

CONNECTICUT COLLEGE



Building on Strength:

A NEW PLAN FOR CONNECTICUT COLLEGE

REPORT ON PROGRESS | SUMMER 2022



2021-22 WAS ANOTHER HISTORIC YEAR, as Connecticut College resumed in-person operations and launched the public phase of our Defy Boundaries campaign. We were fortunate to have our strategic plan to guide us through this momentous period. When we developed the plan in 2016-17, we designed it with a long view, a 10-year time horizon. And that perspective allowed us to steady our gaze and focus on our priorities while we managed the myriad challenges of keeping our students, faculty, and staff healthy and safe while resuming in-person forms of the collaborative and highly engaging educational experiences we offer.

Everyone rose to the challenge, as we continued rethinking of our collective work for the good of the community. And through it all, we not only made progress on our long-term goals, we had the most successful fundraising year in College history. Among the highlights of the year were re-opening of Palmer Auditorium and dedication of the Athey Center for Performance and Research; the record number of applications for the Class of 2026 and largest ever incoming class; the historic NCAA Division III national championship of the men's soccer team; and the public launch of the Defy Boundaries campaign. Other notable milestones included the graduation of our 10th cohort of Posse scholars and the 100th anniversary of the College's Honor Code.

Marking the end of this unforgettable year — and the first of the final five years of *Building on Strength* — this report is a summative document. We present here a synopsis of our major achievements since 2016, while also noting, **in red**, the main highlights for 2021-22.

Enhancing Academic Distinction

Since 2016, Connecticut College has developed an innovative program of integrative education that seeks to deliver world-class academics to an ever-greater number of students. We have enhanced resources for centers for interdisciplinary scholarship and for research on campus and around the world. And we have completed a major renovation of historic Palmer Auditorium into a new resource for excellence in the arts.

Goal 1. Education

To *ensure the success of Connections*, the first objective related to this goal, we

- received \$1.55 million in start-up funds from Andrew W. Mellon and Endeavor Foundations to support the launch
- reorganized staffing in the Dean of the College office and the Registrar's office to shore up student support
- created a new visual identity for the program and a suite of web and print materials
- shared the Connections story with others in higher education through media coverage, presentations at national conferences, and campus consultations; Connecticut College was one of two institutions whose general education programs were noted as models during the keynote session of the 2022 AAC&U Institute on General Education and Assessment.
- developed 14 integrative pathways, 89 new First-Year Seminars (11 in 2021-22), 72 new ConnCourses (4 in 2021-22), and a new team-based advising system
- held the inaugural the All-College Symposium in Fall 2019, a major undergraduate conference showcasing how students integrated their courses, research, internships, and engagements in the community and around the world (see below)
 - with COVID safety protocols in place, held the third annual All-College Symposium in person, with presentations from nearly 200 students
 - updated the certificate program in Museum Studies to make it part of Connections
 - integrated a new social difference and power requirement into Connections, which took effect with the Class of 2024. Offered 58 SDP courses in 2021-22.
 - created a new spring-semester pathway fair for juniors to reconnect with pathway coordinators, discuss global/local plans, and prepare for senior seminar and All-College Symposium
 - achieved a new high of 63% of the sophomore class joining a pathway or Center certificate program

- launched a Connections student ambassador program
- created a new Registration and Advising 101 Workshop for students

Connections was built on the strength of the College's centers for interdisciplinary scholarship, and so our second objective in the plan is to *ensure the ongoing strength of these centers and all our centers for teaching, and learning*. In support of this goal, we

- developed new programming at the Holleran Center for Community Action and Public Policy, with a gift of \$2.5 million from Carolyn Holleran '60 and Jerry Holleran
 - supported first in-person cohort of Civic Scholars in 6-week intensive internships with New London non-profit organizations, in partnership with the Community Foundation of Eastern Connecticut
- expanded the Ammerman Center for Arts and Technology with a \$2 million endowment gift from Judith Ammerman '60
 - hosted the Center's inaugural visiting fellow, Brooklyn-based artist Kit Son Lee
- developed our interdisciplinary program in Global Islamic Studies through new inter-institutional collaboration supported by \$806,000 from the Andrew W. Mellon Foundation.
- deepened the impact of the Academic Resource Center (ARC) with a \$10 million gift from anonymous donors, establishing Conn as a national leader in skills-building for life. In connection with this expansion, we
 - developed a quantitative reasoning program with a grant from Sherman Fairchild Foundation
 - co-located the Writing Center to the ARC with support from Pat Squire '56
 - appointed a new director of the ARC with expertise in STEM and multicultural education to strengthen support for BIPOC students. The Class of 1970 raised \$2.4 million to endow the position

