

# CONNECTICUT COLLEGE



## *Building on Strength:*

A NEW PLAN FOR CONNECTICUT COLLEGE

**REPORT ON PROGRESS | MAY 2023**



**2022-23** was a year of transformation and 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 2016-17, 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 mission through times of challenge and unrest; accelerate work on equity, inclusion, and full participation; and ultimately prepare for a presidential transition.

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 welcoming the largest and most diverse class of incoming students in College history; opening a new residence hall in downtown New London; celebrating the completion of the Stark Center for the Moving Image; and dedicating the spectacular Kohn Waterfront and Archibald Way on the Thames River. These facilities are creating new opportunities that will enrich the experiences of students, athletes, scientists, and artists for generations to come.

Marking the end of this eventful year — the seventh 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**, the main highlights for 2022-23.

# 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, 108 new First-Year Seminars (19 in 2022-23), 75 new ConnCourses (3 in 2022-23), 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 240 seniors presenting in Fall 2022
- integrated a new social difference and power requirement into Connections, which took effect in fall 2020 with the Class of 2024. Offered 48 SDP courses in 2022-23
- 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

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 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 second visiting fellow, curator Juanita Austin
- 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
  - 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
  - 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 will assume responsibility for coordination, oversight, monitoring and assessment of quantitative support for the ARC
  - designed new Writing Center program for STEM students
- 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
- completed a comprehensive self-study and external review of the Joy Shechtman Mankoff Center for Teaching & Learning

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, 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
  - 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 first exchange student from Ashoka University in 2022-23
  - 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
  - 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
- 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
- hosted a major symposium on the ongoing war in Ukraine
- created new faculty-led summer study away programs in South Africa and Italy



- 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:
  - 14 U.S. State Department Critical Language Scholarships since 2016; 2 in 2022-23
  - 25 Benjamin A. Gilman International Scholarships since 2016; 3 in 2022-23
  - 40 Fulbright Fellowships since 2016; 4 in 2023
  - 4 Watson Fellowships since 2021 (see below); 1 in 2022
  - 2 Beinecke Fellowships since 2016; 1 in 2022-23
  - 1 Marshall Scholarship, the first in College history, in 2021

#### LOCALLY, we

- hosted 78 fifth graders and their teachers from the Regional Multicultural Magnet School in New London for the 11th Annual World Languages Day
- 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 internship opportunities
- continued in-person community engagement programs, with 400 students placed at 40 local partner sites
- co-organized the 16th annual Walk to End Homelessness, 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 Emma Pyles '24 as part of the 2023 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

#### 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 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 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. In 2022-23, we
  - created access to USCGA summer courses in business and engineering
  - co-created the first joint concert featuring vocal music ensembles from both institutions
  - secured funding for the construction of a new pedestrian bridge over Rte. 32 to link the College to the U.S. Coast Guard Academy (see below)
- joined forces with regional nonprofits to help launch the new Center for Housing Equity and Opportunity in Southeastern Connecticut, expanding opportunities for faculty and student engagement in the region
- 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

## 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 \$558,000 in grants from the Andrew W. Mellon Foundation since 2016, including \$76,000 in 2022-23



- established the Digital Scholarship Fellows program to support faculty and student research within the Division of Information Services
  - hosted showcase of faculty digital scholarship 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
- enhanced support for securing external grant funding for faculty and programs through the Office of Corporate, Government, and Foundation relations, leading to \$6.8 million in new research grants and fellowships since 2016, including
  - Maria Rosa, George & Carol Milne Assistant Professor of Biology (\$177,000 in grants to expand an artificial reef pilot program designed to restore the natural coral population and reverse erosion at our Thames River waterfront)
  - Assistant Professor of Biology Mays Imad (\$55,000 from the Howard Hughes Medical Institute to explore more critical and holistic ways to address the effects of the systematic exclusion of Black, Hispanic and Indigenous students from STEM education)
  - Associate Professor of Art History Karen Gonzalez Rice (\$258,000 New Directions fellowship from the Mellon Foundation to support her project "Visualizing Deafness: Art History in Dialogue with Deaf Studies")
  - Professor of Art Andrea Wollensak (Fulbright Scholar Award for creative research and teaching in Estonia)
  - Professor of History Eileen Kane (\$250,460 from the MacArthur Foundation in support of the HBCU Fellowship Project)
  - Assistant Professor of Psychology Jeff Moher (\$223,136 grant from the National Science Foundation in support of his research on "Causes and consequences of early quitting in visual search: Investigating the role of distractors" in collaboration with investigators from the University of Utah)
  - Assistant Professor of Government Mara Suttman Lee (\$49,905 from the U.S. Election Assistance Commission to support research on the implementation of voter education programs, and \$40,330 from the MIT Election

