

CONNECTICUT COLLEGE



Building on Strength:

A NEW PLAN FOR CONNECTICUT COLLEGE

REPORT ON PROGRESS | OCTOBER 2024



2023-24 was a year of transition at Connecticut College. We are fortunate that our strategic plan has been there once again to guide us through what has been a period of considerable change and self-reflection. When we developed the plan in 2015-16, we designed it with an ambitious 10-year horizon. That long view has allowed us to adapt to the myriad changes of a shifting higher education landscape; sustain our core academic mission and institutional values; accelerate work on equity, inclusion, and full participation; and steward the physical and natural assets of the campus.

Through it all, we have remained focused on the good of the community and on maintaining our excellence as a premier residential liberal arts college. The highlights of the year include breaking ground on two major capital projects that will transform the very heart of the campus; the crowning of student-athlete Justin Finkel '25 as a two-time NCAA Division III national champion in swimming; celebrating the 50th Anniversary of Unity House and the 10th Anniversary of Zachs Hillel House; and completing a successful national search for the College's 12th president, Dr. Andrea E. Chapdelaine.

Marking the end of this eventful year — the eighth year of the *Building on Strength* plan — this report is a summative document. We present here a synopsis of our major achievements since 2016, while also noting, in red typeface, key highlights for 2023-24.

Enhancing Academic Distinction

Since 2016, Connecticut College has supported the development of Connections, an innovative program of integrative education that seeks to deliver world-class academics to a larger and larger number of students. We have enhanced resources for centers for interdisciplinary scholarship and for research on campus and around the world. We have revitalized a historic theater. We have created a new center for film studies, the Stark Center for the Moving Image. We have even made our distinctive waterfront on the Thames River a welcome environment for marine science, leading to new research on native coral.

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
- developed 14 integrative pathways, 122 new First-Year Seminars (14 in 2023-24), 78 new ConnCourses (3 in 2023-24), and a new team-based advising system
- held the inaugural 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, with 200 seniors presenting in Fall 2023 and a new approach to direct assessment of the presentations.
- integrated a new social difference and power requirement into Connections, which took effect in fall 2020 with the Class of 2024. Offered 67 SDP courses in 2023-24.
- 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
- launched a Connections student ambassador program
- created a new Registration and Advising 101 Workshop for students
- Strengthened administration of first-year seminar program through new collaboration between Dean of the College and Dean of the Faculty divisions
- Supported the development of new majors and minors (including majors in Educational Studies, Quantitative Economics and Econometrics, Global Islamic Studies, and Statistics and Data Science, and minors in Jewish Studies, Finance, and Geoscience).

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

- created certificate program in the Center for the Critical Study of Race and Ethnicity and updated the certificate in Museum Studies to make it part of Connections.
- created new programing 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 fourth visiting fellow, interdisciplinary artist Matt Wellins
- 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
 - endowed the ARC directorship with a \$2.4 million gift from the Class of 1970
 - co-located the Writing Center to the ARC with support from Pat Squire '56
 - developed a quantitative reasoning program with a grant from Sherman Fairchild Foundation
 - hired inaugural Quantitative Skills Director, Dr. Semra Kiliç-Bahi, who has assumed responsibility

for coordination, oversight, monitoring and assessment of quantitative support for the ARC

- designed new Writing Center program for STEM students
- expanded the Office of Academic Support to include collaboration and tutoring space for the Quants Center and the Academic Resource Center, dedicated space for the Writing Center, and a new test center to accommodate students with documented disabilities

- 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, with its first cohort of graduates in the Class of 2023 (5 graduates in the Class of 2023 and 2 in the Class of 2024)
- completed a comprehensive self-study and external review of the Joy Shechtman Mankoff Center for Teaching & Learning
- launched a faculty learning community on generative AI for teaching and learning through the Center for Teaching and Learning (CTL)
- created a new CTL seminar for visiting and part-time faculty

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 '62, in support of our mission of developing "citizens in a global society." *Through the generosity of the Susan Lynch Defy Boundaries Fund, endowed the operations and new international programming.*