- located the Center for the Critical Study of Race and Ethnicity (CCSRE) within the Walter Commons for Global Study and Engagement to signal its centrality to the curriculum. In connection with this commitment, we
 - appointed full-time staff to support the CCSRE
 - **launched the new certificate program for the CCSRE in fall 2021, with 8 students joining the inaugural cohort**
 - **hosted the inaugural Inequality Scholars showcase to celebrate the achievements of faculty working on some aspect of inequality studies. A total of 62 articles, books, and book chapters by 24 faculty members were displayed in Crozier Williams**
- **hosted the first alumni reunion for the Goodwin-Niering Center for the Environment (GNCE) in Boston, in honor of 20th anniversary of the certificate program**

To accomplish the third objective, *deepening faculty and student engagement globally and locally, off campus and around the world*, we did the following.

GLOBALLY, we

- created the new Walter Commons for Global Study and Engagement with gifts from the Otto and Fran Walter foundation, the Alden Trust, and Susan Lynch '65, in support of our mission of developing "citizens in a global society." In connection with this initiative, we
 - appointed a new associate dean of the faculty for global initiatives to direct the Walter Commons and lead efforts providing global experiences for every student; **position converted to Dean of Strategic and Global Initiatives in 2021**
 - enhanced advising for global experiences with a new online database of international programs and new pre-departure and post-return programming
 - expanded our world language requirement and developed new resources for students to pursue language study on campus and abroad. About 50% of all first-year students are now studying a language in their first semester
 - received New York Times Award for Innovation in Education Abroad
 - created direct exchange programs to enhance opportunities for study abroad, including
 - Ashesi University (Ghana), Ewha Woman's University (South Korea), and Ashoka University (India)
- convened a task force on Study Away to expand and diversify students' off-campus global-local learning opportunities
- created virtual opportunities to sustain global education throughout the pandemic:
 - a 10-week collaborative virtual research program "Global COVID" project for undergraduates from Connecticut College, Ashesi University in Ghana, Ashoka University in India, Chinese University of Hong Kong, and the Higher School of Economics in Russia
 - the virtual Language Challenge program (summer 2020, winter 2021, **winter 2022**) for more than 200 students
 - **4 courses with new virtual collaboration and exchange opportunities for students (in Art History, Economics, French, and Government), in partnership with academic institutions in Argentina, Austria, England, France, and Ghana**
 - **a virtual service learning program focused on public health disparities for Pathway students, in Williamson, West Virginia (spring 2022)**
- hosted politically exiled scholars on campus through the Institute of International Education's Scholar Rescue Fellowship Program, with generous support of Ann Johnson '68. These include
 - Indian civil rights activist Binalakshmi Nepam, 2016-2018
 - Turkish physicist Ali Kaya, 2020-2021
 - Afghan journalist Hazrat Bahar has been invited for Fall 2022
- **hosted Fulbright foreign language teachers from France and Russia and one Fulbright visiting scholar (from the Czech Republic) in 2021-22**
- increased the number of competitive international scholarships and fellowships received by Conn students, including:
 - 12 U.S. State Department Critical Language Scholarships since 2016; **2 in 2022**
 - 20 Benjamin A. Gilman International Scholarships since 2016; **5 in 2022**

- 36 Fulbright Fellowships since 2016; **9 in 2022, the largest number in a decade**
- 3 Watson Fellowships since 2021 (see below); **1 in 2022**
- first Marshall Scholar in College history, Ann Monk '21
- 1 Beinecke Fellowship, the first since 1998, Emily Hackett '23
- **launched the Bessell Fellows program, focused on the UN Sustainable Development Goals; 19 students conducted UNSDG internships in summer 2021 in Tanzania, Peru, Ukraine, the British Virgin Islands, and Ghana**
- **supported participation of our new Arabic Debate Team in the 2022 International Universities Debating Championship in Turkey**
- **developed faculty leadership in the Global Education in the Liberal Arts (GELA) coalition founded by Connecticut College and Carleton in 2015, a group that now includes Colby, Dickinson, Franklin & Marshall, Grinnell, Hamilton, Haverford, Wesleyan, and Vassar.**

LOCALLY, we

- **partnered with FRESH New London, a community farm and food justice organization, to secure a \$19,800 grant to promote urban agriculture**
- **launched the Genesis Mentoring program at New London High School, with support from the Community Foundation of Eastern CT's Fund for Racial Justice**
- **resumed in-person community engagement programs, with 238 students placed at 56 local partner sites**
- **co-organized the 15th annual Walk to End Homelessness, raising over \$30,000 for the New London Homeless Hospitality Center**
- **hosted two new AmeriCorp VISTA members**
- **developed Global New London summer practicum to give students a hands-on, experiential learning opportunity in New London**
- **created the Civic Scholars program in partnership with the Community Foundation of Eastern Connecticut to expand summer student engagement in New London**
- **partnered with the Mayor of New London on the New London Public Safety Policy Review Committee, to enhance community policing in New London (see below)**
- **supported an environmental literacy project by**

professor of art Andrea Wollensak to educate the local community about climate change.

