

CONNECTICUT COLLEGE



CONNECTICUT
COLLEGE

Office of the President
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New London, CT 06320
www.conncoll.edu

PRESIDENT'S REPORT 2013



INTRODUCTION

In 2006, it was my honor and privilege to be selected as Connecticut College's 10th president. Today, as I prepare for my retirement, I am pleased to reflect on the growth and achievement of this extraordinary institution over the past seven years and to offer a few parting thoughts on the challenges and opportunities ahead.



Now, in the early years of its second century, Connecticut College is a successful, accomplished and resilient institution. This college — your college — today offers an education that is deeply rooted in the classical definition of the liberal arts and provides an unusually active and outward focus on the world.

A Connecticut College education today combines a rigorous intellectual framework with profuse opportunities to test, apply and expand what is learned in the classroom. This combination has produced a unique form of education expressed in our mission statement as “liberal arts in action.”

The world of higher education is changing rapidly. A lagging economy, changing demographics and new technologies all present challenges to the highly personalized, high-cost model of residential liberal arts education that we practice at Connecticut College.

These same factors, however, point to the rising need for precisely the kind of education Connecticut College offers. This is not an ivory tower; it is a community of intellectual inquiry and practice. This is a place where students learn how to think and act.

Connecticut College graduates are extraordinarily well-prepared to succeed in, and contribute to, many and varied professions, vocations and communities. With the continued support of alumni, parents, students, faculty, staff and friends, Connecticut College itself is poised for continued and rising relevance in a rapidly changing world.

Sincerely,

Leo I. Higdon, Jr.
President

ACADEMIC CHALLENGE/QUALITY

Over the past seven years, we have worked to build a more comprehensive intellectual experience that connects every aspect of students' lives.

The liberal arts comprise the knowledge and skills considered essential for citizens to take an active part in civic life. By its very definition, a liberal arts education must continually evolve with society. This evolution is deeply embedded in the mission and values of Connecticut College and has been a focus of my presidency. Over the past seven years, we have worked to build a more comprehensive intellectual experience that connects every aspect of students' lives.

The transformation began with a critical look at our education. In 2006, we became a founding participant in the Wabash National Study of Liberal Arts Education, a large-scale, longitudinal study to investigate critical factors that affect the outcomes of a liberal arts education. Connecticut College competed successfully to be included in this study because the research is designed specifically to help colleges assess and improve student learning and enhance the educational impact of programs.

The research helped us identify the highest impact learning practices. Over the last seven years we have systematically enhanced those practices and added new ones that broaden and deepen student learning and strengthen the close faculty-student relationships that are a hallmark of this education. In 2009, for example, we launched the Residential Education Fellows program with a dozen faculty members who work with students to bring intellectual programming into the residences. In 2010, we introduced the Faculty-Student Engagement Fund, which provides resources for off-campus research and travel, visiting experts and new teaching materials.

Connecticut College students are supported in every aspect of their education by the new Academic Resource Center, designed to help every student excel in an increasingly rigorous environment. The Academic Resource Center was created with an anonymous \$11 million gift in 2012.

With the new, state-of-the-art science center at New London Hall, the College has helped students and faculty forge new connections among the life sciences and computer science.

