

CHAPTER TEN: ENVISION TRINITY 2020

Characteristics of Excellence: Through this chapter Trinity will demonstrate compliance with these Middle States standards:

Standard 1: Mission and Goals

As has been the case for prior Middle States Self-Study moments at Trinity, the years spent in self-study for the 2016 accreditation review have provided numerous opportunities to assess the quality and effectiveness of Trinity's planning processes, to revise the strategic plan and to set institutional sights on goals for the future. This concluding chapter of the 2016 Self-Study summarizes Trinity's strategic goals and assessment of progress toward goals, and closes the loop of fulfillment of Middle States standards by returning to Standard 1: Mission and Goals.

[*Envision Trinity 2020*](#) is the latest iteration of the strategic plan that began in the late 1990's with *Beyond Trinity 2000*, and continued through *Achieving Trinity 2010*. (Prior plans linked on the [Strategic Plan page](#) on Trinity's website.)

These plans have guided Trinity's enrollment and financial growth through the years, and have set the stage for innovation and expansion in academic programs, technology, human resources, student services and facilities. Working with and through the goals and objectives of these plans, Trinity has also enlarged its management capacity and has strengthened its reputation for quality and effectiveness, particularly in serving a student population that presents both challenges and opportunities for all of higher education.

The goals and objectives of *Envision Trinity 2020* flow through all institutional plans and processes, and this Self-Study report accurately reflects both fulfillment of the plan and areas where additional plan revisions or reconsideration of strategies and tactics are necessary. The Board of Trustees, Senior Executive Staff, Enrollment Management Team and administrators from the president, provost and CFO through all deans and department heads review and assess progress toward the strategic goals on a continuing basis, and this review is evident in annual plans and meeting materials.

Following is a brief synopsis of the areas of success and challenge that Trinity will address in making plan adjustments in the years to come; see [*Envision Trinity 2020*](#) for the actual text of each goal.

❖ **Goal One: Enrollment Development**

Because students are the center of Trinity's mission, and also because a critical mass of students in any given academic unit or program is essential for quality and financial strength, Trinity's strategic plans across the last decade have made enrollment development the first goal. Enrollment development drives all other goals, and is supported by those goals, including program development, human resource capacity, technological and physical campus development, and other services.

Implementation of the enrollment development requires laser-like focus not only on new student productivity, but even more important, on student persistence and retention.

Trinity maintains a strategic enrollment model that management recalculates after every enrollment period. The model takes into account the fluctuations in enrollment due to attrition, graduation and new enrollments. The model is strategic; the actual numbers that go into budgeting are more conservative, including the enrollment basis for the [five-year financial pro forma](#), where the enrollment forecast included with that spreadsheet is more conservative.

Chart 10.1 below shows the summary strategic enrollment model as of Fall 2015:

Chart 10.1: STRATEGIC ENROLLMENT MODEL AS OF 10/2/2015															
	FISCAL 2014		FISCAL 2015		FISCAL 2016		FISCAL 2017		FISCAL 2018		FISCAL 2019		FISCAL 2020		FY 2021
	F13 ACT	SP 14 ACT	F14 ACT	SP 15 ACT	F2015 ACT	SP 16	F2016	SP 17	F2017	SP 18	F2018	SP 19	F2019	SP 20	F2020
CAS	1078	978	1066	955	991	895	1110	990	1180	1050	1165	1030	1170	1085	1215
SPS AA	83	78	86	96	81	85	80	75	80	75	75	70	80	75	90
SPS UG	471	426	409	375	385	365	370	355	355	370	410	375	375	360	425
BGS GR	207	186	157	145	131	135	190	205	255	300	340	370	425	425	460
BGS MBA	78	69	49	36	42	50	60	65	90	95	120	115	145	130	135
NHP NRS	192	157	116	84	81	85	95	100	120	110	115	115	125	120	152
NHP OTA	29	29	38	36	36	35	37	25	34	27	50	45	45	35	73
NHP MOT					24	26	47	35	40	35	50	45	45	35	73
NHP MSN					4	23	45	60	85	85	105	95	140	150	165
EDU	368	340	350	325	367	325	345	350	350	370	380	385	410	390	425
TOTAL	2506	2263	2271	2052	2142	2024	2379	2260	2589	2517	2810	2645	2960	2805	3213

A more detailed analysis supports these summary figures, taking into account forecasts for graduation, attrition and new student enrollments each semester through Fall 2020. Trinity has continued ambitious goals for enrollment development to keep sights high even though, at various moments, enrollment has taken downturns as discussed in Chapter Two of this report. Trinity's experience is that downturns need not be permanent setbacks to goal fulfillment --- IF management succeeds in responding nimbly and creatively to the conditions causing the downturn.