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, converting the position to Dean of Strategic and Global Initiatives in 2021
- supported staff in pursuing professional certification through the Forum on Education Abroad and training in global experiential learning and inclusive advising through Diversity Abroad

- 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. In fall 2022, nearly 60% of all first-year students studied 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 Womans University (South Korea), and Ashoka University (India). *Hosted exchange students from Ewha University and Ashesi University in 2023-24*
- convened a task force on Study Away to expand and diversify students' off-campus global-local learning opportunities
- developed faculty leadership in the Global Education in the Liberal Arts (GELA) coalition founded by Connecticut College and Carleton in 2015, a coalition that now includes Colby, Dickinson, Franklin & Marshall, Grinnell, Hamilton, Haverford, Wesleyan, and Vassar, and sponsors an annual conference
- created virtual opportunities to sustain global education throughout the pandemic:
 - 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
 - sponsored the virtual Language Challenge program (summer 2020, winter 2021, winter 2022) for more than 200 students
 - offered 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
- brought politically exiled scholars to 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 Nepram, 2016-2018
 - Turkish physicist Ali Kaya, 2020-2021
 - Afghan mathematician Obaidullah Wardak, 2024-present

- hosted a major symposium on the ongoing war in Ukraine
- created new faculty-led summer study away programs in South Africa, Italy, and **Ghana**
- hosted Fulbright foreign language teachers (2 in 2022-23) and Fulbright visiting scholars
- enhanced the college profile with increased number of competitive national and international scholarships and fellowships received by Conn students, including:
 - 15 U.S. State Department Critical Language Scholarships since 2016; **including 1 in 2024**
 - 26 Benjamin A. Gilman International Scholarships since 2016; **including 1 in 2024**
 - 34 Fulbright Fellowships since 2016; **including 1 in 2024**
 - 6 Watson Fellowships since 2021 (see below); **including 2 in 2024**
 - 2 Beinecke Fellowships since 2016
 - 1 Marshall Scholarship, the first in College history, in 2021

LOCALLY, we

- created Horizons Beyond High School, a college access program for New London High School students
 - secured American Rescue Plan Act (ARPA) funding to expand access to the College's New London Scholars Program
- Offered new first-year seminar "Welcome to New London," introducing students to local history, cultural sites, and community initiatives
 - Celebrated the 30th anniversary of Flock Theater's Summer Shakespeare in the Arboretum
 - partnered with City of New London and local developers to open the first residence hall downtown on State Street, housing **62 juniors and seniors in 2023-24**
 - became inaugural founder, with the Community Foundation of Southeastern Connecticut, of the Center for Housing Equity and Opportunity
 - created a year-long Housing Justice speaker series, bringing a multi-disciplinary lens to the contemporary housing crisis, for members of campus and the public
 - developed a three-year project "A Right to Housing: Case Study Connecticut" in collaboration with the Center for Housing Equity and Opportunity and other regional non-profits
 - launched summer internships at the Center
 - hosted 80 fifth graders and their teachers from the Regional Multicultural Magnet School in New London for the 13th Annual World Languages Day (spring 2024)
 - expanded the new Genesis High School mentoring program with on-campus workshops to support local students through the college application and transition process



- engaged with the Mystic Seaport to establish more regular internship opportunities for students
- developed partnership with the Southeast Connecticut World Affairs Council, resulting in new programming and student internship opportunities
- continued in-person community engagement programs, with 400 students placed at 40 local partner sites annually
- co-organized the 17th annual Walk to End Homelessness, **with more than 100 participants from Conn community and raising over \$40,000 for the New London Homeless Hospitality Center**
- 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
 - **celebrated recognition of Miranda Van Mooy '24 as part of the 2024 ALL IN Student Voting Honor Roll.** The ALL IN Student Voting Honor Roll recognizes college students doing outstanding work to advance nonpartisan democratic engagement at participating campuses
- **celebrated the 50th anniversary of Conn's free radio station WCNI and the induction of the station into the New England Music Hall of Fame**