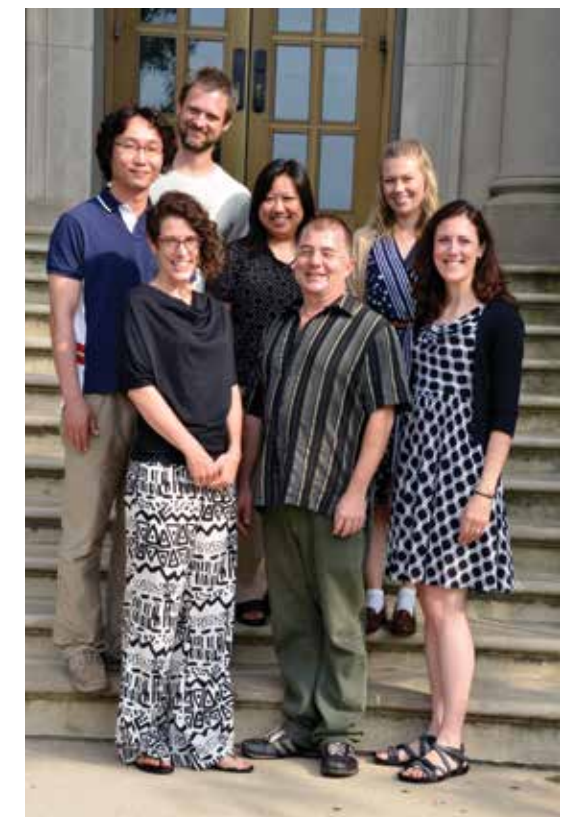


Above: Since the incorporation of first-year seminars into the curriculum in 2006, more than 4,000 students have started college life by delving into topics in classes of no more than 16 students. This class examined artworks at the nearby Lyman Allyn Art Museum.

In addition, and with support from the Campaign for Connecticut College, we have:

- Strengthened the core of the liberal arts experience with increased support for academic departments, including funding for new professors who bring important global perspectives into the classroom.
- Bolstered teaching and research with new technology in the classrooms, new funding for student-faculty research and new support for innovative teaching and interdisciplinary course development.
- Enhanced science education with new faculty, expanded research and internship opportunities, and a new state-of-the-art science building that provides 13 new laboratories and 28 percent more teaching and research space.

Right: More than 40 percent of the current faculty have joined the College since 2006, including the professors at right who joined us in 2013. These active, engaged scholars are essential to the innovative teaching and transformative mentoring that make Connecticut College distinctive.





Left: Connecticut College was named one of the Top 25 LGBT-Friendly Colleges and Universities in the country in 2013 by Huffington Post and Campus Pride.

Below: A group of students planned and produced the first-ever TEDx conference at Connecticut College in 2012.



As we move boldly forward in the College's second century, our commitment remains firmly connected to our progressive roots.

PROUD OF OUR COMMUNITY

Connecticut College was founded more than 100 years ago to provide access to women who, by virtue of their gender, had been excluded from most higher education opportunities. As we move boldly forward in the College's second century, our commitment remains firmly connected to our progressive roots. In fact, at my inauguration in 2006, I promised we would sharpen our focus on being an open, inclusive and diverse community.

The fulfillment of that promise has been a highlight of my presidency, and today's campus community is significantly more diverse than it was seven years ago. We achieved this success with a purposeful plan that began in 2007 when we launched the Science Leaders Program, opened the LGBTQ Resource Center and expanded staffing in Unity House. We followed that in 2008 by opening the Women's Center, partnering with the Mellon Mays Undergraduate Fellowship program and the Posse Foundation, implementing new faculty hiring programs and creating a coordinator of multicultural admission position and new student support programs.

In 2009, we implemented a gender-neutral housing policy, created a full-time international student adviser position and became fully test-optional in admission. The following year, we established the Men of Color Alliance for students and added a race and ethnicity

concentration to English department offerings. Most recently, we launched an initiative with five outstanding community colleges, introduced a global Islamic studies program, and established a Diversity Council of students, faculty and staff to help ensure an ongoing culture of inclusiveness on campus. As a testament to our success, this year we welcomed the most diverse first-year class in the College's history.

Students thrive in this vibrant social, cultural and intellectual community enriched by diverse perspectives, and their education is further enhanced with institutional support for their unique ideas and initiatives. Through the recently established Steel House Sustainability Grants Program, for example, the most promising student sustainability projects can be implemented on campus.

The College's enduring commitment to sustainability has its roots in the establishment of the Arboretum in 1931, the introduction of the human ecology major in 1968 and the creation of the Goodwin-Niering Center for the Environment in 1993. In 2013, we opened the Office of Sustainability, located in the newly renovated Steel House, and launched a new sustainability plan that takes the College's commitment to a new level. Focusing on the College's educational mission, the plan integrates sustainability across the curriculum and the campus and local communities.



In 2013, the College opened its completely renovated Steel House, a historic landmark, as the Office of Sustainability.

“We will accelerate our investment in our campus and provide facilities that are beautiful and functional.”

