

CONNECTICUT COLLEGE



Building on Strength:

A NEW PLAN FOR CONNECTICUT COLLEGE

REPORT ON PROGRESS | SUMMER 2021



A historic year

2020-21 was a historic year, the year Connecticut College prevailed during a pandemic. We were fortunate to have our strategic plan to guide us through this momentous period. When we put the plan together in 2016-17, we designed it with a long view, a 10-year time horizon. And that perspective allowed us to steady our gaze and focus on our priorities while we managed the myriad challenges of keeping our students, faculty, and staff healthy and safe.

Everyone rose to the challenge, working either on campus or remotely, as we rethought every single aspect of our collective work for the good of the community. And through it all, we not only made progress on our long-term goals, we had the most successful fundraising year in College history. Among the highlights of the year were the ongoing renovation of Palmer Auditorium; the record applications for the Class of 2025; the vibrant spring NESCAC athletics season with all 28 varsity teams competing; and the campus celebration of the largest single gift ever received by the College – \$30 million from Rob '88 and Karen Hale P'20.

Marking the end of this unforgettable year — and the end of the first five years of *Building on Strength* — this report is a summative document. We present here both a synopsis of our major achievements since 2016, while also noting, **in red**, the main highlights for 2020-21.

Enhancing Academic Distinction

Since 2016, Connecticut College has developed an innovative program of integrative education that seeks to deliver world-class academics to an ever-greater number of students. We have enhanced resources for centers for interdisciplinary scholarship and for research on campus and around the world. And we have commenced a major renovation of historic Palmer Auditorium into a new resource for excellence in the arts.

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, 78 new First-Year Seminars (8 in 2020-21), 68 new ConnCourses (8 in 2020-21), and a new team-based advising system
- held the inaugural the 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 (see below)
 - revised the All-College Symposium in 2020 to make it our first-ever *virtual* conference, with presentations from nearly 200 students
 - updated the certificate in Museum Studies to make it part of Connections
 - integrated a new social difference and power requirement into Connections, to begin with the class of 2024
 - created new Statistics and Data Science major and minor to enhance opportunities for quantitative study
 - published [article on Connections](#) in a volume on strategic innovation for college presidents

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

- developed 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

- expanded the Ammerman Center for Arts and Technology with a \$2 million endowment gift from Judith Ammerman '60
- 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
 - developed a quantitative reasoning program with a grant from Sherman Fairchild Foundation
 - co-located the Writing Center to the ARC with support from Pat Squire '56
 - 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.
- 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, in 2020-21, we
 - appointed full-time staff to support the CCSRE
 - approved a new certificate program for the CCSRE to be available in 2021

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

- 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. About 50% of all first-year students are now studying 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 in Ghana
 - Ewha Woman's University in Seoul and
 - Ashoka University in India
- convened a task force on Study Away to expand and diversify students' off-campus global-local learning opportunities
- hosted a 10-week collaborative virtual research program "Global COVID" project with 42 undergraduate students from Connecticut College, Ashesi University in Ghana, Ashoka University in India, Chinese University of Hong Kong, and the Higher School of Economics in Russia
- created and ran the virtual Language Challenge program in summer 2020 and winter 2021 for more than 200 students
- hosted politically exiled scholars on 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 Nepam, 2016-2018
 - Turkish physicist Ali Kaya, 2020-2021
- increased the number of competitive international scholarships and fellowships received by Conn students
 - 10 U.S. State Department Critical Language Scholarships since 2016; 2 in 2021
 - 15 Benjamin A. Gilman International Scholarships since 2016; 5 in 2021
 - 27 Fulbright Fellowships since 2016; 3 in 2021
 - 2 Watson Fellowships in 2021 (see below)
 - graduated the first Marshall Scholar in College history, Ann Monk '21

LOCALLY, we

- 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 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

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

- supported staff training through the Collaborative Online International Learning and Virtual Exchange Leadership Institute
- built new relationships with colleges in the British Virgin Islands and Greece.

