technology resources at Trinity include:

- PowerCampus, the central administrative information system including student and alumnae databases
 - Self-Service customer interface for online registration, advising information
 - Great Plains financial management software and PowerFaid for Financial Aid
- Microsoft Outlook email, calendar, telephony; student email through Google mail;
- Moodle learning management system for all courses and academic interfaces
- All classrooms with projection technology, Internet access, Apple Air Play
 - New academic center classrooms and laboratories all built with pervasive tech
 - Nursing simulation lab with advanced simulation technologies

- Library membership in the Washington Research Library Consortium which includes access to the WRLC library system, and the library also maintains access to OCLC and numerous online databases
- Website development and management through Trinity’s Creative Services Team with off-site servers to ensure uninterrupted service
- Pervasive WiFi in offices, common spaces, residence halls;
- Standard desktop equipment for all faculty and staff, shared printing capacity
- Printing support for students in designated campus locations
- Support for mobile devices across many platforms
- AlertLogic intrusion detection and off-site storage for disaster recovery

Trinity’s Technology Services Team makes excellent customer service a top priority. With so many systems and so much hardware and software to manage in a 24/7 user environment, and with innovations crowding the market each day, maintaining high standards for customer service and satisfaction is a significant achievement. The Tech Services Team tracks work orders and time to fulfillment, and on an annual basis surveys customers for satisfaction. **Chart 9.7** below illustrates overall performance and satisfaction on key issues comparing the last two years:



[DR 9.11 Technology Services Annual Reports](#) includes satisfaction and usage reports, plans and analysis of actions to address various issues in campus technology.

To ensure great customer service and satisfaction, Tech Services places a high priority on the continuous upgrade of systems, software and equipment to meet contemporary needs and demands. Migration of telephony to a VOIP system (Microsoft Lync) in 2014-2015 is an example of Tech Services initiatives to improve reliability and functionality university-wide. Tech Services works with the Creative Services team on small customer interface issues (e.g., creation of a web app “Find My Classroom” to eliminate bulletin boards with classroom lists) as well as large issues (e.g., user interface with Self-Service, the online registration portal) to ensure maximum accessibility and clear navigation for user access to online information.

In Fall 2015, Tech Services is working with a team including Creative Services, Admissions, Enrollment Services and Academic Affairs to adopt a new online application that will facilitate speedier review of admissions data across departments and allow applicant data to flow into PowerCampus seamlessly. This major improvement in the application process through improved technology will improve both admissions and advising processes.

Academic technology support requires a team approach across many institutional departments. The Director of Instructional Technology in the Provost's Office has primary responsibility for faculty training and assessment of the use of Moodle and related instructional resources. The Provost's annual report includes a report on Instructional Technology that reveals a continuing need for faculty training and assessment of faculty use of technological tools. The Creative Services Team works with the provost and deans to manage the academic web pages, catalog, faculty profiles and other relevant academic information on the website.

E. Human Resources

Sustaining a high-quality university with great student services is a labor-intensive enterprise, and of all resources essential for maintaining Trinity's progress, human resources are the most important. In 2015, Trinity employs more than 500 full-and-part-time professionals to support all academic and operational dimensions of the university. [DR 9.12 Human Resources Reports](#) provides many details; **Chart 9.8** below shows the snapshot of personnel growth:

Chart 9.8: Personnel Census	FY2011	FY2012	FY2013	FY2014	FY2015
Total Active Employees	456	478	518	549	495
Full-Time Faculty	63	60	68	67	63
Adjunct Faculty*	245	272	274	289	261
<i>(*Includes all adjuncts who taught during the fiscal year. Not all adjuncts teach each semester or each academic year.)</i>					
Full-Time Staff	123	125	140	145	131
Part-Time Staff (not including students)	25	21	36	48	40

Trinity's staff is diverse by race and ethnicity: 59% of all staff, and 52% of full-time faculty, are African American, Hispanic or Asian. Reflecting Trinity's historic mission as a woman-centered institution, 78% of all employees, and 74% of full-time faculty, are women.