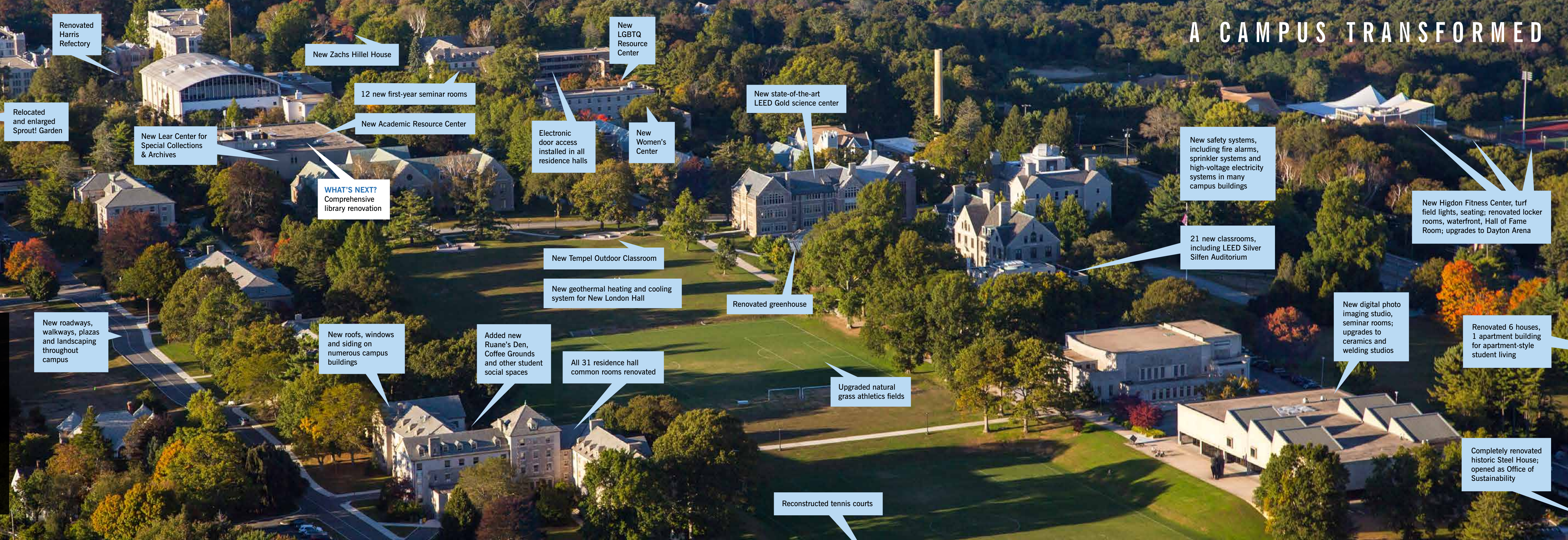
— President Lee Higdon, Inaugural Speech, Oct. 14, 2006



A CAMPUS TRANSFORMED

SEVEN YEARS AFTER
President Lee Higdon made his Inaugural Address promise to invest in the campus, Connecticut College has never looked better. Refreshed, renewed and reinvigorated, the College is among the Top 10 Most Beautiful Campuses in the country* and is a state-of-the-art center of 21st-century learning.

*Newsweek/The Daily Beast, 2012



Renovated Harris Refectory

Relocated and enlarged Sprout! Garden

New Lear Center for Special Collections & Archives

WHAT'S NEXT?
Comprehensive library renovation

New roadways, walkways, plazas and landscaping throughout campus

New roofs, windows and siding on numerous campus buildings

Added new Ruane's Den, Coffee Grounds and other student social spaces

All 31 residence hall common rooms renovated

New Zachs Hillel House

12 new first-year seminar rooms

New Academic Resource Center

Electronic door access installed in all residence halls

New LGBTQ Resource Center

New Women's Center

New Tempel Outdoor Classroom

New geothermal heating and cooling system for New London Hall

Renovated greenhouse

New state-of-the-art LEED Gold science center

Upgraded natural grass athletics fields

Reconstructed tennis courts

New safety systems, including fire alarms, sprinkler systems and high-voltage electricity systems in many campus buildings

21 new classrooms, including LEED Silver Silfen Auditorium

New digital photo imaging studio, seminar rooms; upgrades to ceramics and welding studios

New Higdon Fitness Center, turf field lights, seating; renovated locker rooms, waterfront, Hall of Fame Room; upgrades to Dayton Arena

Renovated 6 houses, 1 apartment building for apartment-style student living

Completely renovated historic Steel House; opened as Office of Sustainability

BEST PREPARATION FOR LIFE AND CAREER

Connecticut College students have a clear advantage in today's job market and the graduate school admission process. It's called CELS. The College's four-year "Career Enhancing Life Skills" program was launched nearly 15 years ago to help students connect their liberal arts education with life and career goals. Today, CELS — and its College-funded internship, available to every student — is a nationally recognized model among college and university career and professional development programs.