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
- 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, Northeastern, Brandeis, Georgetown and Wake Forest University to create direct pathways to master's programs in museum studies, business administration and **public health**
- created partnership with Christie's auction house that has resulted in ongoing summer internship opportunities for Connecticut College students
- supported staff training through the Collaborative Online International Learning and Virtual Exchange (COIL) Leadership Institute; supported faculty in 4 different departments in developing new courses to connect Conn students with international peers
- built new relationships with partners in the British Virgin Islands, Greece, and Bangladesh. In 2022-23, hosted visitors from Tokyo University and the Sasamani Foundation in Tanzania
- worked with the U.S. Coast Guard Academy to revitalize the course exchange program and advance new collaborations, extending access to USCGA summer courses in business and engineering.
- implemented stewardship plans for Connecticut's two senators and member of Congress (CT-02) and their respective staff as part of a new strategy for securing resources to support College infrastructure and programming
- partnered with the Southeastern Connecticut Council of Governments (SCCOG), the City of New London and the Connecticut Department of Transportation (CTDOT) to develop a Route 32 Corridor Study Concept Design to develop pedestrian safety solutions
- hosted the American Mock Trial Association Regional Competition, with over 280 participants, coaches, and judges (including senior members of the Connecticut bar and members of major law firms).

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 \$665,000 in grants from Mellon/ ACLS since 2016, **including \$107,000 in 2023-24**
- established the Digital Scholarship Fellows program to support faculty and student research within the Division of Information Services
 - **Created project showcase to browse class projects, faculty-authored digital scholarship projects, departmental and staff projects**
- deepened participation in Compass Compact, with 5 Newman Civic Fellows named since 2019:
 - Nifemi Olugbemiga '20 in 2019
 - Ann Monk '21 in 2020
 - Jasity Mena '24 in 2021
 - Day Baez '25 in 2022
 - Ian Hopkins '25 in 2023
 - **Diamoni Davis '27 in 2024**
- enhanced support for securing external grant funding for faculty and programs through the Office of Corporate, Government, and Foundation relations, leading to \$7.5 million in new research grants and fellowships since 2016, including
 - **Mays Imad, Associate Professor of Biology (\$249,398 grant from the William and Flora Hewlett Foundation for research on equity-minded and trauma-informed teaching and learning in higher education)**
 - **Associate Professor of Government Mara Suttman-Lea (highly prestigious \$200,000 Andrew Carnegie Fellowship from the Carnegie Corporation of NY for elections research)**
 - **Timothy Becker, John D. MacArthur Assistant Professor of Computer Science (\$74,046 NIH award for research with the University of Connecticut)**
 - **Assistant Professor of History Kris Klein Hernández (\$50,000 Ford Foundation Postdoctoral Fellowship in support of his project “Forts and Race-Making in the Nineteenth-Century U.S.-Mexico Borderlands”)**
 - **Karen Buenavista Hanna, Assistant Professor of Gender, Sexuality and Intersectionality Studies (\$50,000 American Association of University Women postdoctoral research fellowship for her book project “Revolutionary Intimacies: The Makings of a New Filipina/o Left in the United States”)**
 - **Associate Professor of Economics Mónica López Anuarbe (\$29,622 NIH award for research with the University of Michigan on the health care costs of Alzheimer’s)**
 - **W.M. Keck Foundation –\$200,000 for summer research in the sciences**
 - **Davis UWC for financial aid for international students—\$110,000**
 - **SJS Charitable Trust for financial aid for Posse Scholars—\$100,000**
 - **11th Hour Racing for Reef Balls Project—\$50,000**
 - **New England Board of Higher Education for the The Connecticut Higher Education Tech Talent Accelerator—\$40,000**
 - **Connecticut Health & Educational Facilities Authority (CHEFA) for the Children Development Lab School — \$14,000**
 - **Howard Hughes Medical Institutes for Forums on Racial and Cultural Equity—\$35,000**
- 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
- joined the Boston Library Consortium to increase

shared collection access and implement the Ex Libris Network Zone for CTW libraries