Consistent with Trinity's goals for Human Resources and Management Capacity, as well as aligned with Middle States standards on Resources and Administration, the Office of Human Resources has undertaken a number of important initiatives to ensure the quality and sustainability of Trinity's human resources to support institutional mission and goals. These initiatives include:

- The Trinity Institute: a continuing education program designed for all personnel
- A major study of staff retention and improved hiring practices
- A new HRIS system to improve responsiveness and access to employee information

1. The Trinity Institute

The [Trinity Institute](#) is the institutional staff development and professional continuing education program for all staff levels; faculty may also participate in some sessions, but faculty development opportunities also occur through the Provost's Office.

The major topics covered in the Trinity Institute include all risk management areas including emergency management, discrimination, harassment and sexual assault training; skills training programs particularly related to the use of technology; communication and personnel management topics; and personal topics like eldercare, financial and retirement planning.

In 2014-2015, the Trinity Institute offered 70 workshops to 412 participants. Fifty percent of the workshops covered technology topics, and 85% of participants taking technology sessions indicated that they are more effective and efficient in their jobs because of their new or enhanced technology knowledge, citing the ability to produce better reports, graphs, charts or effective publications and presentation slides. Twenty percent of the workshops offered covered communication topics, and 90% of participants taking these workshops indicated they changed or modified a communication approach or behavior which improved their communication skills.

2. Staff Retention

As part of annual planning, the Office of Human Resources tracks employee retention. Patterns have emerged over time that cause concern. **Chart 9.9** below provides the snapshot of employee retention by category since 2011:

Chart 9.9 Employee Retention	2011	2012	2013	2014	2015
Overall Retention	83%	84%	79%	78%	79%
Faculty - Full Time	83%	83%	97%	93%	98%
Full-Time Executive Exempt Staff	100%	88%	95%	90%	90%
Full-Time Exempt Staff	86%	81%	75%	77%	64%
Full-Time Non-Exempt Staff	76%	66%	82%	76%	73%

Human Resources has begun to analyze the serious drop in retention for full-time exempt staff, most of which seems to occur at the mid-level manager level. In confidential exit surveys, the key reasons offered for the staff departures are a lack of professional growth opportunities, and various levels of tension with managers, e.g. a lack of communication or perception that the employee could not discuss problems with the manager.

Regarding management performance as a cause for employee attrition, Human Resources takes several approaches. First, the individual managers receive counseling and additional training through the Trinity Institute where problems arise because of poor management communication. Second, for all managers, the Trinity Institute offerings have increased on topics related to personnel management.

Regarding attrition due to a lack of promotion opportunity, because Trinity has a relatively small workforce with a flat hierarchy, in fact promotion opportunities are less robust than at larger universities. At the same time, 36% of new staff positions filled in 2014 and 2015 were filled by existing staff, reflecting Trinity's commitment to try to hire from within. Some of the staff attrition arises from changing personal circumstances. Family demands, travel times, spouse relocations and similar personal issues are large factors in many cases.

3. Improving the Hiring Process

Analysis of the retention data also indicates a need for improvements in the hiring process to ensure a good fit for both the staff member and for Trinity. The Office of Human Resources has analyzed the length of time it takes to fill position, and has set goals to reduce the length of searches. Training managers to conduct effective interviews and careful analysis of credentials is another area for improvement through the Trinity Institute.

F. Facilities Resources

Managing Trinity's facilities effectively is a significant challenge given the age of the buildings and changing environment for accessibility, life safety, functionality and general comfort. More than a decade ago, Trinity retained the Aramark company as a partner to help manage the physical plant. This partnership has proven to be Trinity's most durable and effective vendor relationship, making it possible for Trinity to address deferred maintenance and necessary upgrades on a progressive basis while also handling all of the routine corrective and preventive maintenance tasks that flow through the system daily. ([DR 9.13 Facilities Services Reports](#))

1. Trinity Campus Overview

When the Sisters of Notre Dame de Namur purchased a parcel of land from Glenwood Cemetery in Washington in 1897, the northeast quadrant of the city was considered "country" and major roads were few. Trinity's growth and development through the years paralleled the development of this part of the District of Columbia. While a quiet residential neighborhood for most of the last 50 years, more recently Trinity's neighborhood in the Edgewood/Brookland part of the city has become "hot" for real estate developers, with an influx of new residents and many new residential projects and amenities. These developments become important as Trinity considers the future shape of the campus through campus master planning.