- **published public humanities research by professor of architectural studies Anna Vallye and her students on the history of urban renewal in New London**
- **partnered with the Reef Ball Foundation to help restore coastal reefs along the Thames River**
- **joined with more than 160 college and university leaders from across the country in signing the ALL IN Campus Democracy Challenge—an effort to encourage full participation in the 2020 elections by all eligible students. Conn ranked #1 in percentage of students who pledged to vote.**

To accomplish the fourth education-related objective in the plan, *broadening educational opportunities through new institutional partnerships*, we

- **sent faculty and staff abroad to build relationships with Ashesi University, Collegium Civitas in Poland, the National Theater Institute/Moscow Arts Theater program, and the National University of Ireland in Galway. **Hosted Ashesi University founding president Patrick Awuah as keynote speaker for Class of 2020's postponed commencement ceremony, held in June 2022****
- **created a new dual B.A./B.S. degree program in environmental engineering studies in conjunction with Worcester Polytechnic Institute**
- **re-established our institutional partnership with the Watson Foundation, making Conn students eligible for \$30,000 postgraduate grants to support independent international research (see above)**
- **established partnerships with Tufts University and Northeastern to create direct pathways to master's programs in museum studies and business administration**
- **created partnership with Christie's auction house that resulted in three summer internships for Connecticut College students in 2021 **and two in 2022****
- **supported staff training through the Collaborative Online International Learning and Virtual Exchange (COIL) leadership Institute; **supported faculty in 4 different departments in developing new COIL courses to connect Conn students with international peers****
- **built new relationships with colleges in the British Virgin Islands, Greece, and, most recently, **Bangladesh****
- **hosted the Vice-Chancellor of Asian University for Women (Bangladesh) and established new teaching fellowship opportunities for Conn graduates at AUW**
- **worked with academic leaders at the U.S. Coast Guard Academy to revitalize the course exchange program**

and identify opportunities for expanded academic collaboration

- Nifemi Olugbemiga '20 in 2019
- Ann Monk '21 in 2020
- Jasity Mena '24 in 2021
- Day Baez '25 in 2022

Goal 2. Research

The first two objectives related to research are to *enhance funding, spaces, and technology for knowledge creation*, and to *multiply opportunities for student/faculty collaboration*. In support of these, we

- created a new sophomore research initiative for pathways and centers, through the generosity of Susan Eckert Lynch '62. To date, 75 students have completed summer research through the program.
 - endowed new undergraduate research and travel opportunities in the field of history, with a \$120,000 gift from Linda Lear '62
 - renewed Mellon Mays Undergraduate Fellowship Program with \$482,000 in grants from the Andrew W. Mellon Foundation since 2016, and \$80,000 in 2021-22
 - established the Digital Scholarship Fellows program to support faculty and student research within the Division of Information Services
 - deepened participation in Compass Compact, with 4 Newman Civic Fellows named since 2019
- enhanced support for faculty securing external grant funding through the Office of Corporate, Government, and Foundation relations, leading to **\$4.1 million in new research grants and fellowships since 2016**, including:
 - History professor Leo Garofalo, grants from the American Philosophical Society (\$3,000), the John Carter Brown Library (\$6,750) and the Gerda Henkel Foundation in Germany (\$28,888)
 - History professor Sarah Queen, National Endowment for the Humanities grant (\$199,959)
 - History professor Eileen Kane, Marion and Jasper Whiting Foundation (\$3,705)
 - Physics professor Daniel Maser, Undergraduate New Investigator grant from the American Chemical Society Petroleum Research Fund (\$55,000)
 - Anthropology professor Joyce Bennett,



Fulbright U.S Scholar Award (\$50,000) and Wenner-Gren Foundation grant (\$20,000)