- participated in Association of American Colleges and Universities Institute on Open Educational Resources (OER) to develop new cost-effective online texts
 - hosted a showcase of faculty digital scholarship and Open Educational Resource accomplishments
- developed Scholarship Support Services, a curated resource to connect faculty to best practices and tools for planning research projects, guidance on planning, creating, collecting, storing, and sharing data and digital assets, advice for negotiating copyright, securing image rights, and self-archiving publications
- developed and offered the first 1-credit Fundamentals of Research/Inquiry course for students considering Pathways, Centers, or graduate school
- with a generous donation from Mark Iger '75, opened recording studio in Shain Library for podcast recording, videoconferencing, and post-production work. **Students, faculty and staff used the studio 175 times in 2023-24**
- leveraged favorable market conditions to issue \$50 million of new bonds to invest in campus infrastructure improvements, including academic spaces:

- renovation and technology upgrades for 30 classrooms in Fanning and Blaustein over summer 2022
- renovation of 33 Gallows Lane into a Field Studies Center
- renovation of Bolles House, along with landscaping and parking lot improvements

- **renovated Holmes Hall, site of the Child Development Lab School, with an Early Childhood Construction and Renovation Program Grant (\$339,000)**
- **launched the Pozen Public Scholarship Fellow program**
- **received gift (\$500,000) to launch the “AI@Conn: Empowering Liberal Arts Education with AI initiative**

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
 - 2023 Elizabeth Rush
- 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 Kid*
 - 2020 Joy Harjo, *Crazy Brave*
 - 2021 Charles Yu, *Interior Chinatown*
 - 2022 Judith Heumann, *Being Heumann*
 - 2023 Mona Hanna-Attisha, *What the Eyes Don't See***
- 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

- hosted, in partnership with the Sound Lab Foundation, lecture by U.S. Army Lt. Col. Alexander Vindman (ret.)
- launched the new Krane Art History Guest Residency Program
- hosted two public events featuring acclaimed contemporary writers, Haitian American author Edwidge Danticat and Moroccan American author Laila Lalami
- hosted a public lecture and workshop on intergenerational trauma by Dr. Bayo Akomolafe, internationally renowned public intellectual

Goal 3. Arts

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

- dedicated the Athey Center for Performance and Research at Palmer Auditorium, made possible by generous support from Nancy Athey '72 and Preston Athey and the Sherman Fairchild Foundation
 - received a Merit Award for design from the American Institute of Architects (AIA) Connecticut for the transformation of Palmer Auditorium into the new Athey Center for Performance and Research
- 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
- transformed Manwaring Art Gallery into a high-end studio art computer classroom and lab
- received \$60,000 from the Perkins Fund to support improvements to Oliva Hall
- opened the Stark Center for the Moving Image in Hillyer Hall in October 2023, funded by a \$1.5 million gift from The Fran and Ray Stark Foundation

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

- established a new museum studies master's degree partnership with Tufts University, with four students to date having applied museum studies credits earned at Conn to accelerate completion of their master's degree in Museum Education at Tufts
- 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 environmental writer Elizabeth Rush through the President's Distinguished Lecture series
- celebrated Kenneth Prestininzi, associate professor and chair of Connecticut College's Theater Department, in directing the world premiere of the play *Flood* at Kansas City Repertory Theatre's Copaken Stage in Missouri
- Created visiting fellows program in the Ammerman Center
 - 2019-2020: artist and scholar Elisa Giardina Papa
 - 2021-2022: graphic designer Kit Son Lee
 - 2022-23: curator Juanita Austin
 - 2023-24: interdisciplinary artist Matt Wellins
- held summit on African diaspora dance, featuring workshops, presentations and keynote performance from legendary choreographer Ronald K. Brown's dance group EVIDENCE

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 included hosting the 2019 [Re]Generation Summit to connect artists, educators, researchers, and activists working toward social change, and CONTACT, the 17th Ammerman Center Biennial Symposium on Arts & Technology, held in November, 2022

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; created a beautiful, accessible waterfront on the Thames River for sailing, rowing, and outdoor recreation; offered exceptional apartment-style living options to students in a historic building in downtown New London; 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

- 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.
- 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 new summer internships for Connecticut College students
- created a new five-week summer career prep course for incoming first-year students to increase their effectiveness in identifying and articulating what they have to offer to an employer. **Expanded the Hale Center’s Welcome Week programming to expedite students’ engagement with its programming**
- 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