With the challenging economic environment of the last several years, we have worked aggressively to enhance these career-related programs, activities and resources and have provided new opportunities for students to build connections with alumni. In 2007, for example, we introduced a job shadow program that gives students an in-depth look at specific careers and builds connections among students and alumni. That year, we also launched our Seminar on Success, a daylong series of workshops, networking opportunities and interviews with young alumni. In 2009, we began "Sundays with Alumni," a series of career panels with alumni that gives students opportunities to learn more about specific careers and to network with alumni in those fields.

Throughout their four years, students explore potential careers through CELS as they build skills, prepare for internships and translate their liberal arts majors into attainable careers. Participation in the CELS program by first-year students has increased from 16 percent to 79 percent. This year, we enhanced the fourth-year program to include even more networking, coaching and interview opportunities.

Participation in the CELS program by first-year students has increased from 16% to 79%

Already, members of the Class of 2014 are being offered positions in a variety of industries, from data analytics to marketing to finance. Many of these offers are the direct result of internships. In a recent survey, nine out of 10 alumni who participated in the CELS program said it helped them get their first job or get into graduate school. One year after graduation, 96 percent of the Class of 2011 (most recent data available) were either working, attending graduate school or both.

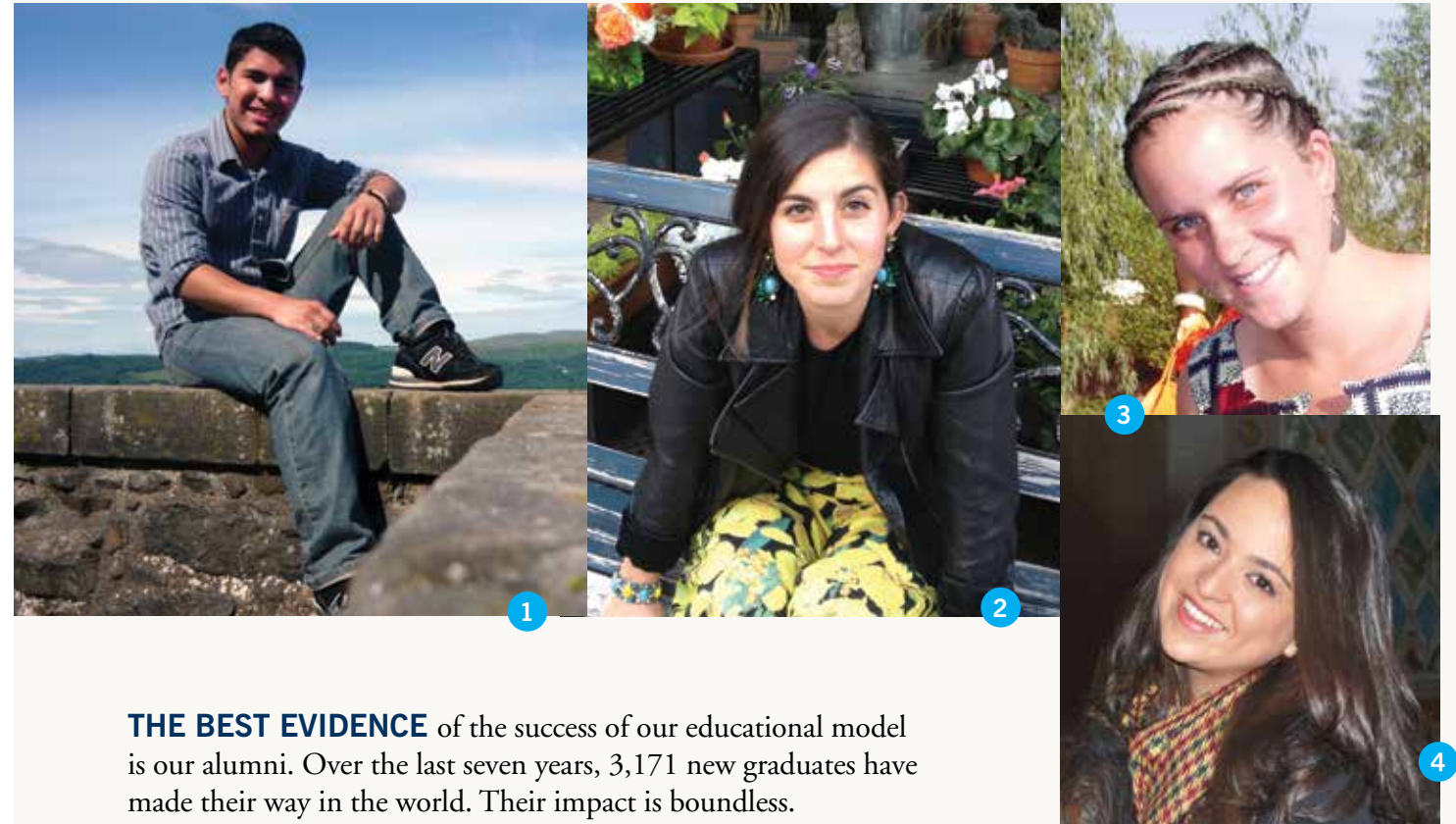
The success of this education is evident in the lives of Connecticut College alumni who continue to impact the world in positive ways. And with their busy lives, many alumni also continue to make time to interact with students — on campus and in their workplaces. This interaction helps students further develop their own goals and related skills and significantly enhances the value of the Connecticut College alumni network.



