



# CONNECTICUT COLLEGE

LEO I. HIGDON, JR.  
*President*

Dear Parents and Guardians,

After careful deliberation, the Board of Trustees has approved a 2009-10 comprehensive fee of \$51,115, a 3.5 percent increase over the current year.

While this will be our lowest percentage increase in more than 40 years, I recognize that *any* increase is unwelcome in recessionary times. Concurrently, I want you to know that we are reducing costs in a number of areas (for example, staff travel and publications) that do not directly affect students, and we have made the difficult decision to freeze all faculty, administration and staff salaries for the coming year.

Our fiscally conservative approach to management continues to serve us well. Nevertheless, this economy creates significant uncertainty, particularly in terms of endowment returns and fundraising. We are also experiencing cost increases in some critical areas, including study away and food.

At the same time, we are continuing to enhance the educational experience in a very strategic way. Unlike some of our peer schools, we have moved forward with the faculty searches planned for this year. Most of these are replacements for faculty who have retired or left the College; two will be new full-time positions, further improving our high faculty-student ratio.

Our new fitness center, completely funded by gifts to the College, is on schedule to open in the fall. With support from private foundations, we have instituted several new programs that will enhance diversity next year. Gift funding will also help us launch our new program of residential education fellows— a cohort of 12 distinguished faculty who will work with students to create new programming in the residences. A Connecticut College education continues to be in demand; we have already exceeded last year's number of applications.

I continue to be inspired by the intelligence, energy and idealism of our students. In these challenging times, my commitment to them—and to you—is to maintain the outstanding quality of education they expect and deserve.

Sincerely,

A handwritten signature in black ink, appearing to read "Leo I. Higdon, Jr.", with a stylized flourish at the end.