



# **Action Plan for Racial Justice 2022**

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Dear Members of the Trinity Community,

We share Trinity's Action Plan for Racial Justice with pride, optimism, and an unwavering commitment to:

*Foster an inclusive campus community that embraces diversity and complexity, engages across differences with integrity and empathy, and participates actively in the life and governance of the College.*

These words from [Summit](#), Trinity's strategic plan, guided the Task Force on Campus Climate's work in creating the Action Plan for Racial Justice. The task force was established during the fall 2020 semester following a summer of racial and social justice reckoning that occurred in our nation, across the world, and on our campus. Members of the Trinity community shared their experiences of racism on the @BlackatTrin Instagram account, and the [Umoja Coalition](#) published a list of demands. These specific actions, in addition to the correspondence we received from various constituent groups within our community, served as a catalyst for us to assess the current state of the racial campus climate and to take collective action. The Task Force on Campus Climate was created to support these efforts.

We were humbled by the level of interest from members of our community to participate in the work of the task force. Nearly 300 individuals, including students, faculty, staff, alumni, parents, and trustees, answered the call. Ultimately, 28 members of our community were selected to serve on the task force (membership listed on page 46). We are indebted to everyone who shared their time, expertise, and experiences. We had many conversations, some difficult and uncomfortable, as we examined troubling campus climate data and statistics. Our efforts focused on developing a framework to help the Trinity community honestly assess the racial and social justice challenges confronting our campus, document institutional responses to those challenges, and track our progress.

This Action Plan for Racial Justice is the culmination of the task force's work to date. It captures more than 250 actions identified by departments, programs, and groups to move our campus along the path to becoming a more racially and socially just community. This plan does not capture all the work currently underway at Trinity as so much has happened over these past two years, including the addition of many new students, faculty, and staff to our community. Furthermore, the plan is inherently incomplete as institutional diversity and equity plans must be adaptable if they are to be responsive to the evolving makeup and needs of the campus. Acknowledging those realities, we believe that the initiatives and actions described in this plan reflect the sincere commitment held by those who contributed to it that all people, regardless of their background, should experience Trinity as a place where they feel safe and welcome and are able to thrive. We know we are not there yet, but the comprehensive and collaborative work described in this plan is a strong indicator of our community's resolve to persist toward achieving these goals.

Onward, with hope and continued commitment to progress,

Joanne Berger-Sweeney  
President and Trinity College Professor of Neuroscience

Anita Davis  
Vice President for Diversity, Equity, and Inclusion

Co-chairs, Task Force on Campus Climate

## PLAN BACKGROUND AND CONTEXT

The tumultuous summer of 2020 established a renewed emphasis on the still-unresolved effects of systemic and social racism prevalent in our society and around the globe today. In the Trinity community, the [Umoja Coalition's statement](#) of demands and the deeply personal stories shared through the anonymous @BlackatTrin social media account prompted the College to reexamine its history and operation and to recommit to evolving as an institution that prioritizes an inclusive campus community.

To ensure a comprehensive response to the historical and systemic factors impacting our community, President Joanne Berger-Sweeney asked constituent and shared governance partners to develop individual action plans identifying existing racial and social disparities in their departments and to develop specific short- and long-term priorities to address these gaps. In support of Summit, the College's strategic plan, Berger-Sweeney created a Task Force on Campus Climate (TFCC), composed of representatives of all members of Trinity's community: students, faculty, staff, trustees, alumni, and parents. The TFCC was charged with developing a framework for policies, practices, and outcomes, keeping at the forefront the goal of creating a more inclusive culture at Trinity. The TFCC also is intended to serve as a structure for accountability, to track progress in each focus area, and to continue striving toward the community we wish to be.

In response to Berger-Sweeney's call to action, 20 constituent groups developed and shared action plans to support anti-racism and to address structural inequities (Figure 1). The TFCC, informed by literature on diversity, equity, and justice in higher education and results from campus climate surveys, reviewed each constituent plan submitted during a series of strategic discussions, culminating in the development of seven focus areas (Figure 2). The focus areas described in the following pages are intended to provide a structure to the Action Plan for Racial Justice, a living institutional document that will be updated annually. In addition to the efforts listed within the plan, we acknowledge that other campus offices and initiatives, such as the [Primus Project](#) and the [Trinity Social Justice Initiative](#), also are working to support racial and social justice in our community.

The following pages expand on the seven focus areas and the work being undertaken by campus groups and governance partners in each area. Please note: though many actions identified in individual constituent plans support more than one focus area, each action is listed in the section where the TFCC determined that it most closely aligns. In an effort to maintain authenticity, the language utilized in action items was not altered substantively except to reflect the writing and style guidelines of Trinity College.

Constituent Groups	
- Admissions & Financial Aid	- Exempt Staff Council (ESC)
- Advancement	- Faculty Conference & Faculty Racial Justice Committee
- Athletics	- Finance & Operations
- Board of Trustees	- Greek Life
- Campus Safety	- Human Resources
- Career & Life Design, Retention & Transition Programs, Office of International Students & Scholars	- Library & Information Technology Services (LITS)
- Communications	- Non-Exempt Staff Council (NESC)
- Counseling & Wellness	- President's Office
- Dean of the Faculty	- Student Government Association (SGA)
- Diversity, Equity & Inclusion (DEI)	- Trinity College Alumni Association (TCAA)

Fig. 1

Focus Areas	
1.	Representation of People of Color
2.	Racial Justice Education, History, and Reflection
3.	Mental Health and Wellness Resources
4.	Inclusive Physical and Social Spaces
5.	Policies, Procedures, and Practices
6.	Sustainable Funding and Resources
7.	Accountability and Communication

Fig. 2

## THE FOCUS AREAS

The TFCC developed seven focus areas for Trinity's Action Plan for Racial Justice. The focus areas are intended to reflect essential components that must be addressed in a successful and holistic approach to racial equity on our campus. Each of these areas includes a variety of markers of progress, challenges, and opportunities for growth.

### Focus Area 1: Representation of People of Color

Implement policies and practices designed to increase the representation of people of color in all constituent groups, including students, staff, faculty, alumni, trustees, and external partners.

### Focus Area 2: Racial Justice Education, History, and Reflection

Implement educational requirements and create opportunities for students, faculty, staff, alumni, and trustees to engage in learning, dialogue, and reflection about the history of racial justice at Trinity, in Hartford, and in the broader society.

### Focus Area 3: Mental Health and Wellness Resources

Increase resources and programming focusing on the mental health and wellness of all campus constituencies, including the hiring of a more diverse counseling staff. Increase communication about available resources.

### Focus Area 4: Inclusive Physical and Social Spaces

Design and/or renovate physical spaces that foster inclusivity. Create a welcoming, equitable, and inclusive environment for all people of color who engage with our campus, including students, faculty, staff, alumni, trustees, external partners, and members of our surrounding community.

### Focus Area 5: Policies, Procedures, and Practices

Review all policies, practices, and procedures to ensure alignment with racial and social justice goals and a diverse, equitable, and inclusive campus climate.

### Focus Area 6: Sustainable Funding and Resources

Establish sustainable funding mechanism(s) and resources to support ongoing racial justice efforts.

### Focus Area 7: Accountability and Communication

Identify milestones and develop a plan for communicating progress on action items at regular intervals. Articulate clear statements regarding commitment to racial and social justice and a diverse, equitable, and inclusive campus climate.

# FOCUS AREAS AND KEY THEMES

Within our broader focus areas, we worked to distill key themes based on the constituent groups' submitted action plans. These themes help organize the actions being implemented on campus and provide additional frameworks for the constituent group actions in each focus area.

<b>Focus Area 1: Representation of People of Color</b>
<ol style="list-style-type: none"><li>1. Increase diversity within the Trinity student body.</li><li>2. Increase diversity within Trinity faculty and staff.</li><li>3. Increase diversity within our governance structures, and identify opportunities for diversity within the broader Trinity community.</li></ol>
<b>Focus Area 2: Racial Justice Education, History, and Reflection</b>
<ol style="list-style-type: none"><li>1. Encourage broader knowledge and reflection about issues of racial justice through training and education.</li><li>2. Create opportunities to highlight experiences of people of color, and encourage community conversations and engagement.</li></ol>
<b>Focus Area 3: Mental Health and Wellness Resources</b>
<ol style="list-style-type: none"><li>1. Highlight and expand mental health and wellness resources on campus.</li><li>2. Encourage opportunities for connection and bridging divides across backgrounds, beliefs, and aspirations.</li></ol>
<b>Focus Area 4: Inclusive Physical and Social Spaces</b>
<ol style="list-style-type: none"><li>1. Identify opportunities and implement actions to make physical spaces on campus more inclusive and equitable.</li><li>2. Create social spaces that are welcoming, equitable, and inclusive for the entire Trinity community and our Hartford neighbors.</li></ol>
<b>Focus Area 5: Policies, Procedures, and Practices</b>
<ol style="list-style-type: none"><li>1. Review Trinity policies and structures to identify issues, and work to support our racial, social justice, and campus culture goals.</li><li>2. Examine and address explicit and implicit bias in our daily routines and practices on campus.</li><li>3. Encourage new practices and initiatives that support our goal of a diverse, equitable, and inclusive campus climate.</li></ol>
<b>Focus Area 6: Sustainable Funding and Resources</b>
<ol style="list-style-type: none"><li>1. Seek new funding opportunities and resources.</li><li>2. Identify and implement sustainable funding mechanisms to support campus initiatives, increase access for new community members, and bolster existing communities on campus.</li></ol>
<b>Focus Area 7: Accountability and Communication</b>
<ol style="list-style-type: none"><li>1. Create structures and partnerships to support racial justice on campus.</li><li>2. Incorporate regular racial justice updates within campus practices and communications.</li></ol>

# WHERE ARE CAMPUS GROUPS FOCUSING THEIR EFFORTS?

Though we could not include all 250-plus action items from the constituent group action plans in the institutional Action Plan for Racial Justice, the campus community is committed to supporting all seven focus areas. Provided here is a representation of where groups are concentrating their efforts. Action items frequently supported more than one focus area.



Constituent Group	Focus Area 1: Representation of People of Color	Focus Area 2: Education, History, and Reflection	Focus Area 3: Racial Justice Wellness Resources	Focus Area 4: Mental Health and Inclusive Physical and Social Spaces	Focus Area 5: Policies, Procedures, and Practices	Focus Area 6: Sustainable Funding and Resources	Focus Area 7: Accountability and Communication
Admissions & Financial Aid	█	█	█	█	█	█	█
Advancement	█	█		█	█	█	█
Athletics	█	█	█	█	█	█	█
Board of Trustees	█	█		█	█	█	█
Campus Safety	█	█		█	█	█	█
Career & Life Design, Retention & Transition Programs, Office of International Students & Scholars	█	█	█	█	█	█	█
Communications	█	█		█	█	█	█
Counseling & Wellness	█	█	█	█	█	█	█
Dean of the Faculty	█	█	█	█	█	█	█
Diversity, Equity, & Inclusion (DEI)	█	█	█	█	█	█	█
Exempt Staff Council (ESC)	█	█	█	█	█	█	█
Faculty Racial Justice Committee	█	█		█	█	█	█
Finance & Operations	█	█	█	█	█	█	█
Greek Life		█	█	█			
Human Resources	█	█	█	█	█	█	█
Library & Information Technology Services (LITS)	█	█	█	█	█	█	█
Non-Exempt Staff Council (NESC)	█	█			█	█	█
President's Office	█	█		█	█	█	█
Student Government Association (SGA)		█	█	█	█	█	█
Trinity College Alumni Association (TCAA)	█	█			█	█	█
<b>TOTAL ACTIONS SUPPORTING FOCUS AREAS</b>	<b>55</b>	<b>75</b>	<b>20</b>	<b>30</b>	<b>134</b>	<b>36</b>	<b>58</b>

Note: Total actions add up to more than 250 because individual action items frequently supported more than one focus area.