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
- 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 \$402,000 in grants from the Andrew W. Mellon Foundation since 2016, and \$93,000 received in 2020-21
- established Digital Scholarship Fellows program to support faculty and student research within the Division of Information Services
- enhanced support for faculty securing external grant funding through the Office of Corporate, Government, and Foundation relations, leading to \$3.7 million in new research grants and fellowships since 2016
 - \$286,615 from the National Science Foundation to support research of Peter Siver (Botany and Environmental Studies) on fossils
 - \$183,148 from the National Institutes of Health and \$114,676 from the National Science Foundation to support research by Taegan McMahon (Biology) on a pathogenic fungus associated with the extinction and decline of hundreds of species of amphibians (grants transferred from her previous institution)
 - \$6,500 from the Graham Foundation for Advanced Studies in the Fine Arts to support a project by Amanda Wallace (Art) titled "The East Texas Oilfield as an Architecture of Memento Mori"
 - \$100,000 from the Air Force Office of Scientific Research to support research by Bruce Branchini (Chemistry) on "Development and Characterization of Novel Bioluminescence Sources"
 - \$15,000 from Institute for Citizens & Scholars to support Hubert Cook (English) in completing his book on late nineteenth-century Black writers
 - \$34,829 from the Social Science Research Council to support research of Mara Suttman-Lea (Government) on voter education
 - \$20,000 from Alfred P. Sloan foundation to support research of E. Carla Parker-Athill (Biology) on cortisol exposure and childhood trauma
 - \$11,000 from the Folke Bernadotte Academy, a Swedish government agency, in support of research by Andrew Levin (Government and International Relations) on "Peacekeeper-Inflicted Fatalities Dataset, 1990-2020"
- 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
- joined the HathiTrust Digital Library, providing digital preservation of print materials with full download access to PDFs of nearly 7 million digitized items
- participated in Association of American Colleges and Universities Institute on Open Education Resources to develop new cost-effective online texts

To *enrich campus intellectual dialogue*, we

- established the President's Distinguished Lecture Series, bringing major public intellectuals to the campus and the community
- 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 Brian 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*
- launched the annual All-College Symposium as major platform for advancing undergraduate research through for Connections (see above)

- created Elevate, the College's first annual winter-session conference on racial justice, in January 2021, which brought together 550 Connecticut College students, staff, faculty and alumni, along with residents of the New London region, to elevate the dialogue on race, equity, and inclusion

Goal 3. Arts

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

- undertook renovation of the historic Palmer Auditorium with generous support from Nancy Athey '72 and Preston Athey and the Sherman Fairchild Foundation.
 - made substantial progress on the renovation in 2020-21, with completion expected in January 2022
- 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.
- created The Dune outdoor pavilion on Tempel Green, a new campus space for safely staging over

25 dance, music, film, improv comedy, and theater performances on campus during the COVID pandemic in 2021

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.

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 include hosting the 2019 [Re]Generation Summit to connect artists, educators, researchers, and activists working toward social change.



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, 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 summer 2021 internships for three Connecticut College students
- created a new five-week summer career prep course for 20 incoming members of the Class of 2024 to increase their effectiveness in identifying and articulating what they have to offer to an employer

- 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.

To promote the plan’s third life-and-career objective, educating 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.

Goal 2. Campus Living

Because most of our students live on campus for all four years, our residential setting is a critical part of their experience. Our work to *implement a phased strategy for upgrading campus housing* has had two major components — one that shifts the residential patterns of our students by class year and one that invests in the facilities themselves. Specifically, we

- enhanced connections and engagement among first-year students by converting Hamilton House and Morrisson House into first-year residences
- created first-year-only floors on north and central campus
- established south campus as upperclass-only housing
- renovated the Plant common room through a gift from Class of 1969
- completed comprehensive upgrade of heating and cooling in the Plex.
- Most importantly, during a global pandemic, we rearranged living, working, and dining protocols to make it possible for students to successfully advance their education

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
- 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 \$100K in new and reallocated resources
- 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.

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.

Goal 3. Athletics

To make strategic investments in infrastructure and operating support for varsity athletics, we

- completed an athletics master plan envisioning the long-term renewal of fields, facilities, and waterfront
 - raised \$1.7 million for and began construction on new bulkhead, floating docks, and roadway to the Thames River
- appointed Mo White as new director of athletics, the first woman to hold the position in Conn's history, and promoted two head coaches to associate athletic director

- created new position of assistant director of athletics for business operations
- hired new coaches in men's soccer, men's and women's basketball, men's and women's lacrosse, men's and women's squash and cross country, and elevated several coaches from part-time to full-time faculty status
- 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 facilities 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.
- supported NESCAC athletic competition during a global pandemic in spring 2021 in which all 28 varsity sports competed for the first time in College history

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.