Data and Science Lab for her “Combating Misinformation and Building Trust in Elections”)

- Associate Professor of History Leo Garofalo (\$15,000 research fellowship from the Yale University Beinecke Rare Book and Manuscript Library)
- 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
- opened new recording studio in Shain Library for professional-level sound and video recording of podcasts, interviews, and other class projects
- 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

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 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
- hosted, in partnership with the Sound Lab Foundation, lecture by U.S. Army Lt. Col. Alexander Vindman (ret.)

### 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, with state-of-the-art Film Studies computing resources



### 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 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

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 17<sup>th</sup> Ammerman Center Biennial Symposium on Arts & Technology, held in November**

## 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

- 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.
- 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

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
- 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 Morrison House into first-year residences
- created first-year-only floors on 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

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 hosted campus forums with KSS Architects for students, faculty, and staff to provide input on proposed renovation designs
- raised \$10M through the Defy Boundaries campaign to support this project
- held campus forums with landscape architectural firm Klopfer Martin Design Group to gather feedback on the proposed Cro-Plex connector and the conversion of Crozier Boulevard into a pedestrian boulevard
- conducted campus-wide survey to gather feedback on enhancing the campus dining experience
- 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. Activities supported include:
  - participation of the Chess Club in the prestigious Pan-American Intercollegiate Team



Chess Championship, with Conn taking home the division championship

- participation of our new Arabic Debate Team to the International Universities Debating Championship in Turkey
- participation of Joseph Walewski '23, a biochemistry, cellular and molecular biology and computer science double major, in the Aquatic Models of Human Disease conference, where he was awarded best student research poster prize over dozens of PhD students
- research presentations by seniors Austin Robertson '23 and Isa Amaro '23 at the Pi Sigma Alpha Honor Society Conference in Washington, D.C.
- student volunteer work with Ukrainian residents and refugees in Europe
- 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
- supported student participation in the Diversity Abroad Student Leadership summit

***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 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

- 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 \$3M 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
- invested in enhancements to athletics facilities, including swimming pool upgrades, Dawley Field renovation, and new bleachers in volleyball and basketball arena



*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 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 domestic 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
  - developed the Framework for Transformative Change, informed by existing plans to guide our work on full participation, including the Building on Strength Strategic Plan, the Equity and Inclusion Action Plan, and the Defy Boundaries Campaign
- 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 48 courses in 2022-23
- 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
- provided new grants to 11 faculty to support development of Open Educational Resources (OER) for their courses, bringing the total number of faculty supported through this initiative to 31
- 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

***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% in fall 2022**
- 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**

***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 Director of Faculty Equity, Inclusion, and Belonging position in the Dean of 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 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



## 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, 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
  - 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
- 
- 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
  - received \$4M in congressionally-directed spending for the construction of a new pedestrian bridge over Rte.32 to link the College to the U.S. Coast Guard Academy. *(Note: this news is embargoed until legislation authorizing the project is signed into law this summer)*
  - 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

- 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
- **upgraded to LED lighting in indoor and outdoor spaces across campus**
- **installed three custom-designed bike shelters and bike racks, in alignment with the campus master plan's mobility framework for establishing pedestrian, bicycle and vehicular networks**

***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
- 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**

***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 White Birch 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**

**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 \$112 million so far in new endowment dollars through the campaign, 86% of the \$130 million endowment goal
- maintained overall endowment strength in a down market

***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
- **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
- welcomed the 635 students and 20 transfer students who make up one of the most diverse and talented and by far the largest incoming Class in the history of Connecticut College, the Class of 2026
- received a record number of applications – 9,637 – for the Class of 2027
- 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



**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 70 online courses since summer 2020, **including 33 courses in summer 2023**
- 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
- launched Summer@Conn, four two-week, residential pre-college programs for high school students built on areas of academic distinction
- established the College Acceleration Program with the Williams School, serving the inaugural cohort of students in AY 2022-23

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

- launched a comprehensive campaign in 2017 that has raised \$253 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
- established a new legacy initiative, with a challenge grant from Rob and Karen Hale of \$15 million, to raise another \$30 million in bequest commitments before June 30, 2023
- 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