## HIGHLIGHTS AND CURRENT/FUTURE INITIATIVES

The table below outlines some of our recent progress as well as selected current/future initiatives for each focus area:

Focus Area	Highlights	Current/Future Initiatives
<p>1. <b>Representation of People of Color</b> <i>(55 total actions)</i></p>	<ul style="list-style-type: none"> <li>– By the end of year 2 (2021–22), 13 of 18 special opportunity hires have been hired and welcomed to the Trinity community</li> <li>– Staff of color (U.S.) have increased from 20% of newly hired staff in FY19 to 31% in FY21</li> </ul>	<ul style="list-style-type: none"> <li>– U.S. students of color continue to represent approximately 20% of the student population, and the Admissions Office and Athletic Department support ongoing recruitment efforts</li> </ul>
<p>2. <b>Racial Justice, Education, History, and Reflection</b> <i>(75 total actions)</i></p>	<ul style="list-style-type: none"> <li>– Ongoing diversity training implemented for students, faculty, and staff</li> <li>– More than 120 students, faculty, staff, alumni, and trustees participated in a fall 2020 summit, “Exploring the Historical Roots of Racial Inequity: Toward an Antiracist Community”</li> <li>– More than 195 faculty and staff participated in the January 2021 Equity Certificate Program</li> <li>– The Board of Trustees completed a workshop, “Exploring the Historical Construct of Racial Bias,” in summer 2021</li> </ul>	<ul style="list-style-type: none"> <li>– All new students, faculty, and staff will continue to complete ongoing diversity training</li> <li>– Continue to implement educational programming opportunities for students, faculty, staff, alumni, and trustees</li> </ul>
<p>3. <b>Mental Health and Wellness Resources</b> <i>(20 total actions)</i></p>	<ul style="list-style-type: none"> <li>– Counseling and Wellness Center completed more than 15 mental health programming events with people of color affinity groups on campus</li> </ul>	<ul style="list-style-type: none"> <li>– Continue to increase and publicize available mental health and wellness resources</li> <li>– Continue to increase the diversity of the Counseling and Wellness Center staff</li> </ul>



Focus Area	Highlights	Current/Future Initiatives
	<ul style="list-style-type: none"> <li>– More than 30 faculty and staff participated in intergroup dialogue training</li> </ul>	
<p><b>4. Inclusive Physical and Social Spaces</b> <i>(30 total actions)</i></p>	<ul style="list-style-type: none"> <li>– Many updates to the cultural houses (the Asian American Student Association House, La Eracra, and Umoja House) have been completed, including HVAC upgrades, new windows, and bathroom renovations</li> <li>– Campus Safety policy manual updated to address values, standards, nondiscrimination, and procedures for complaints against personnel</li> </ul>	<ul style="list-style-type: none"> <li>– Continued renovations to the cultural houses are expected over the next several years</li> <li>– Continue to read, prior to the national anthem, script stating support for spectators of athletic events to observe as they wish, free from retaliation</li> </ul>
<p><b>5. Policies, Procedures, and Practices</b> <i>(134 total actions)</i></p>	<ul style="list-style-type: none"> <li>– Revised faculty and staff hiring procedures to integrate DEI principles and practices</li> <li>– Creation of an interim non-discrimination policy in March 2021</li> <li>– Compensation and benefits study in final stages of implementation</li> </ul>	<ul style="list-style-type: none"> <li>– Continue to review and revise existing policies and to implement new policies as needed</li> </ul>
<p><b>6. Sustainable Funding and Resources</b> <i>(36 total actions)</i></p>	<ul style="list-style-type: none"> <li>– \$300K raised for Student Emergency and Equity Fund since 2018</li> <li>– \$400K in gifts received from members of the Board of Trustees to support renovations to the cultural houses and DEI programming</li> <li>– The Center for Teaching and Learning has continued Mellon-funded work and increasingly partnered with DEI to offer programming</li> </ul>	<ul style="list-style-type: none"> <li>– Continue to identify and provide resources that support the needs of the whole student and support campuswide racial and social justice efforts</li> </ul>

Focus Area	Highlights	Current/Future Initiatives
<b>7. Accountability and Communication</b>  <i>(58 total actions)</i>	<ul style="list-style-type: none"> <li>– Established the Diversity, Equity, and Inclusion Board of Trustees Subcommittee</li> <li>– Career and Life Design Center created <b><u>identity-based resources</u></b> to support and foster an inclusive and welcoming environment</li> </ul>	<ul style="list-style-type: none"> <li>– We are committed to continuing to improve our campus climate</li> <li>– Currently developing a faculty diversity dashboard</li> <li>– Developing a campus climate website to share data and updates</li> </ul>

## What’s Next?

These notable highlights provide some examples of the significant racial justice and equity work that has been accomplished or is in progress throughout our community. Even as we accomplish the goals identified in this plan, there is no one finish line. We will continue to build on our progress and to establish new goals that continue to support our community.

We intend to share annual updates of the plan with the campus community, documenting our progress and identifying gaps in support. Each constituent action plan referenced in this document exists as an independent, related document that the constituent group is working to support. We know, however, that many members of our community are working on racial justice and equity goals that are not captured here. As new groups develop action plans and submit them, we will incorporate them into the annual updates. As actions are checked off, new priorities will be established and systems will be developed to help ensure ongoing progress is made. Therefore, this plan, culminating in more than 250 actions being taken by the 20 constituent groups, is not intended to be an exhaustive list of the work being done on campus. Rather, it is meant to provide one framework for documenting and holding our community accountable for the commitments we have made toward continued anti-racist actions. Questions about specific actions within a constituent group’s plan may be directed to the Office of Diversity, Equity, and Inclusion.

We are proud that a multi-constituent group cares and has made commitments that will touch every element of Trinity and every constituent group. Cultural change cannot be limited to conversations held once a year or as a charge for one office. Our community must commit to addressing systemic problems with continual and consistent improvements on the individual level and collectively to achieve systemic and sustained change. Our strategic plan commits us to “foster an inclusive campus community that embraces diversity and complexity, engages across differences with integrity and empathy, and participates actively in the life and governance of the College.” Our collective work must align to support this goal and to create a community of belonging for all of our community members.



# Focus Area Details

***The following pages outline the seven focus areas, their themes, and sample actions being taken by constituent groups.***

***The tables incorporate progress updates that were shared with the TFCC. Absence of a progress report may indicate that information has yet to be shared with the TFCC, not that no progress has been made in that area.***

## Focus Area 1: Representation of People of Color

**Implement policies and practices designed to increase the representation of people of color in all constituent groups, including students, staff, faculty, alumni, trustees, and external partners.**

**How does this support Trinity's mission?**

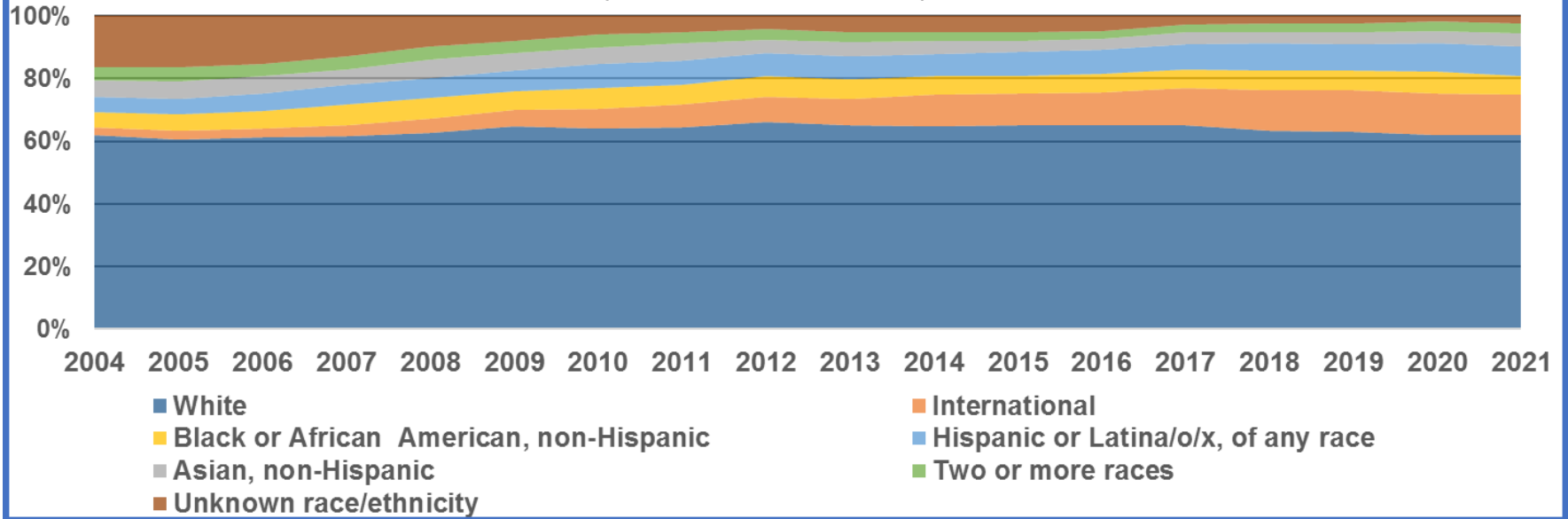
As stated in [Summit](#), we aim to foster an inclusive campus community that embraces diversity and complexity and engages across differences with integrity and empathy. We want to support an increasingly diverse community of students, faculty, and staff where all are welcome by enhancing Trinity's ability to attract, retain, and support people of different racial backgrounds.

