

# CONNECTICUT COLLEGE



## *Building on Strength:*

A NEW PLAN FOR CONNECTICUT COLLEGE

**REPORT ON PROGRESS | MAY 2018**

Accomplishments since the May 2017 progress report are shown in red typeface. Some items in the plan require long-term or ongoing work while others involve a discrete activity that can be undertaken and completed. Completed items are indicated with a green checkmark ✓

# 1. Enhancing Academic Distinction

## Goal 1: Education

Become a recognized leader in integrative education promoting the intellectual, social, professional, and civic development of every student.

### OBJECTIVES

- *Ensure the success of Connections*
- *Advance and strengthen the College's centers for interdisciplinary scholarship, teaching, and learning*
- *Deepen faculty and student engagement off campus and around the world*
- *Broaden educational opportunities through new institutional partnerships*

### SPECIFIC ACTIONS

- Increase resources and staffing for continued development of Connections <sup>1</sup>
- Create Global Commons to integrate world languages, off-campus learning, and local and global engagement opportunities <sup>2</sup> ✓
- Develop new resources to support departments in their work toward full participation
- Clarify curricular requirement for learning about social difference
- Enrich STEM opportunities by establishing a program in engineering in partnership with U.S. Coast Guard and Worcester Polytechnic Institute <sup>3</sup> ✓
- Expand opportunities for interdisciplinary teaching and learning, including potential precollege and master's programs <sup>4</sup>
- Enhance support for the five centers for interdisciplinary scholarship and consider new centers of distinction (e.g., in informatics) <sup>5</sup>
- Extend educational partnerships with the city of New London <sup>6</sup>
- Develop exchange programs with new global partners (e.g., Universidad de la Tierra in Mexico, Ashesi University College in Ghana)
- Strengthen academic advising across four years <sup>7</sup>
- Continue improving classrooms to support new forms of teaching with technology

### DETAILS OF ACTIONS TAKEN BETWEEN MAY 2017 AND MAY 2018:

- <sup>1</sup> Created new visual identity and messaging for Connections, new web presence, and new print and digital pieces, including section in *CC Magazine* and newsletter for high school guidance counselors. | Approved 4 new integrative pathways – Cities and Schools, Power/Knowledge, Creativity, and Migration – bringing the total to 11. Other pathways on food, data analytics, and communications currently under development. | Class of 2020 enrolled in pathways for the first time; 43% of sophomore class are now participating in either certificate programs or pathways. | Offered 39 sections of 30 different ConnCourses.
- <sup>2</sup> Opened \$1.65 million Otto and Fran Walter Commons for Global Study and Engagement to support students integrating global learning into their courses of study. | Created new pre-departure and post-return program for students studying abroad. | Implemented new electronic database and tracking system to improve the work of the Office of Study Away.
- <sup>3</sup> Launched a new dual degree (B.A./B.S.) program in environmental engineering in partnership with Worcester Polytechnic Institute.
- <sup>4</sup> Investigated different models for summer and bridge pre-college programs on campus. | Created tenure-track line in bioinformatics to build stronger synergies between computer science and the life sciences.
- <sup>5</sup> Received gift of \$2.5 million from Carolyn Holleran '60 and Jerry Holleran GP'07 that doubles the Center's current endowment to support faculty, staff, and students enrolled in the Center's longstanding certificate program.
- <sup>6</sup> Completed a Civic Action Plan as part of a national commitment through Campus Compact.
- <sup>7</sup> Convened second year of advising seminar with 22 faculty and staff to discuss needs of first-generation students and issues of retention, social life, residential life, mental health, and accessibility.

## Goal 2: Research

Open new channels for groundbreaking research, scholarship, and creative work.