- Biology professor Mays Imad, Howard Hughes Medical Institute (HHMI) (\$55,000)
- became a nominating institution for the prestigious Andrew Carnegie Fellowship
- joined the National Center for Faculty Development and Diversity to support faculty success
- established new President's Award for Creative Impact to recognize the extraordinary achievement of career faculty
- established the Michelle Dunlap Award for Commitment to Engaged Scholarship and Community Learning to recognize significant faculty or staff contributions in these areas
- joined the HathiTrust Digital Library, providing digital preservation of print materials with full download access to PDFs of nearly 7 million digitized items
- participated in Association of American Colleges and Universities Institute on Open Education Resources (OER) to develop new cost-effective online texts
 - secured continued funding for the OER program, track savings and assess student success using OER materials
 - passed student, faculty, and staff resolutions on OER
- engaged with library directors of Trinity, Wesleyan, University of Vermont, Brandeis and Middlebury to plan new library consortium to expand access and streamline efforts in library operations
- leveraged favorable market conditions to issue \$50 million of new bonds to invest in campus infrastructure improvements, including
 - renovation and technology upgrades for approximately 25 classrooms on campus over summer 2022
 - renovation of 33 Gallows Lane into a Field Studies Center
 - renovation of Bolles House
 - work on Thames River waterfront as site for marine science research

To *enrich campus intellectual dialogue*, we

- established the President's Distinguished Lecture Series, bringing major public intellectuals to the campus and the community
 - 2016 Bryan Stevenson
 - 2017 Eboo Patel
 - 2018 David Grann '89

2019 Jill Lepore
2022 Rosanne Cash

- created, in partnership with The Day, the "Conversations on Race" series
- supported annual public lectures for the campus and the greater New London community through the One Book One Region program
 - 2016 Bryan Stephenson, *Just Mercy*
 - 2017 Yaa Gyasi, *Homegoing*
 - 2018 Moshin Hamid, *Exit West*
 - 2019 Jarret Krossocka, *Hey Kiddo*
 - 2020 Joy Harjo, *Crazy Brave*
 - 2021 Charles Yu, *Interior Chinatown*
 - 2022 Judith Heumann, *Being Heumann*
- launched the annual All-College Symposium as major platform for advancing undergraduate research through for Connections (see above)
- created Elevate, the College's annual winter-session conference on racial justice, to bring together Connecticut College students, staff, faculty and alumni, along with residents of the New London region, to celebrate cultural diversity.
 - held second annual Elevate conference online, with over 925 attendees at 15 sessions.

Goal 3. Arts

To *enhance facilities and technology to match the excellence of the College's programs*, we

- undertook renovation of the historic Palmer Auditorium with generous support from Nancy Athey '72 and Preston Athey and the Sherman Fairchild Foundation.
 - completed renovation in spring 2022 and celebrated the re-opening and official rededication of the revitalized space as the Athey Center for Performance and Research at Palmer Auditorium
- appointed a new technical support specialist in the Art Department
- designated new teaching and studio space on Williams Street for the Ammerman Center for Arts & Technology.
- commenced renovation of Hillyer Hall to house Stark Center for the Moving Image with state-of-the-art Film Studies computing resources
- transformed Manwaring Art Gallery into a high-end studio art computer classroom and lab.

To develop academic offerings based on signature programs and centers, and to leverage artistic resources along the Northeast corridor, we

- established a new master's degree opportunity in museum studies in partnership with Tufts University
- co-produced with the National Theater Institute, Yale Theater Studies, Brown Theater Arts and Performance Studies, Trinity Repertory, and New York Actors Studio María Irene Fornés' play *The Danube*, directed by Estelle Parsons '49
- hosted artists from the Merce Cunningham Foundation and the former Cunningham dance company to mark the Cunningham centennial
- hosted acclaimed singer-songwriter and author Rosanne Cash through the President's

Distinguished Lecture series

- hosted the Ammerman Center's inaugural visiting fellow, Kit Son Lee, a Brooklyn-based designer and artist
- sponsored [Re]Generation Revisited, an arts and technology summit featuring Ammerman Center fellows and students as well as representatives from local arts organizations, the New Media Caucus, and the National Endowment for the Arts

All of these achievements should lead towards the final objective of *attaining national leadership in collaborative arts practice oriented toward social change*. Initial steps towards this goal include hosting the 2019 [Re]Generation Summit to connect artists, educators, researchers, and activists working toward social change.

Enriching The Student Experience

Since 2016, Connecticut College has improved its career program and opened the Hale Center for Career Development in Fanning Hall, renovated residence halls to enhance the first-year experience, developed a master plan for athletics along with an action plan for competitive success, and completed architectural designs for a major renovation of the campus center.

Goal 1. Life and Career

To establish the premier liberal arts career program in the country, we

- opened the Hale Center for Career Development in Fanning Hall with support from Robert Hale '88 and Karen Hale P'20
- designed a four-year career program, integrated into Connections, that begins with the first-year seminar.