**Theme 1: Increase diversity within the Trinity student body.**

Action	Supporting Group(s)	Status & Progress
1. Implement directed recruiting plans to diversify the recruiting and admissions process, including building relationships with more school communities and organizations that support access and success of Black, Indigenous, and students of color	<ul style="list-style-type: none"> <li>- Admissions &amp; Financial Aid</li> <li>- Advancement</li> <li>- Athletics</li> <li>- Communications</li> </ul>	<p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>- Coaches submit recruiting expectations for the upcoming recruiting cycle annually, and Athletics will work with the Office of DEI to collaborate on visit programs</li> <li>- Admissions has established partnerships with InitialView CSAT (Korea) and Next Genius Scholarship Program (India) and actively manages MOUs with domestic community-based organizations (CBOs)</li> <li>- Represent Trinity in ways that accurately and fully reflect the diversity of our community, across all communications vehicles and with all audiences, including marketing materials aimed at prospective students</li> </ul> <p><b>Not Yet Started</b></p> <ul style="list-style-type: none"> <li>✓ Plans to initiate outreach to BIPOC religious communities and to Black and Latine Greek organizations</li> </ul>
2. Remove financial and testing barriers for prospective students, and	<ul style="list-style-type: none"> <li>- Admissions &amp; Financial Aid</li> </ul>	<p><b>Completed</b></p> <ul style="list-style-type: none"> <li>✓ Trinity became test-optional in 2015</li> </ul>

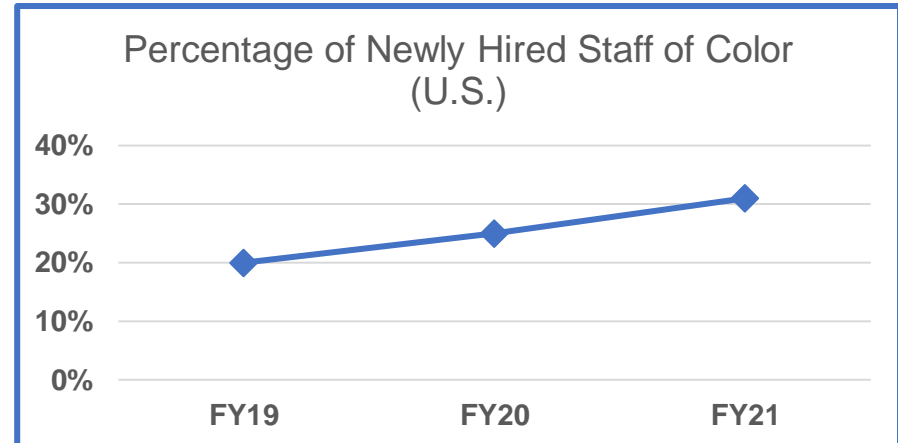
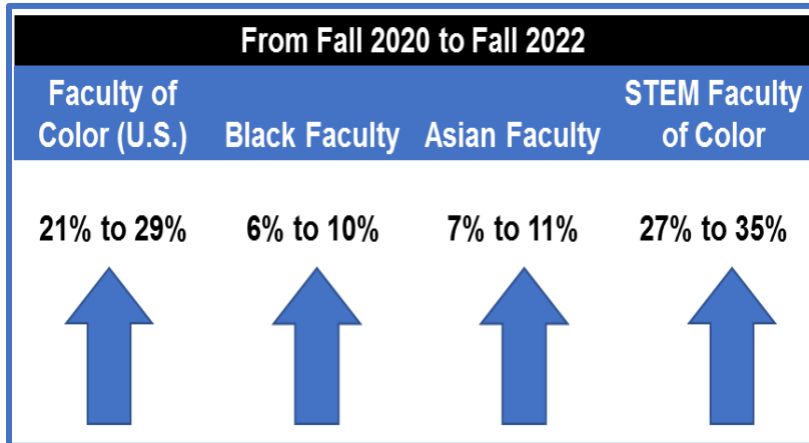
Action	Supporting Group(s)	Status & Progress
<p>improve accessibility through educational opportunities such as the College Decoded series</p>		<ul style="list-style-type: none"> <li>✓ Launched a weekly College Decoded workshop to help prospective students and families demystify the college search process</li>   <li><b>Ongoing</b></li> <li>- Continue to meet 100% of calculated need and award both merit- and need-based aid</li>   <li>- Waive enrollment fee for families with limited resources</li>   <li>- Continue offering weekly workshops, including sessions that focus on navigating the admissions process as a student of color</li>   <li>- Policies are reviewed annually</li> </ul>

### Undergraduate Student Demographic Data (IPEDS Classifications)



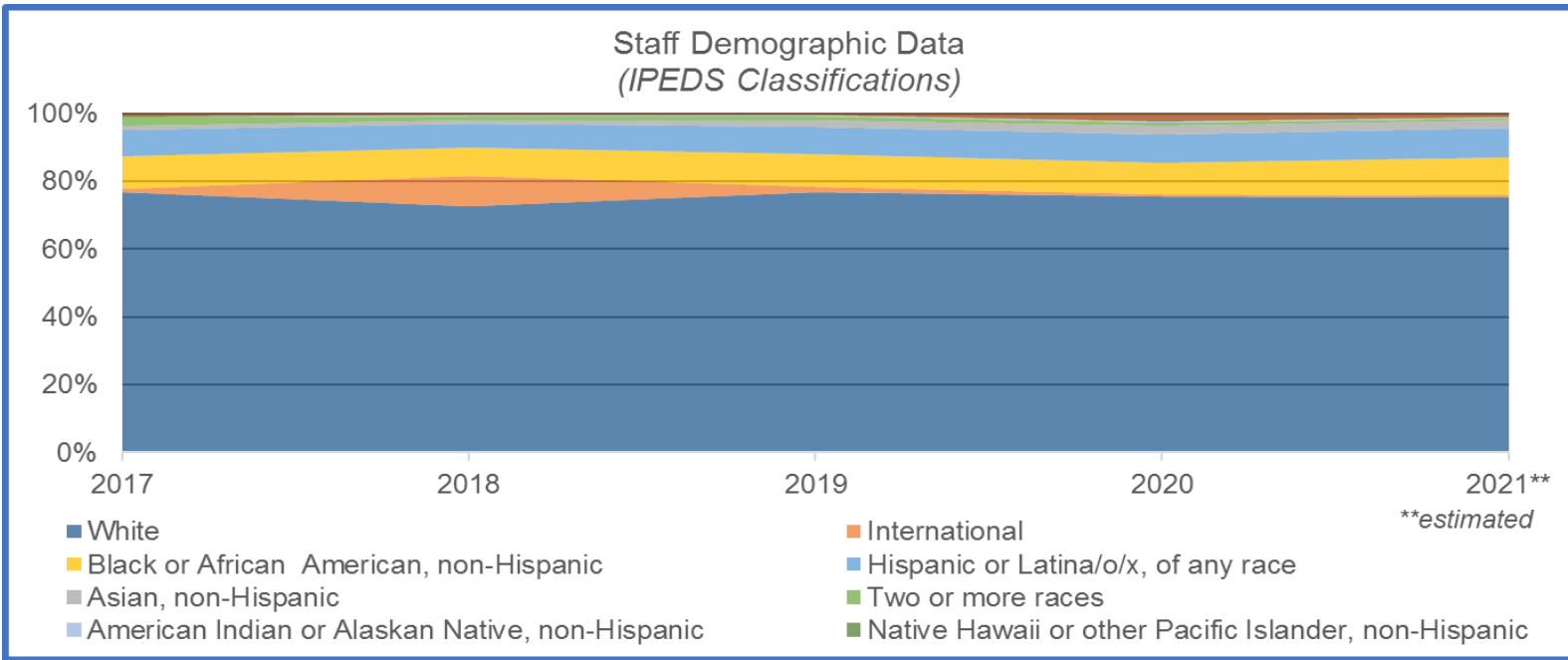
**Theme 2: Increase diversity within Trinity faculty and staff.**

Action	Supporting Group(s)	Status & Progress
1. Support faculty Education Policy Committee (EPC) in creating six special opportunity hires each year for three years to increase faculty diversity	<ul style="list-style-type: none"> <li>- Dean of the Faculty</li> <li>- Diversity, Equity &amp; Inclusion (DEI)</li> <li>- Faculty Racial Justice Committee</li> <li>- President</li> </ul>	<p><b>Completed</b></p> <ul style="list-style-type: none"> <li>✓ By the end of year 2 (2021–22), 13 of 18 special opportunity hires have been hired and welcomed to the Trinity community. Among those selected were visiting assistant professors and contingent professors, as well as Ann Plato fellows</li> </ul> <p><b>In Progress</b></p> <ul style="list-style-type: none"> <li>- Planning for the remaining positions will begin in AY22–23</li> </ul>



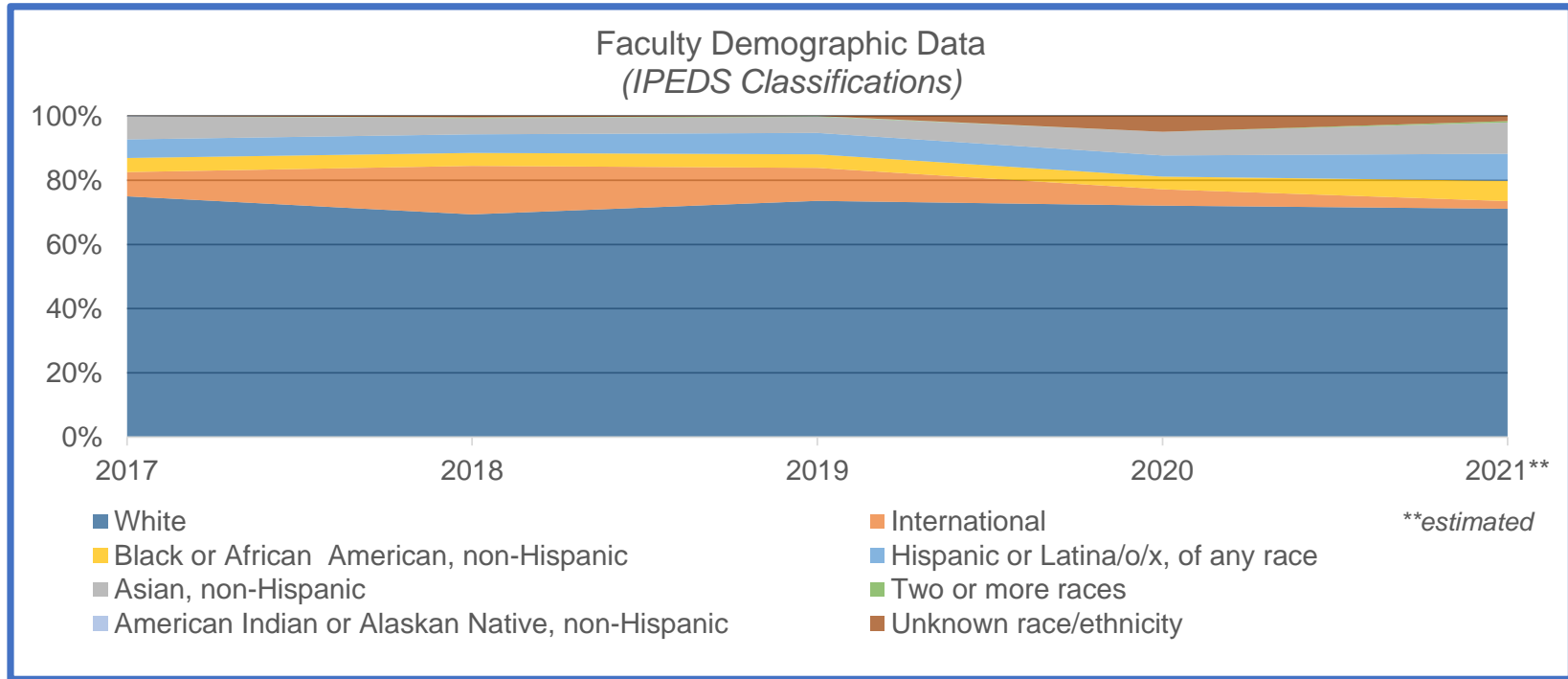
Action	Supporting Group(s)	Status & Progress
2. Implement revised hiring procedures and conduct implicit bias training to make search processes more inclusive, and integrate DEI principles and strategies into	<ul style="list-style-type: none"> <li>- Advancement</li> <li>- Athletics</li> <li>- Campus Safety</li> <li>- Career &amp; Life Design, Retention &amp; Transition Programs, Office of</li> </ul>	<p><b>Completed</b></p> <ul style="list-style-type: none"> <li>✓ Revised search procedures were implemented in fall 2020 with adjustments made as necessary in 2021</li> <li>✓ Training that was implemented for all search committees focused on topics such as recognizing implicit bias and increasing diversity in the candidate pool beginning 2021</li> </ul>

Action	Supporting Group(s)	Status & Progress
recruitment and hiring principles	International Students & Scholars - Communications - Counseling & Wellness - Dean of the Faculty - Diversity, Equity & Inclusion (DEI) - Exempt Staff Council (ESC) - Faculty Racial Justice Committee - Finance & Operations - Human Resources - Library & Information Technology Services (LITS)	✓ DEI Faculty Fellows consulted with each faculty search committee during the 2021–22 academic year and provided training to integrate DEI principles into all phases of the search  <b>In Progress</b> - Office of the Dean of Faculty is tracking staff of color representation in Academic Affairs and is committed to increasing representation at the director level  <b>Ongoing</b> - New search committees will receive training  <b>Not Yet Started</b> - LITS will work with HR and ModelExpand to train all managers on writing inclusive job descriptions/postings and will include a commitment to advance DEI efforts in all job descriptions





Action	Supporting Group(s)	Status & Progress
3. Create Mid-Career Faculty Program that will support promotion of faculty of color to full professor rank	<ul style="list-style-type: none"> <li>- Dean of the Faculty</li> <li>- Faculty Racial Justice Committee</li> </ul>	<p><b>In Progress</b></p> <ul style="list-style-type: none"> <li>- Program was created in AY21–22, and the Office of the Dean of the Faculty is developing metrics to track success</li> </ul>



Note: Although the Faculty Racial Justice Committee completed its charge and is no longer in existence, we chose to include the committee in support of action items where their recommendations aligned with a specific focus area.