❖ Goal Two: Financial Performance

Trinity's financial goals are reflected in the five-year pro-forma as well as the strategic financial ratios that management updates and the board reviews annually, all of which are presented in Chapter Nine of this Self-Study. Trinity is financially strong and continues to perform well against benchmarks. Continuing this performance depends on reversing the enrollment decline of recent years, and strengthening Annual Fund performance to provide improved charitable gift revenue streams when the current capital campaign is over. Development and Alumnae Affairs are engaged in a study of alumnae and alumni demographics and other characteristics as a basis for new programs and services to improve alum affiliation, particularly among graduates of the

last two decades. Additionally, at the conclusion of the Second Century Campaign later this year, Trinity will analyze the results toward creating a new timeline for the next campaign.

❖ Goal Three: Strategic Program Development

Aligning programs with the demands of the marketplace is a major driver of enrollment growth. Hence, Trinity's third strategic goal emphasizes program development in the respective academic units as well as university-wide. Trinity has implemented a number of new and revitalized academic programs in recent years, and all of these changes contribute to enrollment strength. Even in cases where the new program has experienced start-up challenges (e.g., Nursing, Occupational Therapy), the long-term growth potential is strong given the workforce demands of the Washington region. **Chart 10.2** shows examples of some of the key strategic initiatives in the academic units:

Chart 10.2: STRATEGIC GOAL 3: STRATEGIC PROGRAM INITIATIVES	
COLLEGE OF ARTS AND SCIENCES	<ul style="list-style-type: none"> • Mellon Grant Faculty Development for First Year Reading/Writing Improvement • Undergrad Research Initiatives • Psychology/Human Relations articulation to MA in Counseling • Revitalization of International Affairs and Politics, Study Abroad Initiatives
SCHOOL OF NURSING AND HEALTH PROFESSIONS	<ul style="list-style-type: none"> • NCLEX PERFORMANCE IMPROVEMENT • Revitalize RN-BSN program including online and articulation agreements • MSN and MOT development and expansion • OTA-to-baccalaureate track • Other Allied Health opportunities & partnerships
SCHOOL OF EDUCATION	<ul style="list-style-type: none"> • Analysis of competitive risks with changing credentialing requirements • Educational Policy new degree program • CACREP Accreditation for MA in Counseling • Expansion of continuing education opportunities
SCHOOL OF PROFESSIONAL STUDIES	<ul style="list-style-type: none"> • Streamline transfer and articulation • Improve academic advising and support • Online and Off-Site Opportunities and Partnerships • Develop Business Programs in tandem with BGS • Relaunch JAMS in more target markets
SCHOOL OF BUSINESS AND GRADUATE STUDIES	<ul style="list-style-type: none"> • Strengthen/revitalize existing master's degrees especially MBA and MSA • Improve academic advising and support • Relaunch Strategic Communications and Media Studies • Career Support and Employer Network

In certain areas, Trinity needs to improve speed-to-market and creative thinking to distinguish Trinity programs from others. This is a particular need for business programs (baccalaureate and masters) since so many area universities have the same degrees. Trinity serves a very different market, and distinguishing the ways in which Trinity's programs leverage student and graduate professional attainment must be an even more urgent focus for program development and marketing. Trinity will continue to develop and revitalize programs in healthcare professions, communications, education and related behavioral sciences/human development fields. These broad disciplinary areas are Trinity's historic major strengths. Trinity also has capacity to grow in undergraduate STEM education for women, particularly with the new academic center.

❖ **Goal Four: Technology**

As indicated in Chapter Nine, Trinity has a robust technological environment for a relatively small institution. Ensuring the quality, security and durability of core systems is a top priority. In the next 5-8 years, Trinity must consider replacing the central administrative software (PowerCampus) or find ways to ensure that this software can adapt to increased user demands for ease-of-interface to support growth goals.

Trinity must also find ways to improve faculty capacity for using technological tools, as indicated in Chapter Six. Whether Trinity moves more aggressively into an online presence beyond the current use of Moodle for routine course support is an objective that Trinity will assess in the next planning cycle.

❖ **Goal Five: Human Resource Development**

Trinity is a relatively lean institution with a strong core staff and faculty who are adept at delivering high quality programs and services. A strong and devoted body of adjunct faculty also support the curriculum. One of Trinity's greatest financial challenges in the years to come will be how to grow faculty and staff resources in ways that are sustainable. Enrollment growth is essential to ensure enlargement of human resources. In the meantime, continuing to strengthen the talent base through excellent continuing education and professional development opportunities is a high priority for both faculty and staff.