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 and training requirements, launched an important program on intergroup dialogue, 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, published a sustainability action plan, and took steps to increase financial resources for a Conn education.

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
- 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 29 courses in 2020-21
- launched bias training program for all students, faculty, and staff in February 2021
- 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
- supported Walter Commons professional development through the Diversity Abroad certificate program.

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 23.1% in fall 2020,
- welcomed the Class of 2024 as the most diverse incoming class in the College's history, with nearly 26% students of color.

- 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.

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

- enhanced training for hiring committees on mitigating implicit bias
- hired 16 faculty members of color out of 34 new tenure-track hires between 2016 and 2020
- joined the National Center for Faculty Development and Diversity
- launched a new series for chairs and directors on mentoring.

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 through office of dean of faculty to enhance the leadership capacity of department chairs and program directors.

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,
 - new raised crosswalk and other safety enhancements between the main campus and the Arboretum completed in summer 2021



- 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
- created and ran a COVID-19 testing facility for students, faculty, and staff, administering over 100,000 tests and keep infections to a rate near zero over the course of the 2020-2021 academic year

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 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
- 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
- partnered with New London Trees, a local grassroots organization, to help increase the city's tree population through community planting and care, education and advocacy
- supported an environmental literacy project by Andrea Wollensak (Art), to engage the local community in education about southeastern Connecticut's coastal environment and our changing climate
- partnered with the Reef Ball Foundation to help restore coastal reefs along the Thames River
- established Sustainable Building Policy to incorporate expertise from the office of sustainability on all campus construction projects
- installed campus signage to mark the Sustainability Trail, a guided tour of our campus sustainability milestones

To leverage the natural assets of campus and region to advance the College's priorities, we

- hired a new Arboretum director to expand the collection of curated plants, promote conservation efforts, and support long-term ecological study
 - expanded the Arboretum's purview to include 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
- developed a vision for access to the Thames River waterfront area,
 - raised \$1.7 million in 2020-21 for development of a new bulkhead, sailboat dock, and roadway to the Thames River, with construction beginning summer 2021
- 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

To improve decision-making, conserve resources, and enhance outcomes through the use of new analytical tools, we

- created a strategic position review committee to scrutinize staffing requests for efficiencies
- implemented the Whitebirch platform to enhance financial modeling

- introduced a voluntary retirement offer in 2018 for long-serving staff and faculty and undertook divisional reorganization to maximize benefit of personnel resources
- spearheaded the CTW OneSource eMarketplace consortium in 2019 with Trinity and Wesleyan for more efficient procurement process across three institutions
- convened faculty and Board task forces in 2020 for fresh evaluation of cost structures at Connecticut College and across higher education
- implemented the DayForce online timekeeping system to reduce administrative costs.

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 \$46.7 million so far in new endowment dollars through the campaign, 36% of the \$130 million endowment goal.
 - College's endowment value reached \$420 million in summer 2021

To strategically deploy operating resources for strong enrollments, we

- implemented a merit scholarship program
- 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
- reorganized Admission staff to strengthen the College's advantage in national and international admission markets
- raised over \$100,000 from generous alumnae and alumni to support students with unforeseen educational expenses as a result of the coronavirus pandemic.
- convened summer working groups on academic continuity, campus life, and business continuity to ensure best deployment of College resources and responses to the COVID-19 pandemic
- expanded the College's partnership with a local New London print shop to deliver print services at a lower cost and higher quality

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
- piloted an online summer program in 2020 to leverage faculty expertise in online instruction,
 - received formal approval from the New England Commission on Higher Education in fall 2020 to continue to offer online instruction
 - offered 11 online courses in summer 2020 and 11 in summer 2021
- received a Davis Educational Foundation grant and convened a summer working group to explore the feasibility of a business curriculum, based on the success of our finance minor and entrepreneurship pathway
- developed new winter session programming in racial justice as a pilot for potential executive certificate

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

- launched a comprehensive campaign in 2017 that has raised \$180 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
 - achieved the best fundraising year in College history, raising \$53.5M in new gifts and commitments
 - achieved the best annual fund year in College history, raising \$6.4M to support essential operations of the College
- 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 totals by more than \$500K since 2016