**Theme 3: Increase diversity within our governance structures, and identify opportunities for diversity within the broader Trinity community.**

Action	Supporting Group(s)	Status & Progress
<p>1. Diversify membership of governing boards and leadership groups</p>	<ul style="list-style-type: none"> <li>- Advancement</li> <li>- Board of Trustees</li> <li>- Dean of the Faculty</li> <li>- Faculty Committee on Racial Justice</li> <li>- Exempt Staff Council (ESC)</li> <li>- Non-Exempt Staff Council (NESC)</li> <li>- President</li> <li>- Trinity College Alumni Association (TCAA)</li> </ul>	<p><b>Completed</b></p> <ul style="list-style-type: none"> <li>✓ The Board of Trustees completed a board demographic survey in 2022</li> </ul> <p><b>In Progress</b></p> <ul style="list-style-type: none"> <li>- The Office of the Dean of the Faculty will continue encouraging faculty governance to track representativeness of committee membership, and Faculty Conference will include messaging about the importance of representation during the faculty election process</li> <li>- Significant emphasis and progress in diversifying alumni and parent leadership groups. People from underrepresented backgrounds make up 35–40% of the Board of Fellows, Trinity College Alumni Association (TCAA), and Women’s Leadership Council</li> </ul> <p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>- The Governance Committee of the Board of Trustees is giving increased attention to diversity when considering new members</li> <li>- The Exempt Staff Council continues to make this a priority and saw a more racially and ethnically diverse membership following the 2021 elections</li> </ul>
<p>2. Expand career outreach programming and opportunities for students and alumni of color through the Bantam Career Network</p>	<ul style="list-style-type: none"> <li>- Advancement</li> <li>- Career &amp; Life Design, Retention &amp; Transition Programs, Office of International Students &amp; Scholars</li> <li>- Diversity, Equity &amp; Inclusion (DEI)</li> </ul>	<p><b>Completed</b></p> <ul style="list-style-type: none"> <li>✓ Hired a full-time DEI associate director of alumni relations in fall 2021</li> <li>✓ Advancement created two new internships for student-athletes of color to support engagement and fundraising for athletic alumni of color and to explore a possible career in advancement</li> </ul>

Action	Supporting Group(s)	Status & Progress
	<ul style="list-style-type: none"> <li>- Library &amp; Information Technology Services (LITS)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Career &amp; Life Design hired a career programming graduate assistant and organized a series of five BIPOC lunch-and-learn workshops on career-related topics featuring alumni from diverse backgrounds.</li> <li>✓ In fall 2022, Career &amp; Life Design launched BIPOC Connect, a program that partners Trinity students of color with Trinity alumni of color for a four-week industry-based mentorship program</li> </ul> <p><b><i>In Progress</i></b></p> <ul style="list-style-type: none"> <li>- In spring 2022 and fall 2023, Career &amp; Life Design programming will offer students and alumni in the BIPOC community the opportunity to network and to create mentorship opportunities and social supports as requested by the Umoja Coalition</li> <li>- The LITS team is establishing internal internships and apprenticeships for BIPOC students at Trinity interested in library or tech careers</li> </ul> <p><b><i>Ongoing</i></b></p> <ul style="list-style-type: none"> <li>- Career events and programs will continue to prioritize alumni and employers with diverse identities and backgrounds</li> </ul>
<p>3. Diversify the pool of contractors and vendors used for work on campus</p>	<ul style="list-style-type: none"> <li>- Communications</li> <li>- Finance &amp; Operations</li> </ul>	<p><b><i>In Progress</i></b></p> <ul style="list-style-type: none"> <li>- Finance &amp; Operations is compiling a list of minority-owned construction and renovation firms to include in bids for future capital projects</li> <li>- Communications is mindful of expanding its list of freelancers</li> </ul>

## Focus Area 2: Racial Justice Education, History, and Reflection

**Implement educational requirements and create opportunities for students, faculty, staff, alumni, and trustees to engage in learning, dialogue, and reflection about the history of racial justice at Trinity, in Hartford, and in the broader society.**

**How does this support Trinity’s mission?**

The College’s [learning goals](#) encourage students to understand the rich variety of human experiences, appreciating the urgent problems facing society while becoming attuned to both local and global contexts as ethical citizens. By developing a common understanding of systemic racism, our community will have a shared foundation that supports critical thinking and engagement with social justice issues and promotes thoughtful and respectful conversations.

**Theme 1: Encourage broader knowledge and reflection about issues of racial justice through training and education.**

Action	Supporting Group(s)	Status & Progress
1. Engage in training, educational opportunities, and resource sharing about anti-racism and systemic oppression	<ul style="list-style-type: none"> <li>- Admissions &amp; Financial Aid</li> <li>- Athletics</li> <li>- Board of Trustees</li> <li>- Career &amp; Life Design, Retention &amp; Transition Programs, Office of International Students &amp; Scholars</li> <li>- Communications</li> <li>- Counseling &amp; Wellness</li> <li>- Diversity, Equity &amp; Inclusion (DEI)</li> <li>- Exempt Staff Council (ESC)</li> <li>- Faculty Racial Justice Committee</li> <li>- Finance &amp; Operations</li> <li>- Greek Life</li> </ul>	<p><b>Completed</b></p> <ul style="list-style-type: none"> <li>✓ Students, faculty, and employees across college departments completed DiversityEdu training</li> <li>✓ DEI hosted a two-day virtual summit, “Exploring the Historical Roots of Racial Inequity: Toward an Antiracist Community,” in fall 2020 that included students, staff, faculty, and trustees</li> <li>✓ DEI Faculty Fellows implemented January Term professional development series, including workshops in January 2022, “Welcome to Cultural Humility: Where the Personal Builds the Professional” and “Strategies for Cultivating Beloved Community”</li> <li>✓ The Board of Trustees completed an educational workshop, “Exploring the Historical Construct of Racial Bias,” in summer 2021</li> </ul>

Action	Supporting Group(s)	Status & Progress
	<ul style="list-style-type: none"> <li>- Human Resources</li> <li>- Library &amp; Information Technology Services (LITS)</li> <li>- Non-Exempt Staff Council (NESC)</li> <li>- President</li> <li>- Student Government Association (SGA)</li> <li>- Trinity College Alumni Association (TCAA)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Athletics staff and student-athletes completed workshops in 2020 and 2021 and participated in the NESAC 21-Day Allyship Challenge</li> <li>✓ DEI liaison in Career &amp; Life Design Center launched a series of five workshops in spring 2022 based on student input</li> <li>✓ LITS has implemented the Racial Equity Institute's Groundwater training for its Inclusion, Diversity, Equity, and Accessibility (IDEA) Action Group</li> <li>✓ LITS advocated for and raised funds to create opportunity for Historical Reckoning Fellowship for BIPOC early-career archivists</li> <li>✓ LITS hosted a campuswide event featuring Chris Gilliard to explore the intersections of educational technologies, IT practices, tech design, and structural inequalities</li> <li>✓ Creation and continued development of the DEI Glossary, linked to the ESC web page: <a href="https://www.trincoll.edu/esc/Racial_Equity_Action_Plan/Glossary/">https://www.trincoll.edu/esc/Racial_Equity_Action_Plan/Glossary/</a></li> </ul> <p><b><i>In Progress</i></b></p> <ul style="list-style-type: none"> <li>- Admissions has organized ongoing discussions and resource sharing within the department to encourage continued reflection and education</li> <li>- The LITS team is working with the DEI Faculty Fellows to implement the Racial Equity Institute's Groundwater training for LITS and select campus partners</li> </ul>

Action	Supporting Group(s)	Status & Progress
		<p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>- Incoming employees will complete DiversityEdu training within their first year of employment</li> <li>- DEI continues to provide intentional programming opportunities to respond to campus needs</li> <li>- The library will continue to assist researchers with finding resources in the College archives that document the College's relation to racism, slavery, etc. (e.g., Primus Project, Trinity and Slavery Project)</li> </ul>

Completion of DiversityEdu is required for all incoming students and new faculty and staff

120+ participants in the Anti-Racist Summit in September 2020

195+ faculty & staff participated in the 2021 Equity Certificate Program

Action	Supporting Group(s)	Status & Progress
2. Encourage inclusive pedagogy and diversity as part of the College's curriculum through cross-collaboration between academic centers/ programs and the development of new diversity courses	<ul style="list-style-type: none"> <li>- Dean of the Faculty</li> <li>- Faculty Racial Justice Committee</li> <li>- Library &amp; Information Technology Services (LITS)</li> </ul>	<p><b>Completed</b></p> <ul style="list-style-type: none"> <li>✓ Revised learning goals were approved by the faculty in February 2022, including one that states: "Understand the rich diversity of human experiences, appreciating the urgent problems facing society while becoming attuned to both local and global contexts as ethical citizens"</li> <li>✓ In August 2021, the DEI Faculty Fellows conducted a workshop during New Faculty Orientation that offered resources and best practices to help faculty create and maintain a welcoming classroom</li> </ul> <p><b>In Progress</b></p> <ul style="list-style-type: none"> <li>- The Office of the Dean of the Faculty is working with the Curriculum Committee to respond to student requests for a</li> </ul>

Action	Supporting Group(s)	Status & Progress
		<p>U.S. diversity requirement in general education</p> <ul style="list-style-type: none"> <li>- The LITS team is working to incorporate anti-racism and critical pedagogy into the shared learning outcomes for library instruction as part of the work to align instructional methods and goals with the updated curriculum</li> </ul> <p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>- The Office of the Dean of the Faculty is committed to fostering intellectual communities and centers of excellence around questions of race and social justice, which has included supporting the Social Justice Initiative, submitting an institutional grant to the Mellon Foundation to sustain their work, and bringing the Center for Caribbean Studies onto the operating budget on an ongoing basis</li> </ul>
3. Implement required DEI orientation sessions for first-year students	<ul style="list-style-type: none"> <li>- Diversity, Equity &amp; Inclusion (DEI)</li> </ul>	<p><b>Completed</b></p> <ul style="list-style-type: none"> <li>✓ First-year student orientation in 2020 included required DEI sessions</li> </ul> <p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>- All incoming students complete an online diversity course</li> </ul>

**Theme 2: Create opportunities to highlight experiences of people of color, and encourage community conversations and engagement.**

We are committed to honoring the contributions of people of color in the celebration of the College’s Bicentennial in 2023 and to developing a comprehensive telling of institutional history, including an honest narrative of any institutional ties to slavery.