To increase access to high-quality internships and other career-enhancing experiences, we have

- infused new "career-informed learning" modules into 77 courses across the curriculum
- introduced a finance cohort breakfast series and a Bloomberg terminal to prepare students early for competitive internships in finance and consulting
- created a new interdisciplinary finance minor that has quickly become one of the College's most popular
- developed employer relations function and increased employer visits to campus by 69% since 2016
- launched a new job shadowing program and held the sixth annual Fast Forward program in 2020 – a week-long career-intensive training lab
- established a new 7-week, credit-bearing career preparation course, available to students in their first

semester, and new funding options for students who complete the course

- as of spring 2022, 87% of the Class of 2023, and 69% of the Class of 2024 have completed the course
- created "Advanced Career Exploration" (ACE) opportunities for students in partnership with alumni and parent industry specialists
- established the Foreign Language Internship Program with a \$165,000 grant from U.S. Department of Education.
- created a new partnership with Christie's auction house that resulted in summer 2021 internships for three Connecticut College students
- created a new five-week summer career prep course for 20 incoming members of the Class of 2024 to increase their effectiveness in identifying and articulating what they have to offer to an employer
- created a new Student Employment program to expand the professional skill-development opportunities for our students through on-campus employment and provide quality assistance and support for campus departments.
- implemented new software tools to facilitate the recruitment of students into on-campus jobs
- launched new career workshops for Pathways

- integrated intercultural and global fluencies into the career development program
- through the Languages at Work project, funded by the UISFL grant from the U.S. Department of Education
- created new languages-for-the-professions courses, including Business Spanish, German Business Culture, Medical Terminology from Latin, and Japanese for the Professions.

To promote the plan's third life-and-career objective, *educating students about the relationships among health, well-being, and success*, we

- developed collaborative strengths-based training to promote well-being among career office fellows and student wellness coaches
- enhanced services for mental health through a \$306,000 Garrett Lee Smith Grant
- launched the You@Conn online platform for wellbeing.
- converted two campus safety positions into Student Support Specialist positions (with counseling/social work training) to enhance responses to late-night crises
- expanded staffing in Student Counseling Services by adding a position and converting two post-doctoral identity-focused counselors to two permanent full-time identity-focused counselors
- established partnership with MySSP (My Student Support Program), to expand access to self-directed online support from multilingual clinicians experienced in working with undergraduate students from diverse backgrounds
- created workshops for faculty and staff on helping students build resilience.

Goal 2. Campus Living

Because most of our students live on campus for all four years, our residential setting is a critical part of their experience. Our work to *implement a phased strategy for upgrading campus housing* has had two major components — one that shifts the residential patterns of our students by class year and one that invests in the facilities themselves. Specifically, we

- enhanced connections and engagement among first-year students by converting Hamilton House and Morrisson House into first-year residences
- created first-year-only floors on north and central campus
- established south campus as upperclass-only housing
- renovated the Plant common room through a gift from Class of 1969
- completed comprehensive upgrade of heating and cooling in the Plex
- adjusted living, working, and dining protocols to support the student experience amid an evolving global pandemic.

To *redesign campus social spaces to facilitate greater contact among students, faculty, and staff*, we

- completed architectural plans for a major renovation of the College Center at Crozier-Williams
- programmed new collaboration spaces into the renovation of Palmer Auditorium
- developed a proposal in our campus master plan for new space in Smith-Burdick to support dialogue and justice.





To expand high-quality social activity, leadership, and mentoring opportunities across four years, we have

- substantially expanded student activities programming with new and reallocated resources
- created new emerging leaders program between office of student activities and division of institutional equity and inclusion (DIEI)
- vastly expanded the student ambassador program in DIEI to create new pathways for leadership development.
- created new student engagement position to enhance support for club sports and develop the Outdoor Adventures experiential education program
- adopted new texting platform, Signal Vine, to improve communication between deans and students

To increase student engagement with New London and the surrounding regions, we

- launched an outdoor education program to increase resources and opportunities for student recreation

in New England, and a partnership with the New England Science and Sailing organization

- created a first-year learning community in Plant House that focuses on engagement in New London
- established a Civic Scholars summer program in partnership with the Community Foundation of Southeastern Connecticut and a Global New London Summer practicum for students, in collaboration with four community partners.
- supported two new AmericCorp Vista members
- launched True Colors Middle School Program in partnership New London Public Schools for youth to explore and learn about gender and sexuality in healthy, supervised settings
- entered into lease agreement to create apartment-style living options for students in the Manwaring Building on State Street in New London for Fall 2022.