- created new operations coordinator position in the Hale Center to support the student employment program
- held career networking event with Board of Trustees, as part of the Camel Connected program, to expand student internship and employment opportunities through our alumni networks
- hosted the American Mock Trial Association Regional Mock Trial Competition, with over 280 participants, coaches, and judges (including senior members of the Connecticut bar and members of major law firms)
- 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
- **launched new CISA (Certified Information Systems Auditor) certification program, through CT State Tech Talent Accelerator Grant**

To promote our work on the plan’s third life-and-career-related objective, to educate 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
- 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
- created RESTORE, a program for students in the conduct process, focused on making reflective choices that balance their intellectual and physical pursuits, careers, commitments, relationships, and personal well-being
- incorporated education on health, wellbeing, and access to campus support into comprehensive student leader training
- initiated project on student mental health and learning, led by Professor Mays Imad and funded through a \$250,000 grant from the William and Flora Hewlett Foundation
- awarded a 2023 Campus Prevention Network Seal of Prevention, in recognition of success in using evidenced-based digital prevention strategies on issues of student well-being and success

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 in north and central campus
- established south campus as upper-class-only housing
- renovated the Plant common room through a gift from Class of 1969
- completed phase one of the comprehensive upgrade of heating and cooling in the Plex
- accelerated residence hall renovations and repairs, including modifications for increased privacy and accessibility in residential hall bathrooms

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, and

commenced \$20 million renovation project in summer 2024 along with phase 1 of the Crozier Boulevard Pedestrian Promenade

- raised \$10 million through the Defy Boundaries campaign to support this project
- 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
- entered new partnership with Chartwells Higher Education to improve dining services, based on data from campus survey and consultants

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

- redesigned new student orientation, incorporating an online summer component and expanding opportunities for students to develop relationships with peers, faculty, and staff during Welcome Week
- substantially expanded student activities programming with new and reallocated resources. Activities supported in 2023-24 include:
 - student research presentations at the annual meeting of the Association for the Study of African American Life and History (ASALH) in Jacksonville, Florida; the Botany 2023 national conference in Boise, Idaho
 - participation in the Pan-American Intercollegiate Team Chess Championship, where the Conn team took home first place for the second year running
 - Black History Month trips to Washington D.C., organized by faculty in the Department of History and CCSRE
 - African Student Association's inaugural Asante Awards Gala
 - civic dialogue training for student fellows in the Walter Commons for Global Study & Engagement, CISLA, and CCSRE
 - field trip to the Brooklyn Museum's Africa Fashion exhibition
 - attendance at the East Coast Asian American Student Union conference held at Yale University and the Navigating the Political Landscape for Latinos in Higher Education: Smoke and Mirrors conference at University of Connecticut
 - a visit to the New York Botanical Garden by Arboretum student interns

- 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
 - developed leadership and emergency response training to expand student-led outdoor adventure day, weekend, and multi-day programs
- adopted new texting platform, Signal Vine, to improve communication between deans and students
- supported student participation in the Diversity Abroad Student Leadership summit
- with a generous donation from Mark Iger '75, opened recording studio in Shain Library for podcast recording, videoconferencing, and post-production work. Students, faculty and staff used the studio 175 times in 2023-24.

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
- expanded athletic programming on campus for local youth
- 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
- provided students with apartment-style living options in the renovated Manwaring Building on State Street in New London
- launched a new partnership with Southeast Area Transit District (SEAT) to offer students free transportation in the region
- became a founding member of the new Center for Housing Equity and Opportunity in Eastern

Connecticut and hosted its inaugural convening, bringing together more than 100 representatives from housing advocacy, nonprofit, community and anchor institutions to campus in March to address the affordable housing crisis in the region

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 and

- completed phase one of Dayton Arena renovation to create new varsity locker rooms, offices for coaches, training and storage space
- 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. As of 2024, fundraising has enabled us create full-time assistant coach positions for 79% of our teams
- reconfigured space in the Athletic Complex to expand opportunities 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 \$3 million from anonymous donor to fully endow men's and women's water polo programs
- created a full-time head 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
- secured \$211,750 award from the National Collegiate Athletic Association (NCAA) to enhance ethnic

minority and gender representation in mid- to senior-level intercollegiate athletics administrative positions