Action	Supporting Group(s)	Status & Progress
<p>1. Honor the contributions of people of color in the celebration of the College's Bicentennial in 2023, and develop a comprehensive telling of institutional history, including an honest narrative of any institutional ties to slavery</p>	<ul style="list-style-type: none"> <li>- Communications</li> <li>- President</li> </ul>	<p><b>In Progress</b></p> <ul style="list-style-type: none"> <li>- The Committee on Named Facilities and Commemoratives was relaunched in July 2021</li> <li>- The <a href="#">Primus Project</a> was launched in 2021</li> <li>- Expand the history and timeline of the College to include work produced by the Campaign for Community that acknowledges a wider breadth of historic milestones</li> <li>- Integrate diverse stories in the 200 Stories project of the Bicentennial</li> </ul>
<p>2. Highlight achievements of alumni of color through programming such as the Virtual Long Walk and alumni panels</p>	<ul style="list-style-type: none"> <li>- Advancement</li> <li>- Athletics</li> <li>- Career &amp; Life Design, Retention &amp; Transition Programs, Office of International Students &amp; Scholars</li> <li>- Communications</li> <li>- Trinity College Alumni Association (TCAA)</li> </ul>	<p><b>Completed</b></p> <ul style="list-style-type: none"> <li>✓ Virtual panel with alumni athletes of color hosted in February 2021</li> <li>✓ Event for student-athletes of color to network with representatives of Marsh McClennan in November 2021</li> <li>✓ More than 20 alumni of color served as panelists for the Virtual Long Walk, Trinity Entrepreneurial Network (TEN), and Women's Leadership Council (WLC); attendance by alumni of color eclipsed 25% for several events</li> <li>✓ On-campus networking event with women of the Athletes of Color Coalition and alumnae athletes of color planned for October 2022 (as part of the ongoing celebration of the 50th anniversary of Title IX)</li> <li>✓ BIPOC Career &amp; Life Design Lunch &amp; Learn series successfully launched five workshops in March 2022 based on student input</li> </ul>



Action	Supporting Group(s)	Status & Progress
		<p><b>In Progress</b></p> <ul style="list-style-type: none"> <li>- Mindfully create representation and inclusion of alumni stories in <i>The Trinity Reporter</i> alumni magazine</li> </ul>
<p>3. Partner with student groups to sponsor DEI events on campus, and create opportunities for current students to share their experiences</p>	<ul style="list-style-type: none"> <li>- Board of Trustees</li> <li>- Campus Safety</li> <li>- Career &amp; Life Design, Retention &amp; Transition Programs, Office of International Students &amp; Scholars</li> <li>- Diversity, Equity &amp; Inclusion</li> <li>- Non-Exempt Staff Council (NESC)</li> <li>- Trinity College Alumni Association (TCAA)</li> </ul>	<p><b>Completed</b></p> <ul style="list-style-type: none"> <li>- DEI Faculty Fellows attended the Promoting Respect for Inclusive Diversity in Education (P.R.I.D.E.) meet and greet for incoming students in August 2021</li> <li>- The Board DEI Subcommittee met with the Umoja Coalition (October 2020), the Multicultural Affairs Council (MAC) student organizations (March 2021), and the SGA Student Quality of Life Committee (March 2022)</li> <li>- Career &amp; Life Design partnered with P.R.I.D.E to conduct a leadership training in January 2022</li> </ul> <p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>- <a href="#">DEI collaborations</a> with student organizations occur throughout the academic year</li> </ul>

### Focus Area 3: Mental Health and Wellness Resources

**Increase resources and programming focusing on the mental health and wellness of all campus constituencies, including the hiring of a more diverse counseling staff. Increase communication about available resources.**

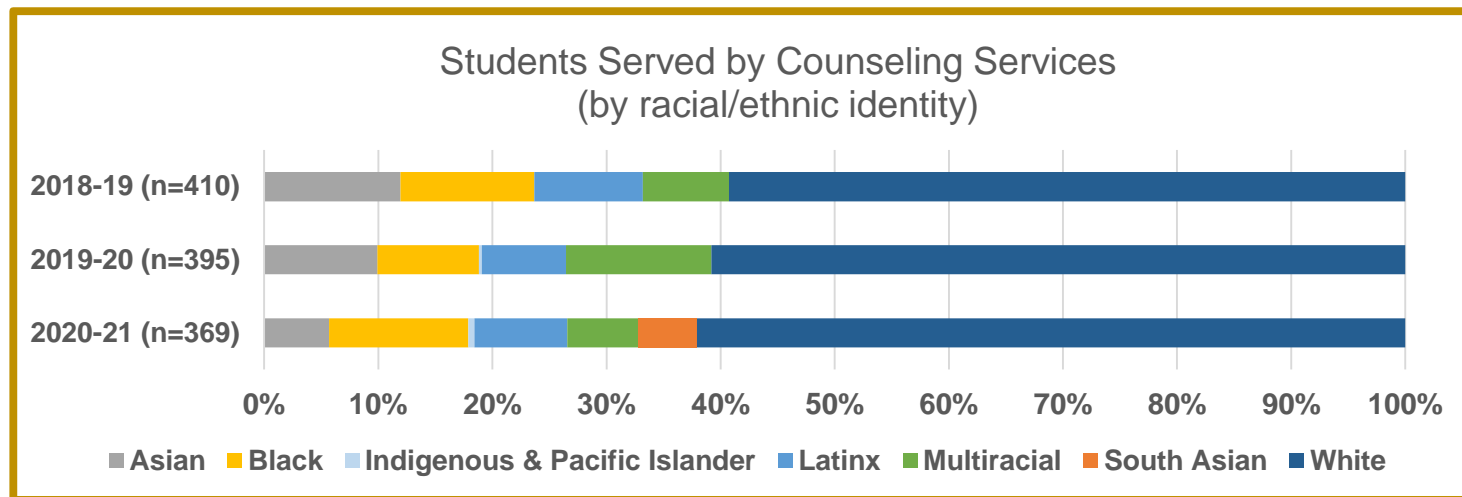
**How does this support Trinity’s mission?**

Trinity’s new curriculum incorporates a [holistic approach to wellness](#) emphasizing how students care for themselves, one another, and their world by establishing and sustaining positive values, habits, and behaviors during their time at Trinity and beyond. Trinity strives to create and support an environment in which our students can thrive intellectually, interpersonally, and socially.

**Theme 1: Highlight and expand mental health and wellness resources on campus.**

Action	Supporting Group(s)	Status & Progress
<p>1. Offer additional mental health services for students and employees, and promote existing support services</p>	<ul style="list-style-type: none"> <li>- Admissions &amp; Financial Aid</li> <li>- Athletics</li> <li>- Career &amp; Life Design, Retention &amp; Transition Programs, Office of International Students &amp; Scholars</li> <li>- Counseling &amp; Wellness</li> <li>- Dean of the Faculty</li> <li>- Finance &amp; Operations</li> <li>- Human Resources</li> <li>- Library &amp; Information Technology Services (LITS)</li> </ul>	<p><b>Completed</b></p> <ul style="list-style-type: none"> <li>✓ NCAA online module shared with coaches to better support student-athletes' mental health and well-being</li> <li>✓ Hosted a spring 2022 mental health speaker for student athletes</li> <li>✓ BIPOC Career &amp; Life Design Lunch &amp; Learn series held in March 2022 included a workshop on health and wellness in the workplace</li> </ul> <p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>- Admissions &amp; Financial Aid offers a Headspace subscription to employees and has structured calendars to promote work-life balance as much as possible</li> <li>- The Office of the Dean of the Faculty will continue to integrate messaging about mental health in communications to faculty and students</li> <li>- Finance &amp; Operations and Human Resources will promote existing mental health services through the employee assistance program and other partnerships</li> <li>- LITS will better advertise their wellness collection and will add resources that focus on marginalized members of the Trinity community</li> <li>- LITS is partnering with the Counseling and Wellness Center, offering spaces and resources</li> </ul>
<p>2. Commit to increasing outreach efforts to sponsor more programming that</p>	<ul style="list-style-type: none"> <li>- Counseling &amp; Wellness</li> </ul>	<p><b>Completed</b></p> <ul style="list-style-type: none"> <li>✓ Counseling and Wellness Center completed more than 15 mental health programming events with people of color affinity groups on campus, including Black student organizations</li> </ul>

Action	Supporting Group(s)	Status & Progress
addresses mental health among people of color		<b>Ongoing</b> <ul style="list-style-type: none"> <li>Mental health in the Black community and for POC will continue to be focuses in Counseling and Wellness Center programming</li> </ul>
3. Publish annual reports on institutional strengths, weaknesses, and gaps in students of color engagement with the Counseling and Wellness Center	- Counseling & Wellness	<b>In Progress</b> <ul style="list-style-type: none"> <li>First report to be published reflecting data from 2018–21. Data also has been shared with key constituent groups on campus</li> </ul>



Action	Supporting Group(s)	Status & Progress
4. Continue to expand efforts to hire more diverse staff	- Counseling & Wellness	<b>Completed</b> ✓ Search processes and efforts resulted in more diverse finalist pools and successful hiring of candidates of color

**Theme 2: Encourage opportunities for connection and bridging divides across backgrounds, beliefs, and aspirations.**

**20+ faculty and staff trained in intergroup dialogues**

Action	Supporting Group(s)	Status & Progress
1. Implement intergroup dialogue training for students and employees	- Diversity, Equity & Inclusion (DEI) - Exempt Staff Council (ESC) - Greek Life	<b>Completed</b> ✓ Implemented intergroup dialogue training for employees in 2021 ✓ Social justice mediation training was offered for students in 2021  <b>Not Yet Started</b> - The ESC plans to train each council member to become a facilitator in social justice conflict mediation
2. Support the success of the new wellness requirement and ensure offerings are aligned with DEI principles	- Dean of the Faculty	<b>Completed</b> ✓ The wellness requirement was launched beginning with first-year students in AY21–22 as part of the Trinity Plus curriculum  <b>In Progress</b> - Currently developing metrics to ensure its effectiveness

**As part of the Trinity Plus curriculum, we incorporate a holistic approach to wellness, placing an emphasis on how students care for themselves, one another, and their world, establishing and sustaining positive values, habits, and behaviors during their time at Trinity and beyond.**

## Focus Area 4: Inclusive Physical and Social Spaces

***Design and/or renovate physical spaces that foster inclusivity. Create a welcoming, equitable, and inclusive environment for all people of color who engage with our campus, including students, faculty, staff, alumni, trustees, external partners, and members of our surrounding community.***

***How does this support Trinity's mission?***

*Building community in our physical and social spaces is a key part of Trinity's mission and [Summit](#). Our [mission statement](#) emphasizes our broader connections with Hartford as global citizens of the world and our desire to support all members of our community in achieving their potential. Summit emphasizes the need to plan a physical environment that fosters community and learning both inside and outside of the classroom.*

**Theme 1: Identify opportunities and implement actions to make physical spaces on campus more inclusive and equitable.**