CELS CAREER AND PROFESSIONAL DEVELOPMENT IS A NATIONALLY RECOGNIZED MODEL

- One-on-one career counseling
- Workshops on building a personal brand, enhancing resumes and writing cover letters
- Mock interviews
- Alumni networking events on campus
- Job shadowing
- A daylong seminar on success in the workplace
- Employer, graduate school and law school recruiting on campus throughout the year
- Organized trips to Boston and New York recruiting fairs
- Free access to Lynda.com, which offers online workshops and tutorials to enhance technical skills, creative techniques and business strategies

Up next: In January 2014, the College will pilot an intensive weeklong "career boot camp."



THE BEST EVIDENCE of the success of our educational model is our alumni. Over the last seven years, 3,171 new graduates have made their way in the world. Their impact is boundless.



1. ERICK ARGUETA '12
A Science Leader who majored in biochemistry, cellular and molecular biology, Erick is currently enrolled in Stony Brook University School of Medicine.

2. JESSICA SOFFER '07
An English and Latin American studies major, Jessica is an author whose debut novel, "Tomorrow There Will Be Apricots," is being lauded as "extraordinary" and "a work of beauty in words."

3. SARAH "FRANNIE" NOBLE '08
A government major, Frannie is a 2013 Rotary International Peace Fellow currently pursuing a master's degree in peace and conflict resolution studies at the University of Bradford, England.

4. ALEXANDRA FELFLE '10
An economics and international relations major, Alex is currently working as an analyst in portfolio and relationship management of Latin American business for Bank of Tokyo-Mitsubishi UFJ.

5. RAJA KELLY '09
A dance and English major, Raja is a performer and choreographer and a company member with David Dorfman Dance, zoe|juniper (SEA), RaceDance, Squint Productions, Reggie Wilson/Fist and Heel Performance Group and PEARSONWIDRIG Dance Theater.

For more about our alumni, go to www.conncoll.edu/alumni

This kind of education requires significant, ongoing investment in people, programs and infrastructure, and the returns on this investment last a lifetime.



We have invested in the people, places and programs that help place Connecticut College among the top liberal arts colleges in the country. **From top**, Coffee Grounds is a unique student social space, new classrooms in New London Hall accommodate all types of classes, and the new fitness center triples the workout and fitness space on campus.