### OBJECTIVES

- Enhance funding, spaces, and technology for knowledge creation
- Multiply opportunities for student/faculty collaboration
- Enrich campus intellectual dialogue

### SPECIFIC ACTIONS

- Develop new resources for student and faculty scholarship and conference travel <sup>1</sup>
- Establish high-profile scholar-in-residence program
- Upgrade research facilities, labs, and other spaces in which faculty and students conduct their work <sup>2</sup>
- Create new program in digital scholarship <sup>3</sup> ✓
- Raise funds for new endowed chair positions
- Improve conditions for obtaining external grant funding <sup>4</sup>
- Expand resources for research computing and scientific instrumentation

### DETAILS OF ACTIONS TAKEN BETWEEN MAY 2017 AND MAY 2018:

- <sup>1</sup> Created Global Scholars Fund to provide \$25,000 in micro-grants each year to students needing extra financial support for study away and experiential learning overseas. | Established President's Award for Creative Impact to honor a faculty member with a record of significant innovation, achievement, and influence over the course of a career in their chosen field; presented for the first time in May 2018, posthumously, to Professor Emeritus of Studio Art Barkley Hendricks.
- <sup>2</sup> Remodeled and expanded the Davis Teaching Computer Lab in Shain Library to accommodate 15 students plus an instructor. | Remodeled 12 seminar rooms with new furniture. | Within the Walter Commons, created new spaces for classes and collaboration among faculty and students.
- <sup>3</sup> Launched Digital Scholarship Fellows program with three faculty members and student assistants to support faculty/student digital research and scholarship.
- <sup>4</sup> Held second annual presidential reception to recognize recent faculty grant winners. | Hosted grant-writing webinars and workshops focused on securing grants in humanities and natural sciences.

## Goal 3: Arts

Advance the College's distinction in the creative and performing arts.

### OBJECTIVES

- Attain national leadership in collaborative arts practice oriented toward social change
- Enhance facilities and technology to match the excellence of the College's programs
- Develop academic offerings based on signature programs and centers
- Leverage artistic resources along the Northeast corridor

### SPECIFIC ACTIONS

- Renew Palmer Auditorium and other spaces for the arts as part of campus master plan <sup>1</sup>
- Establish robust artist-in-residence program
- Build new partnerships with nationally known arts institutions <sup>2</sup>
- Expand the mission and program of the Ammerman Center for Arts and Technology
- Cultivate internships with distinguished alumni <sup>3</sup>
- Create new summer arts initiatives to promote excellence <sup>4</sup>
- Explore feasibility of master's in digital arts
- Bolster campus connections to Lyman Allyn Art Museum <sup>5</sup>

### DETAILS OF ACTIONS TAKEN BETWEEN MAY 2017 AND MAY 2018:

- <sup>1</sup> Completed facilities assessment of Palmer Auditorium and received \$10 million grant from Sherman Fairchild Foundation and \$10 million gift from Nancy Marshall Athey '72 and Preston Athey to support Palmer renovation.
- <sup>2</sup> Established relationship with Sundance Institute's 2018 Theatre Lab through Connecticut College Theater Professor Ken Prestininzi, who is directing *Sanctuary City*, a new play by Martyna Majok.
- <sup>3</sup> With leadership from the Alumni Association Board of Directors, engaged over 80 alumni to create 11 new internships and work with students on résumé writing and interview skills.
- <sup>4</sup> Initiated discussions with ArtsBridge regarding possible use of Connecticut College as a site for summer programming.
- <sup>5</sup> Collaborated with Lyman Allyn Art Museum on David Smalley Memorial Exhibition, June 3-August 13, 2017.

## 2. Enriching the Student Experience

The next priority of Connecticut College's strategic plan builds on the previous one. To achieve greater distinction and integration of student learning, we will commit to creating experiences outside of the classroom that extend intellectual enrichment, build a stronger sense of community, and prepare students for meaningful lives and careers.