Action	Supporting Group(s)	Status & Progress
1. Appoint a multi-constituent committee to determine residence hall names	- President	<p><b>Completed</b></p> <ul style="list-style-type: none"> <li>✓ Committee on Named Facilities and Commemoratives was relaunched in July 2021</li> </ul> <p><b>In Progress</b></p> <ul style="list-style-type: none"> <li>- The committee is examining the histories of the more than 30 buildings on Trinity's campus named for individuals and developing a process for the renaming of spaces and commemoratives in the future to be completed before the Bicentennial in 2023</li> </ul>
2. Evaluate existing spaces and prioritize inclusivity and accessibility in redesigned spaces	<ul style="list-style-type: none"> <li>- Athletics</li> <li>- Campus Safety</li> <li>- Career &amp; Life Design, Retention &amp; Transition Programs, Office of International Students &amp; Scholars</li> <li>- Dean of the Faculty</li> </ul>	<p><b>Completed</b></p> <ul style="list-style-type: none"> <li>✓ The renovations to the newly named Cornelia Center, housing the Career &amp; Life Design Center, were designed to be open and inclusive for all</li> </ul> <p><b>In Progress</b></p> <ul style="list-style-type: none"> <li>- Currently evaluating plans to move the Academic Advising Center to a central location to create a more accessible,</li> </ul>

Action	Supporting Group(s)	Status & Progress
	<ul style="list-style-type: none"> <li>- Finance &amp; Operations</li> </ul>	<p>inclusive space. The center will be restructured to ensure all students have access to academic resources, excellent advising, and the full range of curricular and co-curricular opportunities</p> <ul style="list-style-type: none"> <li>- Conducting a feasibility study for accessibility for the Campus Safety building (76 Vernon Street)</li> <li>- Athletics participating in Title IX audit to review all athletic facilities and operations; audit to be completed by fall 2022</li> <li>- Committees formed to address facility inequities on Sheppard Field and the softball field, with new construction to occur on both</li> </ul>
3. Create renovation plan for the Umoja House, La Eracra, and the Asian American Student Association House	<ul style="list-style-type: none"> <li>- Advancement</li> <li>- Diversity, Equity &amp; Inclusion (DEI)</li> <li>- Finance &amp; Operations</li> <li>- President</li> </ul>	<p><b><i>In Progress</i></b></p> <ul style="list-style-type: none"> <li>- Renovations to the Umoja House, the Asian American Student Association House, and La Eracra began in summer 2021</li> <li>- Advancement is discussing an alumni initiative to support cultural house renovations</li> </ul>

**Cultural House Renovations Completed/Underway & Some Additional Identified Priorities:**

- Umoja House – HVAC upgrades (completed)
- Asian American Student Association (AASA) House and La Eracra – bathroom renovations (completed) and HVAC upgrades (underway)
- Umoja House, AASA House, La Eracra – kitchen renovations and exterior painting (identified priorities)

Action	Supporting Group(s)	Status & Progress
4. Continue to prioritize DEI events that recognize and celebrate racial	<ul style="list-style-type: none"> <li>- Communications</li> <li>- Finance &amp; Operations</li> </ul>	<b><i>In Progress</i></b>

Action	Supporting Group(s)	Status & Progress
identities and heritage in coordination with campus space and calendar		<ul style="list-style-type: none"> <li>- Draft College Calendar Planning Guidelines that explicitly list DEI events as top priorities when scheduling space on campus</li> <li>- Ensure campus events are included in social media content promoting DEI events</li> </ul> <p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>- Appointed liaison within the Campus &amp; Operations team to support DEI event needs</li> </ul>
5. Identify spaces (physical and virtual) that can be co-owned and co-designed by students for curation of creative works and scholarship, and continue curating physical and digital heritage collections and exhibits	<ul style="list-style-type: none"> <li>- Library &amp; Information Technology Services (LITS)</li> </ul>	<p><b>In Progress</b></p> <ul style="list-style-type: none"> <li>- Nest artists have been invited to create a mural</li> </ul> <p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>- Continue curating heritage collections, pop-up libraries, and exhibits to create a sense of collective belonging, such as the exhibits developed for Black History Month and Women's History Month in 2022</li> </ul> <p><b>Not Yet Started</b></p> <ul style="list-style-type: none"> <li>- Will work with the Student Government Association to collect student volunteers</li> </ul>

**Theme 2: Create social spaces that are welcoming, equitable, and inclusive for the entire Trinity community and our Hartford neighbors.**

Action	Supporting Group(s)	Status & Progress
1. Address over policing and harassment of Black and brown students	<ul style="list-style-type: none"> <li>- Campus Safety</li> </ul>	<p><b>Completed</b></p> <ul style="list-style-type: none"> <li>✓ Campus Safety policy manual was updated to include values, standards, and nondiscrimination, as well as procedures for complaints against personnel</li> </ul>

Action	Supporting Group(s)	Status & Progress
		<p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>- Nondiscrimination policy reviewed annually with the staff and in the first week of training for new campus safety officers</li> </ul>
<p>2. Expand faculty training and awareness for inclusive pedagogy, and develop faculty networks for discussing anti-racist policies, practices, and mentorships/support for faculty of color</p>	<ul style="list-style-type: none"> <li>- Dean of the Faculty</li> <li>- Faculty Racial Justice Committee</li> </ul>	<p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>- The Center for Teaching and Learning has continued Mellon-funded work and increasingly partnered with DEI to offer programming</li> <li>- Affinity groups and the Social Justice Initiative have been established to support these efforts. Work also has been done by the Center for Hartford Engagement and Research (CHER), urban studies, and the Liberal Arts Action Lab</li> </ul>
<p>3. Develop a staff mentoring program</p>	<ul style="list-style-type: none"> <li>- Exempt Staff Council (ESC)</li> <li>- Finance &amp; Operations</li> <li>- Human Resources</li> </ul>	<p><b>Not Yet Started</b></p> <ul style="list-style-type: none"> <li>- A formal mentoring program has not yet been established. Human Resources will continue to offer professional development opportunities and workshops</li> </ul>
<p>4. Develop procedures to accommodate students during the playing of the national anthem, and highlight key social issues during athletic events</p>	<ul style="list-style-type: none"> <li>- Athletics</li> </ul>	<p><b>Completed</b></p> <ul style="list-style-type: none"> <li>- Pride games sponsored by women’s basketball and softball in spring 2022</li> <li>- Pride Day for all fall sports competing at home (field hockey, football, men’s soccer, women’s soccer, and volleyball) on October 8, 2022</li> </ul> <p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>- Script read prior to playing of the national anthem states support for student athletes, coaches, and spectators to observe as they wish, free from retaliation</li> </ul>
<p>5. Address racism and stratification in student social spaces</p>	<ul style="list-style-type: none"> <li>- Diversity, Equity &amp; Inclusion (DEI)</li> <li>- Greek Life</li> <li>- Student Government Association (SGA)</li> </ul>	<p><b>Completed</b></p> <ul style="list-style-type: none"> <li>✓ Implemented an “Understanding and Responding to Racism” Greek Talk Series</li> </ul>



Action	Supporting Group(s)	Status & Progress
6. Review structure of the Office of International Students & Scholars and support of International House	<ul style="list-style-type: none"> <li>- Career &amp; Life Design, Retention &amp; Transition Programs, Office of International Students &amp; Scholars</li> </ul>	<p><b>Completed</b></p> <ul style="list-style-type: none"> <li>✓ A search committee that included students from three countries/regions and representation from the Umoja Coalition hires new employee in June 2022 to support career services and international students</li> </ul> <p><b>In Progress</b></p> <ul style="list-style-type: none"> <li>- International House Executive Board membership is the most diverse in its history</li> <li>- Restart the International Student Advisory Board in coordination with the Office of Multicultural Affairs</li> </ul>

## Focus Area 5: Policies, Procedures, and Practices

***Review all policies, practices, and procedures to ensure alignment with racial and social justice goals and a diverse, equitable, and inclusive campus climate.***

***How does this support Trinity's mission?***

*Our goal in [Summit](#) to foster an inclusive campus community is built upon shared governance structures and policies that govern campus. We must continue to improve our internal communications and to strengthen governance structures to increase collaborative engagement and to build trust among our community. This focus area more broadly supports the many actions listed in other focus areas.*

**Theme 1: Review Trinity policies and structures to identify issues, and work to support our racial, social justice, and campus culture goals.**

Action	Supporting Group(s)	Status & Progress
1. Establish a formal racial discrimination reporting and documentation	<ul style="list-style-type: none"> <li>- Dean of Faculty</li> <li>- Diversity, Equity, and Inclusion (DEI)</li> </ul>	<p><b>In Progress</b></p> <ul style="list-style-type: none"> <li>- Cross-divisional collaboration has led to an almost completely revised nondiscrimination policy</li> </ul>

<p>system vetted by a multi-constituency committee, and ensure the committee works with others across campus to assist in creation, dissemination, and amplification of education, training, and dialogue opportunities for surrounding issues of racial and social justice on campus</p>	<ul style="list-style-type: none"> <li>- Faculty Racial Justice Committee</li> </ul>	<p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>- The Campus Climate Incident Response Team, made up of representatives from across campus, helps devise strategies of response to incidents of intolerance, collaborates with campus partners while responding to incidents, and serves as a campus educational resource to prevent campus incidents</li> <li>- The Campus Climate Incident Response Team collects, records, and reports campus incidents and provides an annual report to the campus community</li> <li>- The newly created assistant vice president for DEI and compliance helps support these processes</li> </ul> <p><b>Not Yet Started</b></p> <ul style="list-style-type: none"> <li>- Develop and implement training for department and program chairs on how to handle complaints against faculty from students, staff, and other faculty</li> </ul>
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**Interim Policy on Nondiscrimination**  
Created in March 2021

**Campus Climate Incident Response Team**  
Relaunched in September 2018

Action	Supporting Group(s)	Status & Progress
<p>2. Complete compensation study, and evaluate existing compensation and promotion structure, paying attention to any inequities that may exist for employees of color</p>	<ul style="list-style-type: none"> <li>- Exempt Staff Council (ESC)</li> <li>- Finance &amp; Operations</li> <li>- Human Resources</li> </ul>	<p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>- The compensation and benefits study is in the final stages of implementation</li> <li>- As part of the study, roles were benchmarked to market data, and individual salaries are being reviewed to identify possible inequity</li> </ul>

Action	Supporting Group(s)	Status & Progress
3. Evaluate admissions and financial aid policies, remove financial and testing barriers, and publish any changes	<ul style="list-style-type: none"> <li>- Admissions &amp; Financial Aid</li> </ul>	<p><b>Completed</b></p> <ul style="list-style-type: none"> <li>✓ Trinity became test-optional in 2015</li> </ul> <p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>- We will continue to meet 100% of calculated need and award both merit- and need-based aid and waive enrollment fees for families with limited resources</li> <li>- Policies are reviewed annually</li> </ul>
4. Strengthen tenure and promotion process to recognize faculty attendance/participation at anti-racist activities/training, student mentorship, and other “invisible work”	<ul style="list-style-type: none"> <li>- Dean of the Faculty</li> </ul>	<p><b>In Progress</b></p> <ul style="list-style-type: none"> <li>- The Office of the Dean of the Faculty is preparing to launch a Task Force on Equity in Faculty Workload to conduct an equity audit, documenting concerns and making actionable recommendations to meet over the course of summer 2022–spring 2023</li> </ul>
5. Reevaluate <i>Employee Handbook</i> and policies, and work to change policies that perpetuate racial inequality	<ul style="list-style-type: none"> <li>- Exempt Staff Council (ESC)</li> <li>- Human Resources</li> <li>- Non-Exempt Staff Council (NESC)</li> <li>- President</li> </ul>	<p><b>In Progress</b></p> <ul style="list-style-type: none"> <li>- The general counsel and Human Resources are in the process of reviewing the <i>Employee Handbook</i></li> </ul>
6. Update policy manual to include values, standards, and nondiscrimination, as well as procedures for complaints against personnel	<ul style="list-style-type: none"> <li>- Campus Safety</li> </ul>	<p><b>Completed</b></p> <ul style="list-style-type: none"> <li>✓ Campus Safety policy manual was updated to include values, standards, and nondiscrimination, as well as procedures for complaints against personnel</li> </ul>
7. Conduct a thorough self-study of LITS spaces, services, resources, and	<ul style="list-style-type: none"> <li>- Library &amp; Information Technology Services (LITS)</li> </ul>	<p><b>Completed and Ongoing</b></p>