FINANCIAL STRENGTH AND LEADERSHIP

Well-established, conservative financial practices have served the College well, especially through the economic upheaval of the past five years, and will continue to help the College thrive in the years to come. And through the Campaign for Connecticut College, the College has bolstered its financial strength; upgraded campus facilities, grounds and infrastructure; and improved the quality, selectivity and diversity of its students, faculty and academic programs. Now in its second century, Connecticut College has the resilience and fortitude to look ahead and plan for its third.

Going forward, the College is also well-served by a strong leadership team on the Board of Trustees, chaired by Pamela D. Zilly '75 and with vice chairs Eduardo Castell '87 and Prescott W. Hafner '80. In 2013, the board elected five new members: Martha Joynt Kumar '63, Laurie Norton Moffatt '78, Sharis Pozen '86, Timothy Yarboro '75 and young alumna trustee Maura Hallisey '13. They bring a wealth of knowledge and expertise to a dynamic and experienced board.

Stepping down this year from the board after serving with distinction were former vice chairs William P. Barrack '81 and Judith Tindal Opatrny '72, and also Claire S. Gould '10, Lynda Batter Munro '76 P'08 and Kevin Wade '76.



THE NUMBERS, AS OF JUNE 30, 2013

Operating budget: \$129.5 million
 Endowment: \$237 million
 Investment return on endowment: 13.2%
 Moody's long-term debt rating: A2 with stable outlook

CAMPAIGN FOR CONNECTICUT COLLEGE

\$211 million – Total
 \$65.6 million – New endowment
 \$46 million – Capital projects
 \$24 million – Financial aid
 \$11 million – Academic Resource Center
 \$37.4 million – Academic programs



Above left: President Lee Higdon and Board Chair Pamela D. Zilly '75 pose with longtime Board Vice Chairs Judith Tindal Opatrny '72, left, and William P. Barrack '81, right. **Top right:** The dedication of the new science center at New London Hall took place at Centennial Plaza Oct. 27, 2012.

LOOKING AHEAD



Over the next two years, a \$7.5 million renovation of the Charles E. Shain Library will quadruple collaborative study spaces for students.

All leaders in higher education today are challenged to manage in an unstable economic environment. As an institution, Connecticut College is also faced with rising costs associated with providing a superior — and highly personalized — liberal arts education that is a hallmark of this institution. The times call for visionary management philosophies, strategies and actions that will shape a strong future for higher education.

In these changing times, the value of a liberal arts education will only grow stronger. A liberal arts education opens the door to a life rich in intellectual engagement and provides the best possible preparation for success and fulfillment. This kind of education requires significant, ongoing investment in people, programs and infrastructure, and the returns on this investment last a lifetime.

Through the Campaign for Connecticut College, alumni, parents, students, faculty, staff and other friends of the College demonstrated their support for this education. This kind of financial support is as critical to the future strength of the College as alumni pride

and connections are. Connecticut College alumni have an extraordinary impact on the world, and when they support each other and help get the word out about their education, they are advancing the institution.

With this support, Connecticut College is able to continue to enhance the education it provides today's and future students. Looking forward, the College will:

- Renovate the Charles E. Shain Library with increased technology, collaborative study space and natural light, as well as a first-floor coffee shop and revitalized entryway.
- Open Zachs Hillel House as a center of cultural programs and activities.
- Continue to enhance its nationally recognized four-year career development program.

On Jan. 1, 2014, the College community will welcome Katherine Bergeron as its 11th president. Under her leadership, the best years are just ahead for this extraordinary institution.

BOARD OF TRUSTEES

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Eduardo Castell '87, Vice Chair
Prescott W. Hafner '80,
Vice Chair

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Sharis A. Pozen '86
Karen Quint '87
George S. Rogers '82 P'16
Annie Scott '84
Timothy E. Yarboro '75

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Anakena C. Paddon '12
Maura Hallisey '13

Secretary of the College

Bonnie J. Wells

(July 1, 2013)

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Carolyn Denard, Dean of the College and Senior Diversity Officer
Claire M. Gadrow, Acting Vice President for Advancement
Ulysses B. Hammond, Vice President for Administration
W. Lee Hisle, Vice President for Information Services and Librarian of the College
Paul L. Maroni, Vice President for Finance
Martha C. Merrill '84, Dean of Admission and Financial Aid