Trinity has never built more than what was absolutely essential in each era. When completed, the new Trinity Academic Center (described earlier in this report) will be the 8th major building on Trinity's campus --- but one building, the old Science Building, will be demolished. The inventory of buildings and their opening dates includes:

Main Hall	(1900-1910)	Classrooms, Offices, Residential
Notre Dame Chapel	(1924)	Worship
Alumnae Hall	(1929)	Dining Hall, Residential
Science Building	(1940)	Laboratories (to be demolished 2016)
Cuvilly Hall	(1958)	Residential

Library	(1963)	Academic
Kerby Hall	(1965)	Residential
Trinity Sports Center	(2003)	Sports and Recreation
Trinity Academic Center	(2016)	Academic, Laboratories (replaces Science)

A new campus master planning process will begin in late 2016, with a goal to have a new master plan before the Zoning Commission by February 2017, ten years after the last plan was approved. The new master planning process will necessarily consider important questions about the future development of Trinity's campus in relation to trends in higher education as well as neighborhood economic development trends. Priority issues in the new master planning process will most likely include the future of the library; residence halls; and historic preservation.

2. Facilities Management

Even as Trinity is preparing to engage a new campus master planning process, and also preparing to open the new Academic Center, Facilities Services strives to sustain great customer service while managing thousands of work requests each year. The Aramark team tracks the service requests, type of request, time to completion and other data necessary to ensure high quality performance consistently.

Major projects to upgrade existing facilities continue even with the academic center construction underway. Some of the most important projects that occurred during the last five years include:

- Installation of new restrooms in Main Hall, first and second floors;
- Installation of a new Main Hall elevator on the south end;
- Main Hall classroom upgrades with new furniture, carpets, lighting;
- Refurbishing Main Hall dome due to earthquake damage;
- Major repairs in the roof and drainage system for Notre Dame Chapel;
- Oversight of a major repair to the cornice of Main Hall after ice damage;
- Ongoing ADA improvements;
- Ongoing electrical and HVAC improvements.

G. Auxiliary Enterprises and General Administration

The Vice President for Administration oversees auxiliary enterprises including the Trinity Center for Women and Girls in Sports and Conferences, and manages the major outsourced services including Food Service (Sodexo), Facilities (Aramark) and the Bookstore (Barnes & Noble). The VP Administration has also served as Trinity's primary manager for the construction of the new academic center. [DR 9.13: Operations Annual Report](#) provides detailed assessments on these administrative areas.

Auxiliary revenues through the Trinity Center and Conferences provide important additional support for Trinity's overall financial health. The programs hosted through the Trinity Center and Conferences leverage existing assets in space and facilities while attracting thousands of individuals to Trinity's campus for educational, health, fitness and recreational programs. The Trinity Center's community outreach and programming strengthens partnerships with numerous

organizations such as the Girl Scouts, D.C. Public Schools, Charter Schools, Catholic Schools, youth and amateur sports associations, and neighborhood groups providing broad services. Trinity estimates that nearly 40,000 individuals visit the campus each year through events and programs of the Trinity Center, enlivening the campus and providing excellent marketing opportunities for Trinity.

Conclusion to Chapter Nine

Trinity is a fiscally disciplined institution that operates in an environment that carefully balances frugality with prudent investment in those resources that will contribute to strategic growth. Over the last decade, as enrollment grew Trinity conserved surplus in order to build the margins that were essential to plan the new academic center and to fund strategic program initiatives.

Trinity's board and management team work constantly to make sure that the resources necessary for a high quality academic institution are present, notably, the human resources, technology and facilities that are essential for a modern university operation. Trinity's strategic plans continuously aim for growth in order to ensure the resources necessary for quality.

Recommendations:

- In the years ahead, Trinity needs to continue to focus on growth in enrollment, solving the short-term enrollment shortfalls while building stronger market appeal in key programs for the future.
- Trinity must also continue to grow the non-tuition sources of revenue through charitable gifts, grants and contracts, and auxiliary income.