Action	Supporting Group(s)	Status & Progress
policies to help focus DEI work on actionable and measurable outcomes		<ul style="list-style-type: none"> <li>✓ Develop rubrics and auditing tools for collections, policies, and procedures</li> <li>✓ Require all LITS staff to develop a measurable DEI goal with their manager as part of the performance evaluation process</li> <li>✓ Communicate about and provide education on accessible library resources (e.g., open educational resources, open pedagogy, open access, open data, library subscriptions, collections, etc.)</li> <li>✓ Create policies to ensure that committees/working groups/task forces, etc. within LITS are formed in an equitable and inclusive manner where all feel welcome to contribute</li> </ul>
8. Revise Student-Athlete Misconduct Policy to include a department-wide consequence for racial discrimination, slander, or misconduct committed by players	- Athletics	<p><b>Completed</b></p> <ul style="list-style-type: none"> <li>✓ Updated policy was shared with Athletic Department staff and all student-athletes in February 2022</li> </ul> <p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>- Policy will be reviewed annually</li> </ul>

**Theme 2: Examine and address explicit and implicit bias in our daily routines and practices on campus.**

Action	Supporting Group(s)	Status & Progress
1. Implement DiversityEdu training and other educational offerings for faculty, staff, students, and trustees, and adopt best practices of diversity and inclusion to	<ul style="list-style-type: none"> <li>- Athletics</li> <li>- Board of Trustees</li> <li>- Diversity, Equity &amp; Inclusion (DEI)</li> <li>- Exempt Staff Council (ESC)</li> </ul>	<p><b>Completed</b></p> <ul style="list-style-type: none"> <li>✓ Employees have completed DiversityEdu training across college departments</li> <li>✓ Trustees participated in the “Exploring the Historical Construct of Racial Bias” workshop at their retreat in June 2021</li> </ul>

Action	Supporting Group(s)	Status & Progress
understand implicit biases and to view actions and initiatives through an anti-racist prism	<ul style="list-style-type: none"> <li>- Finance &amp; Operations</li> <li>- President</li> </ul>	<p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>- Incoming employees will complete DiversityEdu training within their first 60 days of working at Trinity</li> </ul>
2. Review communications materials for bias, and support a directed recruiting plan to support access and success of students of color	<ul style="list-style-type: none"> <li>- Admissions &amp; Financial Aid</li> <li>- Athletics</li> <li>- Communications</li> </ul>	<p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>- Athletics will report on student-athletes of color as percentage of all student-athletes</li> </ul>
3. Include a commitment to diversity, equity, and inclusion in future RFP (request for proposal) rubric criteria	<ul style="list-style-type: none"> <li>- Finance &amp; Operations</li> </ul>	<p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>- DEI commitment has been incorporated in RFP evaluation since 2020</li> </ul>
4. Incorporate DEI into collection development, especially focusing on the importance of multiplicity of perspectives and management of physical and digital collections	<ul style="list-style-type: none"> <li>- Library &amp; Information Technology Services (LITS)</li> </ul>	<p><b>In Progress</b></p> <ul style="list-style-type: none"> <li>- Conversations have begun about how to best incorporate DEI in terms of what materials we collect and how we collect them</li> </ul>

**Theme 3: Encourage new practices and initiatives that support our goal of a diverse, equitable, and inclusive campus climate.**

Action	Supporting Group(s)	Status & Progress
<p>1. Develop new employee onboarding practices to help develop a strong sense of community and improve employee retention</p>	<ul style="list-style-type: none"> <li>- Dean of the Faculty</li> <li>- Diversity, Equity &amp; Inclusion (DEI)</li> <li>- Exempt Staff Council (ESC)</li> <li>- Faculty Racial Justice Committee</li> <li>- Finance &amp; Operations</li> <li>- Human Resources</li> </ul>	<p><b>Completed</b></p> <ul style="list-style-type: none"> <li>✓ During August 2021 and August 2022, the DEI Faculty Fellows conducted New Faculty Orientation workshops to familiarize new colleagues with the ongoing DEI work and challenges at Trinity and to provide pedagogical strategies for creating and maintaining welcoming learning environments</li> <li>✓ Created affinity groups in 2020 to bring faculty and staff together around common identities, interests, and experiences</li> <li>✓ Departments with special opportunity hires created specialized mentoring plans to support the new faculty members</li> </ul> <p><b>In Progress</b></p> <ul style="list-style-type: none"> <li>- Human Resources review of onboarding procedures has begun and will be reviewed in more detail in the coming year in conjunction with conversations with shared governance partners</li> <li>- As part of expanded faculty mentoring efforts at the College, the Office of the Dean of the Faculty will follow up to assess effectiveness of mentoring plans over time</li> </ul>

20 affinity groups were created to support faculty and staff of different identities and interests with programming funds

Action	Supporting Group(s)	Status & Progress
<p>2. Review of ethnic studies interdisciplinary minors to determine existing and needed resources for further development of minors and future ethnic studies programs</p>	<ul style="list-style-type: none"> <li>- Dean of the Faculty</li> <li>- Faculty Racial Justice Committee</li> </ul>	<p><b>Not Yet Started</b></p> <ul style="list-style-type: none"> <li>- The Office of the Dean of the Faculty will work with the Curriculum Committee to explore viability of a program with full-time, tenured/tenure-track faculty</li> </ul>
<p>3. Include additional presentations by students and the Diversity, Equity &amp; Inclusion team to share ongoing progress and initiatives at leadership meetings</p>	<ul style="list-style-type: none"> <li>- Athletics</li> <li>- Board of Trustees</li> <li>- Diversity, Equity &amp; Inclusion (DEI)</li> <li>- President</li> <li>- Trinity College Alumni Association (TCAA)</li> </ul>	<p><b>Completed</b></p> <ul style="list-style-type: none"> <li>✓ The Board DEI Committee met with the Umoja Coalition (October 2020), the Multicultural Affairs Council (MAC) student organizations (March 2021), and the SGA Student Quality of Life Committee (March 2022)</li> </ul> <p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>- DEI leadership meets regularly with multicultural student organizations</li> <li>- Athletics leadership meets regularly with the Athletes of Color Coalition (ACC)</li> </ul>
<p>4. Reinvigorate Black Alumni Organization, and create additional alumni affinity groups</p>	<ul style="list-style-type: none"> <li>- Advancement</li> <li>- Trinity College Alumni Association (TCAA)</li> </ul>	<p><b>In Progress</b></p> <ul style="list-style-type: none"> <li>- The DEI associate director of alumni relations is utilizing the results of a 2021 survey of alumni of color to strategize best options</li> </ul>
<p>5. Ensure no athletic events or practices are scheduled on national election days to</p>	<ul style="list-style-type: none"> <li>- Athletics</li> </ul>	<p><b>Completed</b></p> <ul style="list-style-type: none"> <li>✓ Canceled all practices and departmental responsibilities on Election Day 2020</li> </ul> <p><b>Ongoing</b></p>

Action	Supporting Group(s)	Status & Progress
encourage civic participation		- This will continue for each national election going forward

## Focus Area 6: Sustainable Funding and Resources

**Establish sustainable funding mechanism(s) and resources to support ongoing racial justice efforts.**

**How does this support Trinity's mission?**

Just as we are working to ensure a [vibrant, sustainable future](#) in Summit, we also must steward Trinity's resources to establish sustainable funding and resources for diversity, equity, and inclusion efforts. New initiatives without committed human and financial resources lack the support to accomplish their full potential.

**\$300K raised for Student Emergency and Equity Fund since its inception in 2019**

**Theme 1: Seek new funding opportunities and resources.**

Action	Supporting Group(s)	Status & Progress
1. Initiate fundraising efforts to support priorities identified by the President's Task Force on Campus Climate	- Advancement	<b>In Progress</b> - Conversations are underway about an alumni initiative to fund cultural house renovations
2. Align Mellon-funded grant with DEI principles, and apply for external grants that advance study of race and inequality at Trinity	- Dean of the Faculty	<b>In Progress</b> - Integrate DEI principles into the application process for external grants and current Mellon-funded grant to ensure systematic consideration and implementation of faculty findings related to inclusiveness
3. Establish an Athletics Equity Fund for current use and future	- Advancement - Athletics	<b>Completed</b> ✓ Athletics Equity Fund was established and was used in part to address funding requests from Athletes of Color Coalition



Action	Supporting Group(s)	Status & Progress
endowment for sustainable resources		<ul style="list-style-type: none"> <li>✓ Funding from Athletic Director's Discretionary Fund also used to provide intergroup dialogue facilitator training and to address requests from Athletes of Color Coalition</li> </ul> <p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>- Athletics Equity Fund will support future diversity programming for the department</li> </ul>
4. Establish and designate a DEI position within the department to lead departmental efforts, and focus on overall strategy and execution	<ul style="list-style-type: none"> <li>- Career &amp; Life Design, Retention &amp; Transition Programs, Office of International Students &amp; Scholars</li> <li>- Library &amp; Information Technology Services (LITS)</li> </ul>	<p><b>Completed</b></p> <ul style="list-style-type: none"> <li>✓ A graduate assistant position was created and filled for 2021–22 in Career &amp; Life Design</li> </ul> <p><b>In Progress</b></p> <ul style="list-style-type: none"> <li>- The Career &amp; Life Design Center is looking to fill a graduate assistant position for 2022–23</li> </ul> <p><b>Not Yet Started</b></p> <ul style="list-style-type: none"> <li>- LITS will establish a DEI lead within LITS staff to focus on strategy and will conduct annual evaluations of progress</li> </ul>

**Theme 2: Identify and implement sustainable funding mechanisms and resources to support campus initiatives, increase access for new community members, and bolster existing communities on campus.**

Action	Supporting Group(s)	Status & Progress
1. Fund the International Hip Hop Festival and Samba Fest (\$50K each per year for three years) while seeking permanent endowments	<ul style="list-style-type: none"> <li>- President</li> </ul>	<p><b>Completed</b></p> <ul style="list-style-type: none"> <li>✓ Funding was provided for both events in 2021 and 2022</li> </ul>
2. Reallocate resources to improve student financial	<ul style="list-style-type: none"> <li>- Admissions &amp; Financial Aid</li> </ul>	<p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>- Reallocation of resources and opportunities for improving student financial literacy will continue to be a divisional priority</li> </ul>