- opened the new Kohn Waterfront and Archibald Way in October 2022 to support sailing, rowing, and outdoor recreation, and established the \$1 million Ted Romanow '76 sailing fleet endowment
- invested in enhancements to athletics facilities, including swimming pool upgrades, Dawley Field renovation, new bleachers in volleyball and basketball arena, and new branding and entryway into facility
- celebrated the success of Justin Finkel '25, who won two national titles at the 2024 NCAA DIII Men's Swimming and Diving Championships
- received \$3.75 million gift from Tim Armstrong '93 to support the Luce Fieldhouse addition
- completed full renovation of Silfen Track and Field
- completed Freeman Field phase 1 restoration and added scoreboard and team shelters
- received \$1 million for a Cross Country/Track and Field endowment to support two full-time assistant coaches
- developed and implemented new assessment methods to review program effectiveness, including
 - revising appointment, promotion and review procedures for head coaches
 - adopting new annual evaluation tool for head coaches to align with the Action Plan for Competitive Success
 - instituting new NESCAC and non-NESCAC peer benchmarking on critical measures of operational success (e.g., recruiting targets, target rosters, staffing levels and compensation/budget revenue)
 - completed department-wide review of head coach and staff compensation with implementation of appropriate adjustments
- Enhanced professional development for coaches, including
 - retaining a high performance coaching consultant to work with coaches and athletes
 - providing sports psychology training for coaches and athletes in partnership with Hartford HealthCare

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 men's and women's hockey and rugby clubs and all home competitions for ice hockey, ultimate frisbee, and rugby.
- created new staff support for club sports and outdoor adventures experiential education (see above)
- developed formal operating policies and procedures to enhance the club sport program
- purchased equipment to support the Outdoor Adventure Program, including 16 sea kayaks and hiking and camping gear
- opened up rock wall in Luce Field house and hired and trained student staff

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
- established a faculty liaison program for varsity teams to strengthen bridges between academic and athletic communities
- designed programming to connect new athletes to key campus partners, including academic deans, academic programs, academic resource center, co-curricular programs, and others
- developed policies to support student-athletes in pursuing academic, co-curricular and study away opportunities



Supporting A Diverse, Just, And Sustainable Community

Since 2016, Connecticut College has begun implementing a new Equity and Inclusion Action Plan, created new curricular requirements to deepen understanding of social difference and power, launched an important program on intergroup dialogue, expanded training for faculty and staff to foster a culture of belonging, introduced a second Posse from New York City to join our longstanding Posse from Chicago, increased the number of U.S. students and faculty of color, established a sustainability action plan to reach carbon neutrality by 2030, and taken steps to increase financial resources to expand access and support student success at Conn.

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
 - appointed a Presidential Task Force to develop recommendations on faculty and staff retention; student support and equity compliance; and campus climate and communication
- engaged faculty leaders in strengthening equity pedagogy in the STEM fields
 - hosted national expert on equity pedagogy, Dr. Oscar E. Fernandez, as part of continuing CTL series Being Human in STEM: Reimagining Diversity, Equity and Inclusion in STEM Education
- 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
 - partnered with Mediators Beyond Borders International to expand faculty, staff, and student training in mediation skills
- introduced a new social difference and power graduation requirement with the Class of 2024, offering 67 courses in 2023-24
- implemented 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
- made Juneteenth an official holiday for College employees
- added one-on-one coaching to the programming of the Center for Teaching and Learning as part of its larger mission to holistically support faculty wellbeing
- created new training for student life staff focused on the College's Nondiscrimination and Harassment Policy and protocols for addressing reported bias/discrimination or sexual misconduct
- updated the bylaws of Staff Council
- hosted year-long series of events in celebration of the 50th Anniversary of Unity House
- celebrated the 10th Anniversary of Zachs Hillel House, the College's center for Jewish life and related intercultural programming