### Goal 1: Life and Career

**Cultivate the talents of all students to lead lives of meaning and purpose.**

#### OBJECTIVES

- *Establish the premier liberal arts career program in the country*
- *Increase access to high-quality internships and other career-enhancing experiences*
- *Educate students about the relationships among health, well-being, and success*

#### SPECIFIC ACTIONS

- Establish task force on careers to evaluate the state of advising for life after college ✓
- Take steps to relocate career office to central campus ❶
- Expand expertise in emerging fields in technology and business ❷
- Fully integrate career education into four-year curricular and advising structure
- Create new career modules for academic courses across the curriculum ❸
- Tap alumni and parent network for competitive paid internships ❹
- Increase resources for internships
- Make Connecticut College a critical stop for recruiters in key industries ❺
- Establish job-shadowing program during winter and spring breaks
- Develop an intensive summer career workshop for students on campus and beyond
- Integrate new programs related to well-being into career education and across the co-curriculum

#### DETAILS OF ACTIONS TAKEN BETWEEN MAY 2017 AND MAY 2018:

- ❶ Developed plan to move Office of Career and Professional Development to central campus in fall 2018.
- ❷ Created interdisciplinary minor in Finance to enhance student recruitment and career prospects.

- ❸ Developed and offered 24 Career Informed Learning (CIL) courses in academic year 2017-18. | Secured media coverage of CIL program.
- ❹ Hosted Camel Athletics Club Career Networking Day in New York City and an Economics Department Alumni Career Day that brought current majors together with over 20 alumni to network about career opportunities. | With leadership from Alumni Association Board of Directors, created 11 new internships.
- ❺ Created position and hired new Director of Employer Relations. | Increased number of employer visits to campus and leveraged relationships with alumni and parents at key employers, including MUFG and Rapid Ratings.

### Goal 2: Campus Living

**Stimulate a more vibrant, four-year residential living and learning experience.**

#### OBJECTIVES

- *Implement phased strategy for upgrading campus housing*
- *Redesign campus social spaces to facilitate greater contact among students, faculty, and staff*
- *Expand high-quality social activity, leadership, and mentoring opportunities across four years*
- *Increase student engagement with New London and the surrounding regions*

#### SPECIFIC ACTIONS

- Renovate and expand the College Center at Crozier-Williams ❶
- Develop comprehensive initiative for intergroup dialogue and leadership ❷
- Increase permanent funding for student clubs and organizations ❸
- Establish robust weekly, monthly, and annual roster of student activities ❹
- Advance plan for improving residence halls as part of campus master plan ❺
- Explore new options for apartment-style living ❻

- Continue expanding spaces and programs that enhance the first-year residential experience
- Develop centralized transportation system to support intellectual, social, and community engagement beyond the campus

### DETAILS OF ACTIONS TAKEN BETWEEN MAY 2017 AND MAY 2018:

- 1 Completed facilities assessment of Crozier-Williams and preliminary concept renderings. | Issued request for proposals and reviewed several architectural firms; finalist identified in June 2018. | Received early leadership gifts totaling \$4 million to support Crozier-Williams renovation.
- 2 Received \$200,000 from an alumnus for intergroup dialogue and leadership project (\$50,000 per year over four years).
- 3 Allocated \$100,000 in additional presidential funding to student activities and received \$10,000 anonymous gift to support programming.
- 4 Offered new types of social programming while activating underused spaces on campus for social gatherings (e.g., Humphrey’s).
- 5 Completed Hamilton House renovation, with survey data showing stronger connections among first-year students. Began design process for converting Morrisson House to first-year housing.
- 6 Identified site for future apartment-style residences.

### Goal 3: Athletics

Heighten the competitiveness, success, and integration of the College’s athletics programs.

#### OBJECTIVES

- *Make strategic investments in infrastructure and operating support for varsity athletics*
- *Develop club, intramural, and recreational programs for everyone*
- *Strengthen connections among athletics, academics, and the co-curriculum*

#### SPECIFIC ACTIONS

- Develop plan for upgrading athletics facilities as part of campus master plan 1 ✓
- Establish task force on athletics to evaluate team staffing, funding, and performance ✓
- Employ new assessment methods to review program effectiveness 2 ✓



- Provide enhanced professional development for coaches
- Expand Camel Athletics Club to increase engagement of alumni athletes 3
- Augment funding and oversight of club and recreational sports 4
- Connect athletes to new initiatives in intergroup dialogue and leadership

### DETAILS OF ACTIONS TAKEN BETWEEN MAY 2017 AND MAY 2018:

- 1 Developed campus master plan with vision and plans for substantial improvements to athletics facilities and better access to them from central campus.
- 2 Transitioned supervision of athletics from Dean of the Faculty to Dean of Students, revising department policies and procedures, developing new assessment tools, reviewing all department budgets, and initiating operations and fundraising strategic plan to be completed by end of summer 2018.
- 3 Established NYC-based CAC regional volunteer group of 25 members and held Camel Athletics Career Day event in New York City.
- 4 Developed new club sport handbook with a consistent set of expectations and procedures. Implemented risk management practices, developed athletic training strategies, and enhanced athlete screening and concussion protocols.