Action	Supporting Group(s)	Status & Progress
literacy and college financial planning		
3. Ensure equitable student access to the Trinity Plus curriculum	<ul style="list-style-type: none"> <li>- Advancement</li> <li>- Dean of the Faculty</li> </ul>	<p><b>In Progress</b></p> <ul style="list-style-type: none"> <li>- The Office of the Dean of the Faculty is working with Advancement to ensure equitable student access to the Trinity Plus curriculum as a campaign priority</li> </ul>
4. Allocate resources from departmental and operating budgets to support professional development and educational opportunities related to DEI	<ul style="list-style-type: none"> <li>- Admissions &amp; Financial Aid</li> <li>- Campus Safety</li> <li>- Dean of the Faculty</li> <li>- Diversity, Equity &amp; Inclusion (DEI)</li> <li>- Exempt Staff Council (ESC)</li> <li>- Finance &amp; Operations</li> <li>- Human Resources</li> <li>- Library &amp; Information Technology Services (LITS)</li> <li>- Non-Exempt Staff Council (NESC)</li> </ul>	<p><b>Completed</b></p> <ul style="list-style-type: none"> <li>✓ LITS has allocated \$10K within the FY23 budget for DEI programming</li> </ul> <p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>- The Office of the Dean of the Faculty is committed to moving initiatives that promote racial justice from soft funding to sustainable budgets</li> <li>- Resources from the ESC budget are allocated to support a book-buying program and additional DEI professional development opportunities</li> <li>- DEI collaborates with dozens of departments, programs, and student organizations to provide resources to support racial and social justice programming and initiatives</li> </ul>

## Focus Area 7: Accountability and Communication

**Identify milestones, and develop a plan for communicating progress on action items at regular intervals. Articulate clear statements regarding commitment to racial and social justice and a diverse, equitable, and inclusive campus climate.**

**How does this support Trinity's mission?**

*Our strategic plan calls for the College community to improve internal communications and to strengthen governance structures to align with iterative institutional planning, to increase collaborative engagement, and to build trust among the*

Trinity community. We must track the progress we have made and hold ourselves accountable for the commitments we have established as a community.

**Theme 1: Create new structures and partnerships to support racial justice on campus.**

Action	Supporting Group(s)	Status & Progress
1. Establish President's Task Force on Campus Climate	- President	<p><b>Completed</b></p> <ul style="list-style-type: none"> <li>✓ Established multi-constituent task force composed of students, faculty, staff, administrators, alumni, and parents in fall 2020</li> </ul> <p><b>In Progress</b></p> <ul style="list-style-type: none"> <li>- The task force continues its work with stakeholder groups to develop and update the campus's Action Plan for Racial Justice</li> </ul>
2. Form a Board of Trustees Diversity, Equity, and Inclusion Subcommittee that will establish goals and outcomes and will regularly share progress and receive campus updates	<ul style="list-style-type: none"> <li>- Board of Trustees</li> <li>- Diversity, Equity &amp; Inclusion (DEI)</li> <li>- President</li> </ul>	<p><b>Completed</b></p> <ul style="list-style-type: none"> <li>✓ The committee was established in 2020 to assist the College in furthering its goal to be a diverse, equitable, and inclusive community for students, faculty, staff, alumni, and the board</li> </ul> <p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>- The committee meets monthly during the academic year to receive updates from members of the campus community to stay informed about campus climate matters and to work on identified goals</li> </ul>
3. Create a Faculty Diversity Dashboard	- Dean of the Faculty	<p><b>In Progress</b></p> <ul style="list-style-type: none"> <li>- An outline of the dashboard, which will include faculty and student demographic data at the departmental level, is being developed contingent on data capacities</li> </ul>

**Task Force on Campus Climate  
Established in 2020**

**Board of Trustees Created a Diversity, Equity,  
and Inclusion Subcommittee in 2020**

**Theme 2: Incorporate regular racial justice updates within campus practices and communications.**

Action	Supporting Group(s)	Status & Progress
<p>1. Regularly implement Employee Engagement and Campus Climate Surveys to solicit feedback and to gauge campus climate and perceptions</p>	<ul style="list-style-type: none"> <li>- Diversity, Equity &amp; Inclusion (DEI)</li> <li>- Exempt Staff Council (ESC)</li> </ul>	<p><b>Completed</b></p> <ul style="list-style-type: none"> <li>✓ Employee Engagement Survey last completed in 2021</li> <li>✓ Campus Climate Survey last completed in 2021</li> </ul> <p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>- Employee Engagement and Campus Climate Surveys next scheduled for completion in 2023</li> </ul>
<p>2. Increase transparency, and work to highlight available resources, upcoming events, and progress in building a more inclusive and equitable community</p>	<ul style="list-style-type: none"> <li>- Campus Safety</li> <li>- Career &amp; Life Design, Retention &amp; Transition Programs, Office of International Students &amp; Scholars</li> <li>- Communications</li> <li>- Dean of the Faculty</li> <li>- Diversity, Equity &amp; Inclusion (DEI)</li> <li>- Exempt Staff Council (ESC)</li> <li>- Faculty Racial Justice Committee</li> <li>- Library &amp; Information Technology Services (LITS)</li> </ul>	<p><b>Completed</b></p> <ul style="list-style-type: none"> <li>✓ Share identity-based resources on Career &amp; Life Design <a href="#">website</a></li> </ul> <p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>- The Office of the Dean of the Faculty will create a regular cycle of annual communications</li> <li>- ESC newsletters shared three times a year with exempt staff highlight progress made</li> <li>- The Office of DEI will create an annual report to communicate progress</li> </ul> <p><b>Not Yet Started</b></p> <ul style="list-style-type: none"> <li>- Include DEI reports/updates in LITS divisional monthly newsletter and annual report</li> </ul>
<p>3. Include DEI in departmental external</p>	<ul style="list-style-type: none"> <li>- Faculty Racial Justice Committee</li> </ul>	<p><b>In Progress</b></p> <ul style="list-style-type: none"> <li>- A DEI question has been added to the self-study questions in the external review protocol and is being discussed further</li> </ul>

Action	Supporting Group(s)	Status & Progress
reviews and self-audit procedures		by the Curriculum Committee and Assessment Advisory Committee
4. Incorporate racial justice as a standing agenda item in meetings, and establish annual goals at a departmental level	<ul style="list-style-type: none"> <li>- Board of Trustees</li> <li>- Exempt Staff Council (ESC)</li> <li>- Finance &amp; Operations</li> <li>- Library &amp; Information Technology Services (LITS)</li> <li>- Non-Exempt Staff Council (NESC)</li> </ul>	<p><b><i>In Progress</i></b></p> <ul style="list-style-type: none"> <li>✓ The Board of Trustees is identifying goals and metrics to track progress</li> </ul> <p><b><i>Ongoing</i></b></p> <ul style="list-style-type: none"> <li>- Finance &amp; Operations will discuss ESG (Environmental Social Governance) goals with board committees and will help facilitate conversations about progress and opportunities</li> <li>- Finance &amp; Operations reviews divisional goals annually and will continue to do so with the annual updates and publications of the Action Plan for Racial Justice</li> </ul> <p><b><i>Not Yet Started</i></b></p> <ul style="list-style-type: none"> <li>- LITS will collaboratively establish and articulate the “why” and impact of DEI through collaboratively developing division-wide goals and evaluating progress</li> </ul>

## Acknowledgments

This plan would not have been possible without the help and support of members at every level of the Trinity community.

### ***Campus Climate Task Force***

#### ***Co-chairs***

- Joanne Berger-Sweeney, President and Trinity College Professor of Neuroscience
- Anita Davis, Vice President for Diversity, Equity, and Inclusion

#### ***Members (2020–22)***

##### *Alumni*

- Alicia Abbaspour '18
- Michael Battle '73
- Donna Haghighat '89
- Nicole Hockley '92
- Andrew Rathman-Noonan '09

##### *Board of Trustees*

- Michael Gary '86
- Steve Elmendorf '82
- Pamela McKoin P'15

##### *Students*

- Cooper Caviness '23
- Sophia Georgiou '22
- Sahian Jimenez '22
- Vanessa Ross '21
- Ayouba Swaray '24
- Xi Wang '21

##### *Parents*

- Eugene Borgida P'23,
- Howard Scott Nesbitt '83,  
P'22
- Leslie Torres-Rodriguez  
P'25

##### *Faculty and Staff*

- Beatrice Alicea, Community Service and Civic Engagement
- Davarian Baldwin, American Studies
- Trevor Beauford, Spiritual and Religious Life
- Jeff Devaney '93, Athletics
- Kim Eckart, Finance and Operations
- Luis Figueroa, History
- Laura Flores, Language and Cultural Studies
- Emily Garner, Athletics
- Kristine Kennen, Counseling and Wellness
- Kristen Noone M'07 Athletics
- Diana Paulin, English and American Studies
- Paula Russo, Mathematics

*Note: Not all members were able to participate for this entire timeframe*

#### ***Supporting Individuals***

- Kim Eckart, Associate Director of Strategic Projects
- Judy Grote, Executive Assistant to the VP for Diversity, Equity, and Inclusion and the VP for Strategic Marketing and Communications
- Karolina Kwiecinska '16, Special Assistant to the President

#### ***Supporting Department***

- Data and Analytics

### ***Stakeholder Group Report Contributors (2020–22)***

- Admissions and Financial Aid: Anthony Berry, Ashley Dutton, and Adrienne Oddi
- Advancement: Michael Casey
- Athletics: Drew Galbraith and Kristen Noone M'07
- Board of Trustees: Michael Gary '86
- Campus Safety: Jorge Lugo and Rob Lukaskiewicz
- Career and Life Design, Retention and Transition Programs, Office of International Students and Scholars: Joe Catrino, Katie Clair, and Peter Maribei
- Communications: Caroline Deveau, Hellen Hom-Diamond, and Angela Paik Schaeffer
- Counseling and Wellness: Kristine Kennen and Randolph Lee '66
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- Exempt Staff Council: Kyle Smith '05, Thalia Giraldo M'19, Winnie Maloney, Jess German, David Tatem, Sheila Njau '17, M'19, Matthew Southworth, and Bonnie Wolters
- Faculty Conference: Susan Masino and Mark Stater
- Faculty Racial Justice Committee: J. Harry Blaise (Committee Chair), Diana Aldrete, Aidali Aponte-Avilés, Leah Cassorla, Lisa-Anne Foster, Kaitlyn Gingras, Nicholas Marino, Donna-Dale Marcano, Rebecca Pappas, Paula Russo, Alyson Spurgas, Gail Woldu, Jia-Hui Stefanie Wong, and Hilary Wyss
- Finance and Operations: Dan Hitchell
- Greek Life: Trevor Beauford and Kathryn Wojcik
- Human Resources: Michelle Cabral
- Library and Information Technology Services: Kristen Eshleman
- Non-Exempt Staff Council: Nancy Fleming and Jorge Lugo
- President's Office: Jason Rojas M'12
- Student Government Association: Giovanni Jones '21, Felicia McDevitt '21, Jederick Estrella '22, and Jason Farrell '23
- Trinity College Alumni Association: Eric Estes '91 and Jamie Szal '06

Note: In the time that the College has been developing this Action Plan for Racial Justice, the U.S. Supreme Court accepted and heard oral arguments in two cases challenging the use of race in admissions at Harvard University and the University of North Carolina. The Supreme Court is expected to rule on the cases in June 2023. Depending on the outcome of these cases, it is possible that the College will have to modify certain aspects of the Action Plan for Racial Justice, which we drafted under the legal guidance that has been in place since 2003. If modification is required, we will remain committed to the values and goals expressed in our strategic plan, which guided the work of the task force, and will find ways to continue this important work under the new legal guidance.