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 24% in fall 2024
- 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 Committee on Student Retention and Persistence, with a subcommittee focused on BIPOC student persistence
- launched a two-week (virtual) Genesis Summer Institute for incoming students from underrepresented backgrounds, with 23 students participating in the in-person Institute in August 2022
- launched a new Being Human in STEM: Reimagining ‘Diversity, Equity, & Inclusion’ in STEM Education series in the Joy Shechtman Mankoff Center for Teaching & Learning, with inaugural talk by Dr. David Asai, Senior Director for Science Education at the Howard Hughes Medical Institute (HHMI)
- enhanced support for Men of Color Alliance, Women of Color Coalition, and Queer, Trans and Indigenous People of Color student groups
- with new financial resources, created a dedicated daily prayer space for Muslim students and another space for social gatherings
- created the Helix pre-orientation program for students with documented disabilities
- opened new center for students with disabilities in Smith House, adjacent to the Office of Student Accessibility services
- revitalized Knowlton as a global village-themed living community for students seeking to live, learn and share intercultural experiences.
- relocated the international student lounge and the prayer room for Muslim students from Harkness Chapel to Knowlton
- celebrated the opening of the FREE (Feminist Resource, Education, & Empowerment) Center, which aims to build on but also broaden the mission of the former women’s center
- trained staff to better support students with DACA and undocumented status, with grant funding from NetVUE
- provided new grants to 7 faculty to support development of Open Educational Resources (OER) for their courses, bringing the total number of faculty supported through this initiative to 47

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

- enhanced training for hiring committees on mitigating implicit bias

- hired 27 faculty members of color out of 57 new tenure-track hires between 2016 and 2024
- 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 a second associate dean position in the Dean of the Faculty Office to develop a robust retention program and programs to support BIPOC, international, LGBTQIA, and other underrepresented faculty

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 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
- hired new director of Human Resources
- expanded the Center for Teaching and Learning “Talking Teaching” team to include a member of the staff, in recognition of the vital role that staff play in educating students
- formalized the role of Staff Council within shared governance, through the creation of the Trustee-Staff Liaison Committee
- increased staff development opportunities in various areas of the college, including athletics
- initiated ‘Breaking Bread’ lunches for faculty and staff to foster collegiality and community

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

- in partnership with the Southeastern Connecticut Council of Governments, the City of New London, and the Connecticut Department of Transportation, developed a Route 32 Corridor Study to improve pedestrian safety along Mohegan Avenue
 - completed design phase of new pedestrian bridge and accessibility ramp connecting central campus to the Athletic Center
- 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
- reconvened the ADA Committee of students, faculty, and staff to increase the accessibility of campus programs and facilities
- created new testing center in the Academic Resource Center for students with documented disabilities
- improved accessibility in residence hall bathrooms during privacy renovations
- installed accessibility ramp from Tempel Green to Fanning Hall

- implemented expanded safety and compliance training for staff and faculty under leadership of the Director of Environmental Health & Safety, Jonathan Goldman

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 (AASHE) for the first time in 2018, and received SILVER ranking



- achieved GOLD status in summer 2021 **and again in 2024**, a ranking held by less than half of NESCAC peers and just 15% of colleges nationwide
 - established a new course attribute to track the number of sustainability-themed course offerings, **114 offered in 2023-24**
 - 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 and adjacent to Cummings Arts Center
 - 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 "CONNtainers" in Dining Services, making the program permanent in 2022-23
 - replaced outdoor trash and recycling containers with Big Belly units to reduce staff time spent servicing the outdoor containers
 - completed \$1.75 million in energy efficiency projects, including LED lighting installation, air source heat pumps in four campus buildings, and steam trap and thermostatic radiation valve repairs
 - received \$700,000 in incentive awards from Eversource in support of energy efficiency projects
 - installed three custom-designed bike shelters and bike racks, to support use of sustainable forms of transportation
 - began transitioning College's fleet of vehicles to electric vehicles
 - continued efforts to incorporate sustainability into the curriculum through workshops and course-development grants
 - **completed LED lighting upgrades across campus, as part of energy efficiency projects**
 - **installed SmartFlower outside Horizon House, a solar array that signals the College's commitment to sustainability and renewable energy, while supplying electricity to Woodworth House**
 - **hosted first CT Compost Conference**
 - **completed survey and delivered year-long series of events and actions focused on sustainability literacy**
- 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
 - realized our vision for access to the Thames River waterfront area with dedication and ribbon-cutting for the new Kohn Waterfront and Archibald Way in October 2022 to support sailing, rowing, and outdoor recreation, as well as marine science
 - 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
 - **celebrated 4 seniors who received Young Botanist Awards from the Botanical Society of America in 2024**
- 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