Goal 3. Athletics

To make strategic investments in infrastructure and operating support for varsity athletics, we

- completed an athletics master plan envisioning the long-term renewal of fields, facilities, and waterfront
 - raised \$1.7 million for and began construction on new bulkhead, floating docks, and roadway to the Thames River
 - completed phase one of Waterfront Revitalization Project to support sailing, rowing, and outdoor recreation, as well as marine science
 - received Department of Environmental Protection approval to complete two additional docks in summer 2022
 - commenced phase one of Dayton Arena renovation to create new varsity locker rooms, offices for coaches, training and storage space
- appointed Mo White as new director of athletics, the first woman to hold the position in Conn's history, and promoted two head coaches to associate athletic director
- created new position of assistant director of athletics for business operations
- hired new coaches in men's soccer, men's and women's basketball, men's and women's lacrosse, men's and women's squash and cross country, and elevated several coaches from part-time to full-time faculty status
- established the Camel Athletics Network to engage alumni, parents, and friends in the life of Camel Athletics and held well-attended events in Washington, D.C., Boston, and New York City, to garner further support. Fundraising enabled us to
 - convert an additional part-time assistant coach to full-time through donor support
 - fully endow the men's and women's water polo program
- reconfigured space in the Athletic Complex to expand facilities for strength and conditioning
- increased strength and conditioning staff and retained Hartford HealthCare to provide expertise in sports medicine, providing access to a network of orthopedic surgeons, sports medicine physicians, concussion experts, and cardiologists—along with sports neurology services at HHC's Ayer Neuroscience Institute
- received \$10 million from Rob '88 and Karen Hale P'20 to support goals for coaching and recruiting excellence in the Action Plan for Competitive Success.
 - This gift allowed us to immediately convert eight part-time assistant coaches to full-time assistant coaches

- received \$3M from anonymous donor to fully endow men's and women's water polo programs
- created a full-time associate coach position for women's swimming and a part-time diving coach position to expand recruitment and support for men's and women's swimming and diving teams.
- raised national profile of the College with the first NCAA Division III national championship victory in College history, won by our men's soccer program
- saw head men's soccer coach Reuben Burk and assistant coach Andrew Storton named 2021 NCAA Men's Division III National Coaching Staff of the Year by the United Soccer Coaches

To develop club, intramural, and recreational programs for everyone, we

- provided new funding, leadership, management policies, and staffing for club sports
- launched a new ice hockey club for women, hired a coach for men's club hockey, and hired two new on-call athletic trainers to support both men's and women's hockey and rugby clubs
- created new staff support for club sports and outdoor adventures experiential education (see above).

To strengthen connections among athletics, academics, and the co-curriculum, we

- introduced the innovative "Coaching 2 Connect" program to the College, a three-year program in leadership and communications training
- established the Connecticut College Athletes of Color Coalition to provide support for and empower all student-athletes of color to safely share their respective experiences on and off the field.



Supporting A Diverse, Just, And Sustainable Community

Since 2016, Connecticut College has begun implementing a new Equity and Inclusion Action Plan, created new curricular and training requirements, launched an important program on intergroup dialogue, introduced a second Posse from New York City to join our longstanding Posse from Chicago, increased the number of domestic students and faculty of color, published a sustainability action plan, and took steps to increase financial resources for a Conn education.

Goal 1. Full Participation

To develop new policies and programs in support of full participation, we

- established the President's Council on Equity and Inclusion to engage students, faculty, staff, alumni, and trustees in institutional dialogue and action
- adopted a new Freedom of Expression Policy as part of the Council's work
- published a comprehensive Equity and Inclusion Action Plan, ratified by the Board in May 2019
- engaged faculty leaders in strengthening equity pedagogy in the STEM fields
- launched the Agnes Gund '60 Dialogue Project with a \$1 million gift to foster intergroup dialogue and anti-racist education. Highlights include a new First-Year Seminar "Conversations on Race" and major public lectures by Derald Wing Sue and Ibram X. Kendi.
- introduced a new social difference and power graduation requirement with the Class of 2024, offering 29 courses in 2020-21 and **61 in 2021-22**
- launched bias training program for all students, faculty, and staff in February 2021
- supported Walter Commons professional development through the Diversity Abroad certificate program
- conducted a diversity and equity campus climate survey of students, faculty, and staff
- signed on to the Liberal Arts Colleges Racial Equity Leadership Alliance, an initiative led by the University of Southern California's Race and Equity Center
- partnered with the Mayor of New London on the New London Public Safety Policy Review Committee, culminating in a comprehensive report and public dialogue about community policing in January 2021
- **partnered with University of Michigan's Center for Social Solutions on the Crafting Democratic Futures project, funded by a grant from Andrew W. Mellon Foundation, to conduct creative research with New London residents to promote racial healing**
- **implemented Banner Self-Service components for personal pronouns and preferred name functionality**
- **made Juneteenth an official holiday for College employees.**