### 3. Supporting a Diverse, Just, and Sustainable Community

The culminating priority of the strategic plan builds on the previous two through a vision that both acknowledges pressing needs and speaks to longstanding values of the institution. To enable a truly just and sustainable institution, we will commit to policies and practices that ensure equity, protect precious resources, and enable all people to flourish in their lives at the College.

#### Goal 1: Full Participation

**Empower an increasingly diverse community of students, faculty, and staff to thrive in their work and contribute to the flourishing of others.**

##### OBJECTIVES

- *Develop new policies and programs in support of full participation* <sup>1</sup>
- *Enhance resources to enroll and retain students from historically underrepresented groups*
- *Support and retain an increasing number of faculty and staff of color*
- *Foster a culture of respect and recognition for all employees*
- *Improve the accessibility and safety of the campus*

##### SPECIFIC ACTIONS

- Develop comprehensive initiative for intergroup dialogue and leadership <sup>2</sup>
- Establish new programs for development and recognition of staff excellence <sup>3</sup>
- Assess and eliminate structural barriers for student success
- Leverage financial aid to expand the socioeconomic diversity of the student body <sup>4</sup>
- Revise policies for opportunity hiring to assist with diversity goals
- Address systemic and cultural impediments to retaining international and domestic faculty and staff of color <sup>5</sup>
- Increase endowed resources for the Center for the Comparative Study of Race and Ethnicity and relocate the Center to central campus <sup>6</sup> ✓
- Enhance support for, visibility of, and connections among campus centers and programs focused on identity and inclusion <sup>7</sup>
- Expand staffing and programming to promote inclusive pedagogies across the curriculum <sup>8</sup>
- Develop new resources to support departments in their work toward full participation
- Clarify curricular requirement for learning about social difference
- Launch pre-orientation programs to boost student success <sup>9</sup>

- Improve dining options to include halal and kosher food ✓
- Generate near- and long-term accessibility plans in conjunction with campus master plan <sup>10</sup>
- Explore the possibility of a second, accessible pedestrian bridge

##### DETAILS OF ACTIONS TAKEN BETWEEN MAY 2017 AND MAY 2018:

- 1 Established President's Council on Equity and Inclusion to continue work of Full Participation Committee. | Developed Equity and Inclusion Action Plan for implementation in 2018-19.
- 2 Expanded Intergroup Dialogue program in 2018-19 with support from an alumni donor.
- 3 Created new Student Support recognition category for Presidential Staff Awards Program. | Approved new parental leave policy for staff to enhance support for families through life transitions.
- 4 Established new forms of financial aid for incoming classes and promoted to prospective students and families through the College's website and Admission materials.
- 5 Revised faculty hiring practices and incorporated additional training for hiring committees on attracting talented and diverse applicant pools and mitigating implicit bias.
- 6 Relocated Center for the Critical Study of Race and Ethnicity to central campus, within the Walter Commons.
- 7 Developed proposal for new space in Smith-Burdick to support affinity groups as part of campus master plan.
- 8 Appointed Dr. Paul Gorski as Mellon Distinguished Fellow for Equity Pedagogy for the 2017-18 academic year to lead faculty workshops on equity literacy in curricular planning and pedagogy. | Appointed two faculty Full Participation Coordinators for the 2017-18 academic year to support the work of the Mellon Fellow, Dean of the College, Dean of Institutional Equity and Inclusion, and Dean of the Faculty, with a particular emphasis on strengthening equity pedagogy in the STEM fields. | Held Camp Teach & Learn session on the Grinnell Science Project's strategies for developing STEM curricula and programming that enhances full participation.