- implemented the Whitebirch platform to enhance financial modeling
- 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
- implemented the DayForce online timekeeping system to reduce administrative costs
- launched Corporate Travel Planners, a new booking portal for Connecticut College business travel to reduce costs
- joined the Boston Library Consortium, expanding the library's consortial strategy and leveraging resources
 - implemented shared library catalog (Network Zone) with UVM, Middlebury and Wesleyan to enhance shared resources and staffing
- entered partnership with Chartwells Higher Education to improve efficiencies in our campus dining and catering operations (see above)
- launched a comprehensive Facilities Conditions Assessment project to evaluate facilities across campus and establish a data-driven roadmap for addressing the College's aging infrastructure
- made campus more appealing for prospective students and visitors by:
 - installing beautifully designed sign at the main entrance on Mohegan Avenue
 - renovating Horizon House exterior with a new entry plaza with granite seat walls, enhanced landscaping, and new sidewalks
 - expanding the official Connecticut College Mobile App to include prospective students looking to learn more about the College or the admission process
- 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
 - enhanced access to resources and information with creation of new Moodle site
- 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
- completed review and assessment of restricted funds across the divisions, for the purpose of activating these resources more fully

To explore new programming to diversify revenue streams, we

- established a new memorandum of understanding with the Coast Guard Academy to share facilities, faculty, and courses
- created an online summer session in 2020 to leverage faculty expertise in online instruction, offering 100 online courses since summer 2020, including 18 courses in summer 2024
- 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
- 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
- hired new director of summer programs to create policies and procedures, develop marketing materials, and recruit faculty and staff for pre-collegiate summer programs
- completed second year of the Summer@Conn pilot,

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
- saw the College's endowment reach \$475.9 million in summer 2024, about 95% 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

a residential pre-college program for high school students built on areas of academic distinction

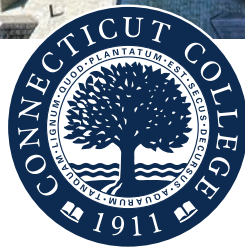
- established the College Acceleration Program with the Williams School in 2022, with an expanded cohort of 18 students joining in fall 2024

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

- launched a comprehensive campaign in 2017 that concluded on June 30, 2023, exceeding the \$300 million goal with a final total of \$317.5 million. Celebrated the generous donors who made the historic Defy Boundaries Campaign possible in October 2023.
 - 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
 - established the Hale legacy initiative, with a challenge grant from Rob and Karen Hale of \$15 million, to raise another \$15 million in bequest commitments before June 30, 2023; succeeded in raising a total of \$46 million in 60 days
 - raised \$100 million in outright commitments for the endowment
 - raised \$67 million for capital projects and facilities

- raised \$46 million for financial aid and scholarships
- raised \$22 million for diversity, equity, and inclusion
- achieved participation from more than 14,000 donors
- achieved the most successful fundraising year in College history
- created the Camel Athletic Network to increase support for athletics
 - hired Jared Holowaty as Director of the Camel Athletics Network after inaugural director Fran Shields' retirement
 - established alumni engagement and celebration events at NESACAC/NCAA championships, Hall of Fame inductions, and historical milestones/anniversaries
 - saw an 82% increase in the athletic department's annual operating budget to date
- improved outreach to 25,000 alumni by implementing Salesforce as the new enterprise system for Advancement
- set new records for the CC fund in 5 out of 6 years 2018-2023, increasing the annual total by \$1M since 2016
- launched the GiveCampus social fundraising and volunteer management system





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