To enroll and retain more students from historically underrepresented groups, we

- increased the percentage of U.S. students of color from 19.6% in fall 2017 to 23.1% in fall 2020
 - **admitted the Class of 2026 with the highest number of BIPOC students in the College's history, representing 24% of the class**
- developed new credit-bearing course "How College Works" in support of first-generation college students
- brought a second Posse from New York City to join our long-established Posse from Chicago, with generous support from John Zeiler '74
- joined the American Talent Initiative, a coalition of educational leaders with a mission to expand access and opportunity to high-achieving, low-income students from across the U.S.
- became inaugural members of the Liberal Arts Colleges Racial Equity Leadership Alliance, convened by USC Race & Equity Center
- received a \$2.24 million gift from the Class of 1971 to endow scholarships for first-generation students
- **launched a two-week (virtual) Genesis Summer Institute for 14 incoming students from underrepresented backgrounds (August 2021).**
 - **expanded to 23 students with in-person Institute in August 2022.**

To support and retain an increasing number of faculty and staff of color, we

- enhanced training for hiring committees on mitigating implicit bias
- hired 17 faculty members of color out of 37 new tenure-track hires between 2016 and 2021
- joined the National Center for Faculty Development and Diversity
- launched a new series for chairs and directors on mentoring.
- established a new faculty mentoring program through the Dean of the Faculty Office
- created new diversity fellow position in the Dean of the Faculty Office.

To foster a culture of respect and recognition for all employees, we

- created a new monthly Faculty-Staff Meeting as an inclusive forum for discussion and exchange on important College business
- created a new workshop series through office of dean of faculty to enhance the leadership capacity of department chairs and program directors.
- created new handbook for department chairs to guide their work of welcoming, mentoring, and supporting faculty members
- updated the Covenant of Shared Governance and reaffirmed its principles in a public signing ceremony with student, staff, and faculty leaders
- implemented a new FlexWork policy to enhance employee work-life balance
- held “Actualizing Full Participation through Courageous Conflict Engagement,” through the Gund Dialogue Project.

To improve the accessibility and safety of the campus, we

- secured a \$750,000 pedestrian safety grant with the City of New London for improvements to Williams Street, including safety enhancements and a new

raised crosswalk between the main campus and the Arboretum

- made all four floors of the 90-year old Fanning Hall accessible for the first time in its history with installation of an elevator with the Hale Center renovation
- created and ran a COVID-19 testing facility for students, faculty, and staff to keep infection rates low, though the spring 2022.

Goal 2. Sustainability

To solidify the institutional commitment to environmentally responsible and socially just practices, and to establish principles to guide future campus development reflective of College values, we

- established President’s Sustainability Advisory Council
- completed the Campus Sustainability Plan 2018-2028, outlining concrete actions to be taken in the next decade
- installed a fuel cell to achieve financial savings and reduce our reliance on the electric grid
- expanded the Sustainability Revolving Fund to over \$100,000 in collaboration with the Student Government Association.



- applied for STARS rating from the Association for the Advancement of Sustainability in Higher Education for the first time in 2018, and received SILVER ranking
 - achieved GOLD status in summer 2021, a ranking held by less than half of NESCAC peers and just 15% of colleges nationwide
- installed a 53-kW solar array on the roof of the facilities administration building, funded by the Sustainability Revolving fund and developed through a collaboration between our environmental studies students and faculty and Rocky Ackroyd '83, owner of GreenSun, a Maine-based solar company
- installed electric vehicle charging stations in Hillel House and Admission parking lots
- joined more than 1,600 college and university presidents, mayors, business leaders and faith groups in signing an open letter, “America Is All In,” pledging support for national action on climate change
- adopted an ambitious new goal to achieve a 45% reduction in greenhouse gas emissions by 2030, and in 2022 we pledged carbon neutrality by 2030
- partnered with New London Trees, a local grassroots organization, to help increase the city’s tree population through community planting and care, education and advocacy
- supported an environmental literacy project by Andrea Wollensak (Art), to engage the local community in education about southeastern Connecticut’s coastal environment and our changing climate
- partnered with the Reef Ball Foundation to help restore coastal reefs along the Thames River
- established Sustainable Building Policy to incorporate expertise from the office of sustainability on all campus construction projects
- installed campus signage to mark the Sustainability Trail, a guided tour of our campus sustainability milestones
- incorporated environmental, social, and governance (ESG) factors into the College’s investment strategies
- piloted the use of reusable takeout containers in Dining Services
- replaced outdoor trash and recycling containers with Big Belly units to reduce staff time spent servicing the outdoor containers