- 9 Reconfigured Genesis pre-orientation program into year-long cohort-based mentoring program with weekly peer support group meetings and study sessions led by trained student leaders.
- 10 Received \$750,000 in state funding to improve pedestrian safety on Williams Street. | Established a representative campus-wide standing committee on accessibility to advance this goal in near and long-term. | Used campus master planning process to plan enhancements to campus accessibility (e.g., with a connector building with elevator between Fanning Hall and Bill Hall). | Conducted web accessibility audit and brought College website into compliance with new requirements for website accessibility established by ADA.

## Goal 2: Sustainability

Become a beacon of sustainability through careful stewardship of the College's physical, natural, and human resources.

### OBJECTIVES

- *Solidify the institutional commitment to environmentally responsible and socially just practices*
- *Establish principles to guide future campus development reflective of College values*
- *Leverage the natural assets of campus and region to advance the College's priorities*
- *Improve decision-making, conserve resources, and enhance outcomes through the use of new analytical tools*

### SPECIFIC ACTIONS

- Undertake a campus-wide master planning process 1 ✓
- Take steps to heighten the College's national profile on sustainability 2

- Redouble efforts to spread sustainability across the curriculum
- Expand revolving fund for resource efficiency
- Enhance capacity of arboretum as a vehicle for teaching and research in the natural sciences
- Open campus access to the Thames River for scholarship and recreation 3
- Explore potential to develop a sustainable food initiative based on local assets
- Consider developing a sustainable residential facility as part of master planning effort
- Execute space-utilization study to inform capital planning 4 ✓
- Audit administrative structures to ensure efficient and maximal use of talent 5

### DETAILS OF ACTIONS TAKEN BETWEEN MAY 2017 AND MAY 2018:

- 1 Completed draft campus master plan and shared overview at four open sessions in April 2018. | Presented draft plan to Board of Trustees at May 2018 meeting.
- 2 Earned STARS Silver rating from the Association for the Advancement for Sustainability in Higher Education.
- 3 As part of campus master plan, developed new vision of Thames River waterfront area and access to it.
- 4 Completed space utilization analysis as part of campus master planning.
- 5 Planned and implemented voluntary retirement offer program and divisional staffing reviews as steps towards aligning faculty and staff sizes with enrollments.



## Goal 3: Financial Strength

Protect and grow the College's financial resources.

### OBJECTIVES

- *Double the size of the College's endowment*
- *Strategically deploy operating resources to ensure strong enrollments*
- *Explore new programming to diversify revenue streams*
- *Strengthen and expand philanthropic support for College priorities*

### SPECIFIC ACTIONS

- Plan and launch a capital campaign in support of the strategic plan ① ✓
- Fortify annual giving and gifts to endowment
- Increase alumni engagement and participation ②
- Develop a long-term budget addressing capital improvements and deferred maintenance
- Create revenue-generating initiatives that take advantage of the campus in summer ③
- Seek collaborative partnerships to improve operations and achieve efficiencies ④
- Explore new ways to make a Connecticut College education affordable ⑤

### DETAILS OF ACTIONS TAKEN BETWEEN MAY 2017 AND MAY 2018:

- ① Began campaign on July 1, 2017. | Established Campaign Executive Committee in January 2018, with Campaign Co-chairs Pamela D. Zilly '75, Robert T. Hale Jr. '88, P'20, and Bradford Brown P'12, P'15, P'20 announced in February 2018.
- ② Completed third Founders Day Challenge, successfully surpassing the goal of 2,500 donors and securing a \$100,000 challenge gift from trustee emerita Susan Eckert Lynch '62.
- ③ Convened a Summer Programming Committee that met throughout 2017-18 and delivered recommendations to Board of Trustees in May 2018.
- ④ Established working group with Trinity and Wesleyan to investigate areas for collaboration. | Secured \$10,000 Presidential Grant from Davis Educational Foundation to support planning efforts to reduce procurement costs across the three institutions.
- ⑤ Fully implemented new merit scholarship program for incoming Class of 2022.