❖ **Goal Six: Management Capacity**

As Trinity grew and diversified in the last decade, the core management team also grew and diversified to ensure appropriate management capacity for each new academic unit and each department. In 2015, with the enrollment downturn, Trinity must assess the current state of management capacity and whether revisions are necessary for the future. This analysis will also consider the current institutional design and ways to streamline operations to promote efficiency as well as effectiveness. Additionally, related to both Goal Five on Human Resources and Goal Six on Management Capacity, Trinity must develop a more systematic plan to ensure strong succession management across all senior management positions.

❖ **Goal Seven: Intellectual and Informational Resources**

This goal has two major purposes: to ensure that Trinity has the library and information resources necessary to support the academic enterprise, and, at the same time, to stimulate a climate for innovation and production of Trinity's own intellectual resources to share broadly. Trinity's faculty development and assessment practices have encouraged more innovative scholarly and pedagogical work, and the growing body of faculty publications is contributing to Trinity's strength in this area.

Library development is high on Trinity's agenda for the future, not only in terms of the physical building, but more urgently in terms of the future of the collection and Trinity's relationship to online resources. Whether and how to replace or renovate the existing library structure depends

heavily on the imaginative reconceptualization of the library for the future university. This is a clear priority for the next phase of campus master planning as well as strategic planning that will be the basis for the next capital campaign.

Developing Trinity's intellectual resources --- the work products of faculty and staff across the full range of institutional endeavors --- also enhances institutional reputation and builds capacity to grow. Ensuring an environment for innovation and creativity continues is a strategic imperative for Trinity.

❖ **Goal Eight: Service to Students and the Community**

Trinity is a good neighbor and community leader well beyond Michigan Avenue. While making sure that student services on campus are excellent, Trinity also believes its future is integrally tied to the partnerships that have helped Trinity to develop new programs and that provide clinical education and service learning opportunities in the field.

How to manage partnerships well, how to develop additional opportunities that will help Trinity to meet its institutional goals while also serving the city are topics that loom large for the next phase of strategic planning. As an example, whether and how to grow Trinity's programs "east of the river" beyond the current location at THEARC is a strategic question.

❖ **Goal Nine: Quality, Outcomes and Key Performance Indicators**

Trinity has a strong reputation for serving historically marginalized populations of students. However, in the current era of scorecards and massive algorithms pulling data from IPEDS and the IRS, factoids can wind up discouraging and undermining the mission of service to at-risk students. Trinity's work on "success rate" measures of ultimate degree attainment is one way to address this challenge, and Trinity looks for other ways to establish the right performance benchmarks that demand quality but also take into account the real institutional profile.

Trinity seeks to work more closely with the Student Achievement Measure group, Lumina and other organizations that are working on similar initiatives to determine how to measure real success when the students served are different from traditional populations.

❖ **Goal Ten: Facilities**

Cutting the ribbon on the Trinity Academic Center in June 2016 will cap nearly two decades of planning for this long-desired building. While the temptation may be to set aside cranes and shovels for a while, in fact, the creation of the academic center raises new opportunities and challenges for Trinity's facilities program. A new campus master plan will be developed in late 2016 to set the parameters for campus development for 2016-2026. The plan must go before the D.C. Zoning Commission in 2017.

Moving many classes into the Academic Center will take pressure off Main Hall, and repurposing and renovating space in Main will be a clear priority going forward. Determining the future of the Library is essential, but whether an entirely new building is necessary remains to be

seen. The first important task is to envision the library of the future for Trinity, and then to determine what is the best way to house that entity.

Beyond academic facilities, the question of whether, when and how to renew student residential facilities is also an ongoing priority.

Conclusion to Chapter Ten and the Self-Study

Trinity is one of the most interesting ongoing stories in higher education today. Far from finished, the Trinity story is just entering a new chapter in which the opening of the academic center may well drive important new ideas for the future of all academic programs.

The 2014-2016 period of Self-Study has been a time of serious analysis of performance, reflection and recommitment to Trinity's most important purposes, which are those deeply embedded in mission. Proud of all that Trinity has achieved, this academic community continues to strive to find ways to welcome students who can thrive in this environment, women and men who might never have had great educational opportunities previously, future citizen leaders whose experience at Trinity will transform their lives and the lives of their children and families.

The results of the assessments reflected in this Self-Study form the basis for ongoing revision of the Strategic Plan and subordinate plans throughout the university, and those revisions also lead to curricular and programmatic changes in the years ahead. Trinity has made various recommendations to itself throughout this report, but more importantly, Trinity has developed a culture in which responding to assessment results, new data and changed circumstances is a continuous process of analysis leading to improvement. Trinity's experience suggests that the future always holds new opportunities not known at the time of any given plan or report, and developing institutional nimbleness and capacity to change is an ongoing strategic imperative.

While never quite finished with planning and assessment, and always striving for institutional improvement, the Trinity community reaffirms the commitment of its Founders each day to make a great higher education accessible to those students who will find in Trinity sources of strength, wisdom and hope.