To leverage the natural assets of campus and region to advance the College's priorities, we

- hired a new Arboretum director in 2021 and the College's first-ever director of horticulture in 2022 to expand the collection of curated plants, promote conservation efforts, and support long-term ecological study. With this new leadership, the arboretum's purview now includes
 - management of the campus landscape and Grounds department. This realignment brings the Arboretum's expertise in horticulture and botanic garden management to the entire campus
- developed a vision for access to the Thames River waterfront area
 - raised \$1.7 million in 2020-21 for development of a new bulkhead, sailboat dock, and roadway to the Thames River, completing phase one in summer 2021 and completing two additional docks in summer 2022
- appointed a Goodwin Visiting Scholar in Botany to increase impact of the Sprout Garden facility in the curriculum and the broader community
 - added a second greenhouse in 2021 to extend the garden's growing season
 - created new tenure-track faculty position in Applied Botany
- secured grant funding to support partnership between the Arboretum and FRESH New London to promote urban agriculture.

To improve decision-making, conserve resources, and enhance outcomes through the use of new analytical tools, we

- created a strategic position review committee to scrutinize staffing requests for efficiencies
- introduced a voluntary retirement offer in 2018 for long-serving staff and faculty and undertook divisional reorganization to maximize benefit of personnel resources
- spearheaded the CTW OneSource eMarketplace consortium in 2019 with Trinity and Wesleyan for more efficient procurement process across three institutions
- convened faculty and Board task forces in 2020 for fresh evaluation of cost structures at Connecticut College and across higher education
 - resumed long-term financial planning in spring 2022, after a hiatus during the pandemic

- implemented the DayForce online timekeeping system to reduce administrative costs

Goal 3. Financial Strength

To double the size of the College's endowment, we

- redesigned the investment committee of the Board of Trustees
- issued an RFP to evaluate the feasibility of retaining an outsourced chief-investment-officer
- raised \$107 million so far in new endowment dollars through the campaign, 82% of the \$130 million endowment goal
- saw the College's endowment reach \$435 million in summer 2022, about 60% of the \$500 million goal

To strategically deploy operating resources for strong enrollments, we

- implemented a merit scholarship program to ensure competitiveness in admissions market
- reorganized Admission staff to strengthen the College's advantage in national and international admission markets
 - received record number of applications (nearly 9,000) and deposits (over 660) in College's history for Class of 2026
- expanded scholarship support for first-generation and low-income students seeking international study and internships, with support from the Gilman International Scholarship, Fund for Education Abroad, and other sources
- supported committees on academic continuity, campus life, and business continuity to ensure best deployment of College resources and responses to the ongoing COVID-19 pandemic.

To explore new programming to diversify revenue streams, we

- established a new memorandum of understanding with U.S. Coast Guard Academy to share facilities, faculty, and courses
- created an online summer session in 2020 to leverage faculty expertise in online instruction, offering 37 online courses since summer 2020, including 15 courses in summer 2022.
- received a Davis Educational Foundation grant to convene a summer working group to explore the feasibility of a business curriculum, based on the success of our finance minor and entrepreneurship pathway

- circulated the final report of the Working Group on Business, recommending the development of an interdisciplinary minor, to faculty committees
- identified existing business course offerings available to Conn students through the single course exchange with the Coast Guard Academy, including summer options
- hired new pre-business advisor in the Hale Center for Career Development
- developed new winter session programming in racial justice as a pilot for potential executive certificate
- piloted small number of pre-collegiate summer programs
- hired new director of summer programs
- launched the College Acceleration Program with the Williams School, with an incoming cohort of 9 students in fall 2022
- launched a comprehensive campaign in 2017 that has raised \$237 million
 - received \$30 million, the largest gift in the College's history, from Rob '88 and Karen Hale P'20, to support financial aid, infrastructure improvement, and athletics
 - launched public phase of campaign, Defy Boundaries
 - achieved the best fundraising year in College history in 2022, raising \$56M in new gifts and commitments
 - achieved the best annual fund year in College history in 2022, raising \$6.8M to support essential operations of the College
 - achieved best gift planning year in College history, securing \$25M in commitments
- created the Camel Athletic Network to increase support for athletics
- improved outreach to 25,000 alumni by implementing Salesforce as the new enterprise system for Advancement
- set new records for the CC fund each year, increasing the annual total by \$1M since 2016.

Finally, to *strengthen and expand philanthropic support for College priorities*, we

